Your Council

Medway Council
Serving You

Cabinet – Supplementary agenda

A meeting of the Cabinet will be held on:

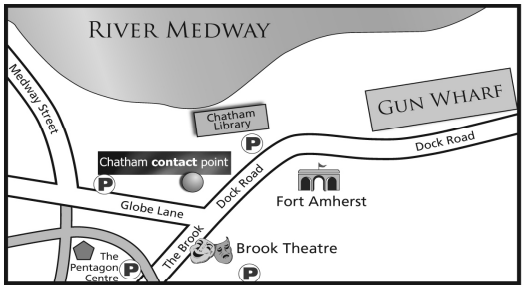
Date:	Tuesday, 28 September 2010
Time:	3.00pm
Venue:	Meeting Room 2 - Level 3, Gun Wharf, Dock Road, Chatham ME4 4TR

Items

5.	**Council Plan Review (policy framework) – Appendix 1**	**(Pages 1 - 60)**
8.	**Review of Healthy Eating Among Children and Young People in Medway – Appendix 1**	**(Pages 61 - 108)**
9.	**Employment Land Review Consolidation Study – Appendix 1**	**(Pages 109 - 178)**

For further information please contact Wayne Hemingway/Anthony Law, Cabinet Coordinators on Telephone: 01634 332509/332008 or Email: democratic.services@medway.gov.uk

Date: 20 September 2010



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ઊાંલા	331780	ગુજરાતી	331782	ਪੰਜਾਬੀ	331784	كوردي	331841	اردو	331785	Русский	332374
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Appendix 1

Council Plan Report (Quarter 1, 2010)

Action Status	PI Status	Trend Arrows*
Completed / progressing towards completion to schedule.	This PI is significantly below target.	The performance of this PI has improved.
Slightly off target but mitigating actions in place.	This PI is slightly below target.	The performance of this PI has worsened.
Off track and no clear remedial action in place.	This PI has met or exceeded the target for the year.	The performance of this PI is similar to previous data.
	This PI is data only.	
	N/A – Rating not appropriate / possible.	**This is the long-term trend measured against the previous two years' performance.*

Note – Indicators highlighted in yellow are proposed for deletion from the council's basket of success measures for this Council Plan. Actions highlighted in yellow are also proposed for deletion. See paragraph 3.6 of the main report for more explanation.

Name	Rating
1. Priority: A Clean and Green Environment	

Name	Rating
1.1. Outcome: Reduce the carbon footprint and foster sustainable development in Medway	

Code	Action	Status
C10_01.01.01	Work in partnership with the Kent Energy Efficiency Partnership, and the Energy Saving Trust to reduce carbon	

Code	Action	Status
	emissions from domestic activities.	

Name	Rating
1.1.2 Support local businesses to become more environmentally sustainable by:	

Code	Action	Status
C10_01.01.02.01	Develop eco skills in the workforce through the Eco-Advantage project to 2013	
C10_01.01.02.02	Support businesses to reduce their carbon emissions through the LO-C-US project to 2013	

Name	Rating
1.1.3 Using our invest to save fund to reduce the emissions from the council itself by:	

Code	Action	Status
C10_01.01.03.01	Reducing carbon emissions from the vehicles used by us and our contractors	
C10_01.01.03.02	Monitor and target our buildings to tackle the most inefficient buildings	

Name	Rating
1.2. Outcome: Make Medway a place where open spaces and outstanding natural beauty are available to everyone	

Name	Rating
1.2.1 Stewardship: preserving and enhancing Medway's heritage, green spaces and public realm for the enjoyment and benefit of current and future generations:	

Code	Action	Status
C10_01.02.01.01	Delivery of Phase 2 of the Playbuilder Programme resulting in the refurbishment of 22 play areas by 2012.	
C10_01.02.01.02	Retain Green Flag status for Riverside Country Park, The Vines and Hillyfields Community Park and secure Green Flag	

Code	Action	Status
	status for Capstone Farm Country Park	
C10_01.02.01.03	Deliver the Great Lines Heritage Park, including improved access and restoration by March 2011	
C10_01.02.01.04	Map planned investment in pedestrian links, urban spaces, connectivity , riverside walks etc. through the Public Realm strategy	

Name	Rating
1.3. Outcome: Manage Medway's waste sustainably, and reduce waste sent to landfill	

Name	Rating
1.3.1 Work in partnership with our commercial partners, through contract re-lets, to ensure that our waste services:	

Code	Action	Status
C10_01.03.01.01	Roll out organic waste collection from Sept 2010	
C10_01.03.01.02	Minimise waste by the introduction of wheeled bins to appropriate properties from June 2011	
C10_01.03.01.03	Review the provision of household waste recycling centres with a view of increasing recycling and minimising waste June 2012	

Performance Indicator	Actual 2008/09	Actual 2009/10	Actual Q1 2010/11	YTD 2010/11	Target 2010/11	Unitary Average 2008	Unitary Bottom Quartile 2008	Unitary Top Quartile 2008	Progress Update	Trend	Status
NI 191 Residual household waste - kg per household (LAA)		710.3	184.9	184.9	792.0	692.8	754.2	613.8	The amount of residual household waste collected this quarter is lower than targeted. This is good news. This can partly be attributed to the current economic down turn with less people buying items and hence less waste produced.		
NI 192 Percentage of household waste sent for reuse, recycling and composting	33.2%	33.6%	38.1%	38.1%	36.0%	35.4%	30.2%	39.8%	Data is incomplete (June figures are estimated) due to the Veolia reporting period - but early indications suggest we are on target for this indicator. Composted waste does spike in the spring and summer months		

Performance Indicator	Actual 2008/09	Actual 2009/10	Actual Q1 2010/11	YTD 2010/11	Target 2010/11	Unitary Average 2008	Unitary Bottom Quartile 2008	Unitary Top Quartile 2008	Progress Update	Trend	Status
									when we generally collect more garden waste but it is dependant on the weather.		

Name	Rating
1.4. Outcome: Improving the local street scene	

Code	Action	Status
C10_01.04.01	Active enforcement against privately owned land that is littered. *Amend to: active enforcement against untidy private land.*	
C10_01.04.02	Effective enforcement against environmental crimes on public land *Amend to: to investigate incidents of fly tipping to improve local streetscene*	
C10_01.04.03	Support community engagement and participation in improving the street scene through our safer communities officers.	
C10_01.04.04	Implement the design code and public realm strategy.	
C10_01.04.05	To undertake investigation to develop and improve public perception of the street scene.	
C10_01.04.06	Consult with the public to understand why satisfaction with street scene is lower than recorded cleanliness levels and target improvements as a result.	
C10_01.04.07	Ensure consistent high standards on local authority owned housing estates through regular inspection	

Performance Indicator	Actual 2008/09	Actual 2009/10	Actual Q1 2010/11	YTD 2010/11	Target 2010/11	Unitary Average 2008	Unitary Bottom Quartile 2008	Unitary Top Quartile 2008	Progress Update	Trend	Status
NI 195a Litter: Improved street and environmental cleanliness (levels of litter, detritus, graffiti and fly posting)	5%	5%	5%	5%	5%	6%	8%	3%	Performance is better than at this point last year of 8%		

Performance Indicator	Actual 2008/09	Actual 2009/10	Actual Q1 2010/11	YTD 2010/11	Target 2010/11	Unitary Average 2008	Unitary Bottom Quartile 2008	Unitary Top Quartile 2008	Progress Update	Trend	Status
NI 195b Detritus: Improved street and environmental cleanliness (levels of litter, detritus, graffiti and fly posting)	8%	8%	8%	8%	8%	10%	13%	5%	Performance is better than at this point last year of 14%		
NI 195c Graffiti: Improved street and environmental cleanliness (levels of litter, detritus, graffiti and fly posting)	4%	2%	1%	1%	4%	4%	5%	2%	Performance is better than at this point last year of 6%		
NI 195d Fly-posting: Improved street and environmental cleanliness (levels of litter, detritus, graffiti and fly posting)	0%	0%	0%	0%	2%	0%	1%	0%	Performance has been maintained at 0%.		

The following indicators are collected annually. They are included to show the 2010/11 targets which have been set:

Ref.	Performance Indicator	Actual 2009/10	Target 2010/11
NI 185	CO2 reduction from Local Authority operations	4.1%	10%
NI 188	Planning to Adapt to climate change	0	1

Name	Rating
2. Priority: Safer Communities	

Name	Rating
2.1. Outcome: Build strong communities by improving community cohesion	

Code	Action	Status
C10_02.01.01	Strengthen the role of the Equality and Community Cohesion Group to lead and coordinate partnership work to improve community cohesion	
C10_02.01.02	Implement programme of community cohesion thanks to funds secured from the EU and UK government, enabling delivery of a range of activities including ESOL courses, engagement through community forums, outreach and interpretation	
C10_02.01.03	Use £140,000 from the EU for a programme of youth development, parenting skills and vocational training, benefiting 60 local young people	
C10_02.01.04	Supported by external funding, we will continue to deliver action plans in our key priority neighbourhoods of All Saints, Strood South, White Road and Twydall, to secure social regeneration..	
C10_02.01.05	Develop a resident engagement strategy for full and meaningful involvement of Council tenants and leaseholders to include local Housing surgeries on all main estates	

Name	Rating
2.2. Outcome: Reduce antisocial behaviour, criminal damage and youth crime	

Code	Action	Status
C10_02.02.01	Use the multi agency partnership office to coordinate joint working between the council and its partners	
C10_02.02.02	Maintain and develop our existing Alcohol Control Zones to reduce alcohol related crime & disorder	
C10_02.02.03	Deliver effective noise nuisance services to combat this form of antisocial behaviour	
C10_02.02.04	Use physical initiatives such as alley gating schemes to reduce antisocial behaviour in response to community need.	

Code	Action	Status
C10_02.02.05	Increase diversionary activities for young people in partnership with Children's Services	

Performance Indicator	Actual 2008/09	Actual 2009/10	Actual Q1 2010/11	YTD 2010/11	Target 2010/11	Unitary Average 2008	Unitary Bottom Quartile 2008	Unitary Top Quartile 2008	Progress Update	Trend	Status
NI 17L Perceptions of anti-social behaviour (LAA proxy measure from KCVS)	9.8%	9.4%	9.2%	9.2%					Data for 2009/10 changed from 8%.Kent Police & Medway Council continue to commit to having a named Officer in every Ward. Kent Police have 3 specific ASB cars that cover the whole of Medway specifically tasked at targeting nuisance youths and ASB. These cars are resourced by Police Officers and Medway Council Community Officers. The newly created Family Intervention Project (FIP) at Medway Council are working together with the Joint Family Management Programme (JFMP) at Kent Police targeting those families involved in ASB and offering support and intervention through sanctions where appropriate. The CSP Media Officer has written or contributed to 35 proactive news releases related to partnership work with four reactive statements following media enquiries. He is also working on a number of marketing opportunities.		
NI 19 Rate of proven re-offending by young offenders (LAA)	0.90	0.75			1.08	1.04	1.21	0.84	Still waiting Q4 data from Kent Police to complete the 2009/10 result. The figure of 0.75 was reported at year-end. Figure will be updated as soon as this is received and processed		
NI 195 Local Incidents of graffiti removed	1611	1687	201	201					From 1st April to the end of June 2010 the graffiti team removed offensive and non offensive graft from 201 locations across the borough. Over the last two years a lot of work has gone into removing old incidences of graffiti. This year we are in the position to be more proactive and able to respond to new graffiti incidents quickly		

Performance Indicator	Actual 2008/09	Actual 2009/10	Actual Q1 2010/11	YTD 2010/11	Target 2010/11	Unitary Average 2008	Unitary Bottom Quartile 2008	Unitary Top Quartile 2008	Progress Update	Trend	Status
NI 195c Graffiti: Improved street and environmental cleanliness (levels of litter, detritus, graffiti and fly posting)	4%	2%	1%	1%	4%	4%	5%	2%	Performance is better than at this point last year of 6%		
NI 41L Perceptions of drunk or rowdy behaviour as a problem (proxy measure from KCVS)	19.2%	20.2%	18.5%	18.5%					Additional focus has been placed on enforcing the Alcohol Control Zones through the restructure of the Neighbourhood Policing Unit. The Licencing teams from Kent Police & Medway Council carry out regular joint operations at licenced premises to ensure that they adhere to their Licencing Agreements. The SOS bus is parked in Rochester High Street on Friday & Saturday nights to offer advice, support, interventions & a safe haven. The Street Pastors & Licenced premises door staff work with the Licencing teams to address those that are drunk & rowdy. Medway Council's CCTV department provide 24 hour coverage within the Night Time economy and alert Police to potential trouble makers.		

Name	Rating
2.3. Outcome: Reduce the fear of crime and improve public confidence	

Name	Rating
2.3.1 Increase public awareness about anti crime initiatives and provide an accessible partnership to tackle the perception of crime	

Code	Action	Status
C10_02.03.01.01	Deliver the "You asked, we said, we did" campaign in conjunction with our partners in Kent to inform our residents about community safety issues	

Code	Action	Status
C10_02.03.02	Support the PACT (Partners and Communities Together) process to involve residents in tackling local crime and antisocial behaviour concerns	
C10_02.03.03	Increase public feelings of safety by maintaining a dedicated safer communities officer in each ward.	
C10_02.03.04	Improve and update the CSP website including blog from chair/vice chair	
C10_02.03.05	Continue to produce quarterly ward-based newsletters	
C10_02.03.06	To support and maintain community cohesion by delivering a national programme to prevent violent extremism in coordination with the community and partners	

Performance Indicator	Actual 2008/09	Actual 2009/10	Actual Q1 2010/11	YTD 2010/11	Target 2010/11	Unitary Average 2008	Unitary Bottom Quartile 2008	Unitary Top Quartile 2008	Progress Update	Trend	Status
NI 21L Dealing with local concerns about anti-social behaviour and crime issues by the local council and police (proxy measure)	56.9%	62.9%	61.1%	61.1%					Kent Police & Medway Council carried out a number of joint operations across Medway in areas of low confidence to address ASB & environmental issues. These include high visibility joint patrols, mobile contact points within the communities, & environmental clean ups, including fly-tipping & graffiti, using FIDO, the councils dog fouling clearing machine, & utilising the Community Payback scheme through Kent Probation.		

Name	Rating
2.4. Outcome: Reduce repeat occurrences of violent crime, such as repeat offenders, location and victims	

Name	Rating
2.4.1 Reduce Domestic Violence by:	

Code	Action	Status

Code	Action	Status
C10_02.04.01.01	providing independent domestic abuse advice	
C10_02.04.01.02	reducing homelessness caused by domestic abuse	
C10_02.04.01.03	Operating a Sanctuary Scheme	

Name	Rating
2.4.2 Tackle night time disorder in partnership with the night time economy and Safer Medway Partnership	

Code	Action	Status
C10_02.04.02.01	Support the SOS Bus to provide support and presence in the nighttime economy.	

Code	Action	Status
C10_02.04.03	Carry out a programme of test purchases of age restricted products including knives, solvents and alcohol.	

Performance Indicator	Actual 2008/09	Actual 2009/10	Actual Q1 2010/11	YTD 2010/11	Target 2010/11	Unitary Average 2008	Unitary Bottom Quartile 2008	Unitary Top Quartile 2008	Progress Update	Trend	Status
NI 15 Serious violent crime rate per 1000 population (LAA)	0.9	0.5	0.1	0.1	0.8	0.7	0.9	0.5	Data from police for April and May only		
NI 15N Serious violent crimes - number YTD		125	25	25					Data from police for April and May only		
NI 16 Serious acquisitive crime rate per 1000 population (LAA)	14.7	11.0	1.8	1.8	16.8	18.1	21.2	13.2	Data from police for April and May only		
NI 16N Serious acquisitive crimes - number	3698	2800	452	452					Data from police for April and May only		

Performance Indicator	Actual 2008/09	Actual 2009/10	Actual Q1 2010/11	YTD 2010/11	Target 2010/11	Unitary Average 2008	Unitary Bottom Quartile 2008	Unitary Top Quartile 2008	Progress Update	Trend	Status
NI 32 Repeat incidents of domestic violence (LAA)			Not measured for Quarters	12.2%	28.0%				This is the rolling year to date figure. Data from police for April and May only		

Name	Rating
2.5. Outcome: Reduce substance misuse	

Code	Action	Status
C10_02.05.01	Improve access, engagement and retention of drug users in the drug treatment system, with a 1% increase in the numbers in effective treatment by 2011.	
C10_02.05.02	Increase awareness raising initiatives about the dangers of substance misuse.	
C10_02.05.03	Test purchase operations to be run to ensure alcohol is not sold to under 18s	

Performance Indicator	Actual 2008/09	Actual 2009/10	Actual Q1 2010/11	YTD 2010/11	Target 2010/11	Unitary Average 2008	Unitary Bottom Quartile 2008	Unitary Top Quartile 2008	Progress Update	Trend	Status
NI 40 Number of drug users recorded as being in effective treatment (LAA)	696	680			643	47	4	83	The performance of this indicator was exceeding target at the third quarter of 2009/10. 4th quarter data for 2009/10 is not yet available.		
NI 41L Perceptions of drunk or rowdy behaviour as a problem (proxy measure from KCVS)	19.2%	20.2%	18.5%	18.5%					Additional focus has been placed on enforcing the Alcohol Control Zones, regular joint council/police operations at licensed premises are undertaken and the SOS bus is operational.		
NI 42L Perceptions of drug use or drug dealing as a	19.3%	20.5%	19.4%	19.4%					Data for 2009/10 changed from 14%. Medway Council continues to encourage and respond to reports of litter associated with		

Performance Indicator	Actual 2008/09	Actual 2009/10	Actual Q1 2010/11	YTD 2010/11	Target 2010/11	Unitary Average 2008	Unitary Bottom Quartile 2008	Unitary Top Quartile 2008	Progress Update	Trend	Status
problem - proxy measure from KCVS									drug activity to ensure the environment is kept clean and free of potential hazards. Kent Police in Medway have developed and publicised a drugs hot line open to the public which helps enable the Police drugs team to focus on the most prolific drug supply networks.		

The following indicators are collected annually. They are included to show the 2010/11 targets which have been set:

Ref.	Performance Indicator	Actual 2009/10	Target 2010/11
NI 35	Building resilience to violent extremism	3.8	3.8

Name	Rating
3. Priority: Children and Young People having the best start in life	

Name	Rating
3.1. Outcome: Children and young people are safe and cared for	

Name	Rating
3.1.1 Ensure all safeguarding practices meet/exceed national requirements by:	

Code	Action	Status
C10_03.01.01.01	Improving quality and timeliness of assessment of and planning for children's care needs	

Code	Action	Status
C10_03.01.01.02	Enhancing quality assurance of practice through regular independent review, case file audit, supervision and user feedback	
C10_03.01.01.03	Reviewing and developing services to support children and young people in care to ensure they have the best chance of independent and positive adulthood.	
C10_03.01.01.04	Ensuring all child in need, child protection and care plans identify targeted interventions to limit risk and support sustainable family resilience	
C10_03.01.01.05	Supporting and contributing to the further development of the Local Safeguarding Board to ensure effective independent scrutiny and quality assurance of child protection arrangements	
C10_03.01.01.06	Responding to national changes in policy and practice.	

Name	Rating
3.1.2 Improve access to services, information and advice for parents of disabled children	

Code	Action	Status
C10_03.01.02.01	Increase the quality, flexibility and availability of respite breaks	
C10_03.01.02.02	Improve participation of disabled children and their parents and carers in service design, care planning and service evaluation	
C10_03.01.02.03	Improve the transition arrangements so that children moving from children's to adult services receive a continuum of care and support that is appropriate for their needs	

Performance Indicator	Actual 2008/09	Actual 2009/10	Actual Q1 2010/11	YTD 2010/11	Target 2010/11	Unitary Average 2008	Unitary Bottom Quartile 2008	Unitary Top Quartile 2008	Progress Update	Trend	Status
BV162 NI 67 Percentage of child protection cases which were reviewed within required timescales	98.0%	93.9%	100.0%	100.0%	100.0%				We have achieved our target during quarter 1. During this first period, CISRS independently chaired 128 Child Protection Conferences (review and initial) pertaining to 278 children. This is an increase of 33% in ICPCs this quarter compared to Q1of 2009/10 and a 19% increase overall during the past 12 months.		
LCH2 Number of unallocated referrals	21	17	12	12	30				Duty referrals continue to be allocated in a timely manner and remain consistently below the maximum threshold of 30.		

Performance Indicator	Actual 2008/09	Actual 2009/10	Actual Q1 2010/11	YTD 2010/11	Target 2010/11	Unitary Average 2008	Unitary Bottom Quartile 2008	Unitary Top Quartile 2008	Progress Update	Trend	Status
NI 59 Percentage of initial assessments for children's social care carried out within 7 working days of referral (LAA)	73.4%	78.1%	37.0%	37.0%	74.0%	71.0%	63.2%	78.8%	Revised statutory guidance for Social Work Practice (Working Together to Safeguard Children) was issued early 2010. The guidance has reviewed the statutory timescales for completing Initial Assessments and decided that it is unrealistic to expect social workers to complete these assessments within 7 working days. Best practice is to allow social workers 10 working days to complete an initial assessment.		
NI 59L Percentage of initial assessments for children's social care carried out within 10 working days of referral	N/A	N/A	82.3%	82.3%					A national review of social work practice has led to a change in the timescales for completing initial assessments. Initial assessments should now be completed with 10 working days. As this change only came about in April it is too early to know how our performance compares to other local authorities.		
NI 60 Percentage of core assessments for children's social care that were carried out within 35 working days of their commencement (LAA)	80.8%	68.3%	77.2%	77.2%	80.0%	76.9%	73.0%	86.0%	The completion of core assessments within timescale (NI60) has improved from 74% in the previous quarter to 77% in the current quarter following increased monitoring of core assessments in progress. However, due to the increase in referrals the duty teams are continuing to struggle to meet the LAA target of 80%.		
NI 65 Percentage of children becoming the subject of Child Protection Plan for a second or subsequent time (LAA)	10.9%	17.6%	13.2%	13.2%	12.0%	13.0%	16.0%	10.0%	This quarter our repeat CP plans (NI65) were just outside of the LAA target of 12%. Repeat CP plans are an excellent focus for analysis of the effectiveness of our interventions, and our recent analysis of CP re-registrations has identified for the first time some practice improvements.		
PAF-CF/C68 NI 66 Looked after children cases which were reviewed within required timescales	93.2%	91.9%	96.8%	96.8%	95.0%	91.4%	88.4%	98.4%	We have achieved our target this quarter. The CISR service chaired 87 LAC Reviews during quarter 1. 23 of these reviews were initial reviews which considered children who had come into care and must be reviewed within 28 days. This		

Performance Indicator	Actual 2008/09	Actual 2009/10	Actual Q1 2010/11	YTD 2010/11	Target 2010/11	Unitary Average 2008	Unitary Bottom Quartile 2008	Unitary Top Quartile 2008	Progress Update	Trend	Status
									represents a 52% increase on the same quarter last year.		

Name	Rating
3.2. Outcome: Children and Young people succeed in learning	

Name	Rating
3.2.1 Improve performance at Foundation Stage and further narrowing the gap between the average and the lowest achieveing 20%	

Code	Action	Status
C10_03.02.01.01	Improve the quality of teaching and learning at the foundation stage	
C10_03.02.01.02	Target support on those pupils at risk of underperformance	

Name	Rating
3.2.2 Raising achievement at Key Stage Two	

Code	Action	Status
C10_03.02.02.01	Improve the quality of teaching, learning and tracking of pupil progress at key stage 2.	
C10_03.02.02.02	Deliver the primary strategy for change which will bring new investment in primary schools	
C10_03.02.02.03	Reduce the number of school changes for primary school children, whilst improving results and securing the future of our schools	

Name	Rating

Name	Rating
3.2.3 Raising achievement at GCSE, specifically on 5+ GCSEs at A*-C including Maths and English	

Code	Action	Status
C10_03.02.03.01	Continue to develop the Bishop of Rochester and New Brompton academies	
C10_03.02.03.02	Continue to work with secondary schools to raise achievement and encourage pupils to stay on beyond age sixteen	
C10_03.02.03.03	Ensure a seamless transfer of post 16 responsibilities from the Learning and Skills Council to Medway Council	

Name	Rating
3.2.4 Improve outcomes for children with Special educational needs	

Code	Action	Status
C10_03.02.04.01	Coordinating the implementation of the SEN action plan	
C10_03.02.04.02	Developing and implementing a range of support available to mainstream schools	

Name	Rating
3.2.4.3 Increase and enhance provision within Medway, including	

Code	Action	Status
C10_03.02.4.3.1	Implement and evaluate the Targeted Mental Health Support in Schools pilot to deliver joint support across partners for those children who are at risk of experiencing mental health problems	
C10_03.02.4.3.2	Young people with learning disabilities will have planned transitions and the appropriate support to enable them to be in Employment, Education or Training	

Name	Rating
3.2.5 Improve educational outcomes for children in care and narrow the gap between their achievement and Medway Results as a whole	

Code	Action	Status
C10_03.02.05.01	Improve tracking of progress made by children in care	
C10_03.02.05.02	Develop high quality personal education plans for all children in care which effectively target their educational allowance to deliver improved educational outcomes	
C10_03.02.05.03	Designated teachers with responsibility for children in care to be in place in every school, actively ensuring the needs of children in care are met	
C10_03.02.05.04	Work with the Children in Care Council to identify and overcome obstacles to increasing their attainment	

Performance Indicator	Actual 2008/09	Actual 2009/10	Actual Q1 2010/11	YTD 2010/11	Target 2010/11	Unitary Average 2008	Unitary Bottom Quartile 2008	Unitary Top Quartile 2008	Progress Update	Trend	Status
NI 103a Special Educational Needs – statements issued within 26 weeks excluding exceptions	58.4%	73.8%	91.2%	91.2%	75.0%				We have continued to maintain our upward trajectory for Statements issued with statutory timescales.		
NI 103b Special Educational Needs – statements issued within 26 weeks including exceptions	56.5%	74.2%	87.0%	87.0%	75.0%				We have continued to maintain our upward trajectory for Statements issued with statutory timescales.		

Name	Rating
3.3. Outcome: Children and young people thrive	

Code	Action	Status
C10_03.03.01	Reduce teenage conception rates	

Name	Rating

Name	Rating
3.3.2 Improving our sexual health services by:	

Code	Action	Status
C10_03.03.02.01	Improve delivery of sex and relationships education (SRE) programmes across universal settings	
C10_03.03.02.02	Expand the number of sites offering contraceptive and sexual health services	
C10_03.03.02.03	Increase awareness of services offering free confidential information and advice	
C10_03.03.02.04	Improve delivery of CASH services through the development of a robust service specification and more effective performance monitoring of the current provider	
C10_03.03.02.05	Targeting our work with young people most at risk	
C10_03.03.02.06	Improve services for young parents to minimise the risk of repeat unplanned pregnancies	

Name	Rating
3.3.3 The Child and Adolescent Mental Health Service Implementation Plan 2009-10 will deliver the recommendations of the Fundamental Review of CAMHS commissioned jointly by the Council and the NHS Medway to improve CAMHS services. This will be achieved by:	

Code	Action	Status
C10_03.03.03.01	Improve access to CAMHS services at tier 3 by ensuring that it is acting as part of an integrated range of services that provide for children and young people's emotional support needs at all levels (1-4)	
C10_03.03.03.02	Ensure we meet the National Service Framework standard for children with mental health needs	
C10_03.03.03.03	Further develop and embed the Single Point of Access to CAMHS in Medway to ensure that there is clear and effective access to emotional support services at all levels across all agencies	

Name	Rating
3.3.4 Increase the number of places to go and things to do for young people in Medway	

Code	Action	Status
C10_03.03.04.01	Improve the web based directory and make it more accessible	
C10_03.03.04.02	Use the youth opportunity fund and the youth capital fund, allowing young people to influence decision making to further develop provision	
C10_03.03.04.03	Empower young people so that they can be involved in decisions on future youth provision in Medway	

Name	Rating
3.3.6 Reduce obesity levels through delivery of the healthy schools programme and increased participation in sport and leisure	

Code	Action	Status
C10_03.03.06.01	Monitor and review the success and take-up of the initial trial period of free swimming for under 16s	
C10_03.03.06.02	Facilitate and encourage children in care to access council facilities, such as free access to our leisure centres	

Name	Rating
3.3.6.3. Use the 2012 Olympic Games to promote healthy lifestyles and opportunities for young people to engage in sport, including:	

Code	Action	Status
C10_03.03.6.3.1	Our Medway -Counting down to 2012	
C10_03.03.6.3.2	Develop Medway Sporting Academy and athlete support programme to support promising young athletes	
C10_03.03.6.3.3	Medway school games (develop Medway games series of competitions)	

Code	Action	Status
C10_03.03.06.04	Reduce smoking levels through preventative and advice campaigns	
C10_03.03.6.5	Reduce young people's access to alcohol in shops through targeting illegal under age sales	
C10_03.03.6.6	Raise the participation of young people in events, heritage sites, leisure and sports and raise participation in libraries for all young people by building on our innovative programmes such as Baby Bounce and Rhyme and Headspace.	

Name	Rating
3.3.7 Ensuring young people are appropriately engaged in employment, education and Training	

Code	Action	Status
C10_03.03.07.01	Continue to expand our diploma programme to ensure young people are prepared for the workplace	
C10_03.03.07.02	Work with secondary schools to prevent exclusion and reduce the numbers of days lost	
C10_03.03.07.03	Prepare a plan for raising of the participation age in 2013 and 2015	

Name	Rating
3.3.8 Tackle youth homelessness	

Code	Action	Status
C10_03.03.08.01	Assist young people to access safe, suitable and affordable housing that meets their needs, with an additional focus on the most vulnerable	
C10_03.03.08.02	Support families where parents and adolescents are not getting on to prevent youth homelessness	
C10_03.03.08.03	Develop supported managed accommodation for those at most risk	
C10_03.03.08.04	The Youth Offending Team will coordinate the actions needed resulting from the new Youth Rehabilitation Orders	

Performance Indicator	Actual 2008/09	Actual 2009/10	Actual Q1 2010/11	YTD 2010/11	Target 2010/11	Unitary Average 2008	Unitary Bottom Quartile 2008	Unitary Top Quartile 2008	Progress Update	Trend	Status
NI 113a Prevalence of Chlamydia - Part 1 - Percentage of resident 15-24 population accepting screens/tests (LAA)	15.6%	24.1%			35.0%	14.4%	11.8%	17.4%	The Student health service has been launched, providing contraception and sexual health services on 7 sites, with a further 3 coming on line shortly. Since November 751 young people have used the service. Ongoing programme of training in sexual health awareness and C-card provided for front line staff working with YP. Speakeasy co-ordinator appointed to work with parents, to improve communications with YP about sex and relationships.		
NI 147 Care leavers in suitable accommodation	90.9%	91.2%	88.9%	88.9%	90.0%	89.9%	88.6%	95.5%	8 out of 9 care leavers reaching their 19th birthday in the quarter are in suitable accommodation.		
NI 148 Care leavers in education, employment or training	42.4%	50.0%	22.2%	22.2%	60.0%	61.6%	55.0%	71.8%	The result for NI 148 has been disappointing, only 2 out of the 9 eligible young people were in education, training or employment. There have been improvements overall in terms of the number of young care leavers in education, training or employment, however the target group for NI 148 (young people on or around their 19th birthday) remain a challenge.		

Name	Rating
3.4. Outcome: Ensure that the Children's Trust board is effectively focusing on the priorities agreed in the CYPP and is achieving its agreed targets and outcomes	

Name	Rating
3.4.1 Monitor the impact of the Children's Trust partners by developing a system for reviewing and identifying needs and outcomes and establishing an effective multi-agency performance management framework.	

Code	Action	Status
C10_03.04.01.01	Establish an effective multi-agency Preventative Strategy (including the Think Family approach) to drive forward the commissioning and delivery work of the CT and ensure that children and young people with additional needs are identified and supported earlier; preventing escalation to more serious levels of need.	
C10_03.04.01.01	Establish a system to map and identify the multi-agency resources and investments in children's services and through this process align resources with agreed and shared priorities in the Children & Young People's Plan 2009-11	
C10_03.04.01.01	Information from a range of sources including: consultation and feedback from children and their carers, performance indicators, external reviews, complaints and the common assessment framework (CAF) are used to commission preventative and other services to meet identified needs.	
C10_03.04.01.01	Develop consistent stable and skilled workforce to meet needs of children and young people.	

Performance Indicator	Actual 2008/09	Actual 2009/10	Actual Q1 2010/11	YTD 2010/11	Target 2010/11	Unitary Average 2008	Unitary Bottom Quartile 2008	Unitary Top Quartile 2008	Progress Update	Trend	Status
NI 45 Young offenders' engagement in suitable education, training and employment	80.2%	80.6%	76.7%	76.7%	78.0%				1st Quarter 2010/11 data added 19th July 2010. This quarter's result is slightly below the set target of 78% as a higher than normal number of post 16 year olds were included in this quarter's return.		

The following indicators are collected annually. They are included to show the 2010/11 targets which have been set:

Note – the indicators proposed for deletion will continue to be collected by services until changes to the national indicator set are confirmed by government, bit it is proposed that they will not be included as council plan measures of success

Ref.	Performance Indicator	Actual 2009/10	Target 2010/11
NI 43	Young people within the Youth Justice System receiving a conviction in court who are sentenced to custody	6.3%	5%
NI 44	Ethnic composition of offenders on Youth Justice System disposals (% difference from ethnic composition of local area) White Mixed Black Asian Other	 0.9% -0.2% 0.7% -1.1% -0.3%	0%
NI 51	Effectiveness of child and adolescent mental health (CAMHs) services (LAA)	14	13
NI 52	Take up of school lunches Primary Secondary	 31.8% 24.7%	 31% 30%
NI 58	Emotional and behavioural health of children in care	15.8	15.5
NI 61	Timeliness of placements of looked after children for adoption following an agency decision that the child should be placed for adoption	42.1%	72%
NI 62	Stability of placements of looked after children: number of placements	2.6%	9%
NI 63	Stability of placements of looked after children: length of placement	75% (2008/9)	73%
NI 64	Child protection plans lasting 2 years or more	3.6%	10%
NI 68	Percentage of referrals to children's social care going on to initial assessment	61.4%	55%

Ref.	Performance Indicator	Actual 2009/10	Target 2010/11
NI 72	Achievement of at least 78 points across the Early Years Foundation Stage with at least 6 in each of the scales in Personal Social and Emotional Development and Communication, Language and Literacy	52%	56%
NI 73	Achievement at level 4 or above in both English and Maths at Key Stage 2 (Threshold)	65.4%	75%
NI 75	Achievement of 5 or more A*-C grades at GCSE or equivalent including English and Maths	51.7%	57.50%
NI 76	Reduction in number of schools where fewer than 65% of pupils achieve level 4 or above in both English and Maths at KS2	12	6
NI 78	Reduction in number of schools where fewer than 30% of pupils achieve 5 or more A*-C grades at GCSE and equivalent including GCSEs in English and Maths	3	1
NI 79	Achievement of a Level 2 qualification by the age of 19	70.9%	77%
NI 80	Achievement of a Level 3 qualification by the age of 19	43.7%	48%
NI 81	Inequality gap in the achievement of a Level 3 qualification by the age of 19	28.3%	26.3%
NI 82	Inequality gap in the achievement of a Level 2 qualification by the age of 19	48%	54%
NI 84	Achievement of 2 or more A*-C grades in Science GCSEs or equivalent	39.2%	43.1%
NI 85	Post-16 participation in A Level physical sciences : Physics Chemistry Maths)	 92 91 228	No target - dependent on pupil numbers
NI 87	Secondary school persistent absence rate	4.2%	5.50%
NI 88	Percentage of schools providing access to extended services	85%	100%
NI 90	Take up of 14-19 learning diplomas	277	358
NI 92	Narrowing the gap between the lowest achieving 20% in the Early Years Foundation Stage Profile and the rest	34.1%	32.70%

Ref.	Performance Indicator	Actual 2009/10	Target 2010/11
NI 93	Progression by 2 levels in English between Key Stage 1 and Key Stage 2	78%	90%
NI 94	Progression by 2 levels in Maths between Key Stage 1 and Key Stage 2	76%	84%
NI 99	Looked after children reaching level 4 in English at Key Stage 2	37.5%	69.2%
NI 100	Looked after children reaching level 4 in Maths at Key Stage 2	25%	61.5%
NI 101	Looked after children achieving 5 A*-C GCSEs (or equivalent) at Key Stage 4 (including English and Maths)	12.9%	24.2%
NI 102	Achievement gap between pupils eligible for free school meals and their peers achieving the expected level at Key Stage 2 Key Stage 4	 22.9% 27.1%	 21.5% 25.0%
NI 104	The Special Educational Needs (SEN)/non-SEN gap – achieving Key Stage 2 English and Maths threshold	50.8%	45%
NI 105	The Special Educational Needs (SEN)/non-SEN gap – achieving 5 A*-C GCSE inc. English and Maths	48.6%	43%
NI 107	Key Stage 2 attainment for Black and minority ethnic groups	Target is to reflect ethnic composition of local area	
NI 108	Key Stage 4 attainment for Black and minority ethnic groups		
NI 109	Number of Sure Start Children Centres	100%	100%
NI 111	First time entrants to the Youth Justice System aged 10 – 17	1546	1810
NI 114	Rate of permanent exclusions from school	0.01%	0.90%
NI 117	16 to 18 year olds who are not in education, training or employment (NEET)	5.8%	5.80%

Name	Rating
4. Priority: Older and vulnerable people maintaining their independence	

Name	Rating
4.1. Outcome: Putting People First - people who use social care services in Medway have their needs met in a personalised way that delivers the best outcomes for them	

Name	Rating
4.1.1 Putting People First transformation of adult social care to ensure that by:	

Code	Action	Status
C10_04.01.01.01	October 2010 - all new service users / carers with assessed need for ongoing support are offered a personal budget.	
C10_04.01.01.02	October 2010 - the council has put in place arrangements for universal access to information and advice.	
C10_04.01.01.03	December 2010 - Medway has at least one user-led organisation.	
C10_04.01.01.04	April 2011 - at least 30% of eligible service users/carers have a personal budget.	
C10_04.01.01.05	April 2011 - that the public are informed about where they can go to get the best information and advice about their care and support needs.	
C10_04.01.01.06	April 2011 - young people with disabilities will have planned transition with appropriate support, involving them and family carers, to enable them to be in employment, education or training.	
C10_04.01.01.07	Development of the enablement process and services to promote service user independence and minimise the need for ongoing social care support.	

Performance Indicator	Actual 2008/09	Actual 2009/10	Actual Q1 2010/11	YTD 2010/11	Target 2010/11	Unitary Average 2008	Unitary Bottom Quartile 2008	Unitary Top Quartile 2008	Progress Update	Trend	Status

Performance Indicator	Actual 2008/09	Actual 2009/10	Actual Q1 2010/11	YTD 2010/11	Target 2010/11	Unitary Average 2008	Unitary Bottom Quartile 2008	Unitary Top Quartile 2008	Progress Update	Trend	Status
BV195 NI 132 Timeliness of social care assessment (all adults) -% from first contact to completion of assessment within 4 weeks	92.6%	85.0%			94.0%	81.1%	74.6%	90.4%	Data for this Indicator is currently not available. This data will be available next quarter.		
NI 130 Social care clients receiving Self Directed Support in the year to 31st March (LAA)	3.9%	8.6%	9.2%	9.2%	30.0%				Progress towards the 30% target is being carefully monitored. The pathway for new people has been finalised and all new customers who need ongoing services after their period of enablement will receive a personal budget. At the end of June 758 clients received Self Directed Support.		

Name	Rating
4.2. Outcome: Partnership working between Medway Council, NHS Medway, the voluntary sector and independent providers ensures that people have their health, housing and social care needs met in a holistic and seamless way.	

Code	Action	Status
C10_04.02.01	Implementation of 'Positive Aging' the new joint commissioning strategy (with NHS Medway) for older people.	
C10_04.02.02	Implementation of the new Supporting People strategy, ensuring that good housing support is available in Medway.	

Performance Indicator	Actual 2008/09	Actual 2009/10	Actual Q1 2010/11	YTD 2010/11	Target 2010/11	Unitaries AVG 2008	Unitaries BOTTOM 2008	Unitaries TOP 2008	Progress Update	Trend	Status
NI 125 Achieving independence for older people through rehabilitation/intermediate care	81.1%	88.0%			88.0%	79.4%	72.4%	85.7%	The NI125 guidance states that councils only have to collect data for 2 quarters within the year. Medway Council has made the decision that for 2010/11 data will be collected for the full year. Data for quarter 1 will be available in the second quarter and performance will be assessed at that point.		
NI 131 Delayed transfers of care - average weekly rate per 100,000 population aged 18+	13.3	10.5	9.6	9.6	8.5	12.1	15.0	6.3	Following a change in April, delayed transfers attributable to Medway Council have been zero for May and June. The manager from the Initial Intake Team has taken over the management of the hospital team. This has contributed to bringing DTOCs under control.		
NI 131L Number of service users whose delayed transfer of care was attributable to social care	31	64	18	18	40				Following a breakdown in April, delayed transfers attributable to Medway Council have been zero for May and June. The manager from the Initial Intake Team has taken over the management of the hospital team. This has contributed to bringing DTOCs under control.		
NI 135 Carers receiving needs assessment or review and a specific carer's service, or advice and information	13.1%	8.1%	2.4%	2.4%	15.0%	22.9%	16.4%	25.4%	A senior practitioner has been appointed as the Carers lead, with a particular focus on carers assessments. Information and training on carers assessments is being disseminated to frontline workers.		
NI 141 Percentage of vulnerable people achieving independent living (LAA)	85.16%	80.24%	79.00%	79.00%	84.00%	73.47%	66.82%	81.31%	6 service providers have not met the targets set by the Council. This has reduced the performance for Q1. Emails have been sent to providers to explain why targets were not met and a request to outline improvements that will be completed		

Name	Rating
4.3. Outcome: People with disabilities and family carers have choice and control through economic wellbeing	

Code	Action	Status
C10_04.03.01	Provide information and advice to adults with disabilities and family carers regarding the financial assistance they are entitled and maximise take-up of benefits, grants and Independent Living Fund.	
C10_04.03.02	The Council to work with Job Centre Plus to employ more people with disabilities and carers; becoming a model employer encouraging partner organisations and local businesses to do the same.	
C10_04.03.03	Undertake next stage of 'Getting a Life' programme, which supports young adults with learning disabilities to gain employment.	
C10_04.03.04	To ensure that people with individual budgets have services available to buy, facilitating the development of services locally.	
C10_04.03.05	Provide a Home Improvement Agency service that assists vulnerable households to undertake adaptations and repairs to their homes including the provision of advice on benefits, energy efficiency and fuel poverty	
C10_04.03.06	Through the use of the Supported Housing gateway promote the most effective use of accommodation and support funded by supporting people	
C10_04.03.07	Produce a range of specifically designed housing for older people and people with disabilities.	
C10_04.03.08	Increase the number of households who are able to benefit from adaptations to allow them to continue living independently in their own homes	

Performance Indicator	Actual 2008/09	Actual 2009/10	Actual Q1 2010/11	YTD 2010/11	Target 2010/11	Unitary Average 2008	Unitary Bottom Quartile 2008	Unitary Top Quartile 2008	Progress Update	Trend	Status
NI 146 Adults with learning disabilities in employment	1.2%	2.6%	1.4%	1.4%	5.0%	10.2%	4.0%	13.1%	8 people in Quarter 1 at the time of their assessment or review, were in employment. Getting A Life team are working with Job Centre Plus to complete a Self-Assessment Framework. This framework will help to identify jobs that would be suitable for people with a learning disability.		

Name	Rating
4.4. Outcome: Dignity and Respect -people who use health and social care services in Medway are treated with dignity and respect	

Code	Action	Status
C10_04.04.01	The range of Partnership Boards for people with disabilities and family carers is supported to develop, to increase engagement and influence on strategy, policy and services.	
C10_04.04.02	Development of more user-friendly ways for people who use services and family carers to give feedback - comments, complaints and compliments.	
C10_04.04.03	Improved quality monitoring of services commissioned to deliver social care in Medway.	
C10_04.04.04	Further development of Safeguarding Vulnerable Adults practice.	
C10_04.04.05	Outcome-focused assessments of need to be introduced.	
C10_04.04.06	Every carer to be offered an assessment of their needs, implemented and reviewed as appropriate.	

Performance Indicator	Actual 2008/09	Actual 2009/10	Actual Q1 2010/11	YTD 2010/11	Target 2010/11	Unitary Average 2008	Unitary Bottom Quartile 2008	Unitary Top Quartile 2008	Progress Update	Trend	Status
NI 149 Adults receiving secondary mental health services in settled accommodation		22.0%	34.0%	34.0%	74.0%	38.2%	7.0%	62.5%	Mental health data is discussed at the KMPT performance meetings. The structure of these meetings have changed and the new performance framework is being developed. KMPT have reported challenges of recording information on settled accommodation on their IT database.		

Name	Rating
4.5. Outcome: Residents in Medway achieve improved health	

Name	Rating
4.5.1 Support adults to reach and maintain a healthy weight, fitness and wellbeing through active lifestyles including increased participation in leisure and sport, including:	

Code	Action	Status
C10_04.05.01.01	free swimming for the over 60s	
C10_04.05.01.02	increased walking and cycling	
C10_04.05.01.03	exercise classes delivered through our adult learning service	

Code	Action	Status
C10_04.05.02	Promote healthy lifestyles through a campaign called " A Better Medway" aimed at encouraging Medway residents to take simple steps that will encourage them to lead healthier lives. It is aimed at the whole population and will involve community groups.	
C10_04.05.03	Raise the participation of older people in events, heritage sites, and cultural activities, and increase outreach work to older adults through our new mobile library and our silver surfer's programme.	

Performance Indicator	Actual 2008/09	Actual 2009/10	Actual Q1 2010/11	YTD 2010/11	Target 2010/11	Unitary Average 2008	Unitary Bottom Quartile 2008	Unitary Top Quartile 2008	Progress Update	Trend	Status
NI 123 Stopping smoking (LAA)	839	978			571				Data for Q1 is not yet available (due September 2010). Dates of data availability for the remainder of the year are: Q2 - 10/12/10, Q3 - 14/3/11, Q4 - 17/6/11		

The following indicators are collected annually. They are included to show the 2010/11 targets which have been set:

Ref.	Performance Indicator	Actual 2009/10	Target 2010/11
NI 136	People supported to live independently through social services (all adults)	3938 (2008/9)	3900
NI 142	Percentage of vulnerable people who are supported to maintain independent living	94.7%	97%
NI 145	Adults with learning disabilities in settled accommodation	62%	62%

Name	Rating
5. Priority: People travelling easily and safely in Medway	

Name	Rating
5.1. Outcome: Limit the growth of traffic and tackle congestion, responding to the travel demands resulting from regeneration	

Name	Rating
5.1.1 Invest, upgrade and maintain our transport infrastructure:	

Code	Action	Status
C10_05.01.01.01	Deliver the second phase of the reconfiguration of the Chatham Road Network, including a new dynamic bus facility, to pave the way for further development in Chatham	

Code	Action	Status
C10_05.01.01.02	Deliver phase 2 improvements to the A228 Ropers Lane to Grain	
C10_05.01.01.03	Delivery of Green Grid initiatives to create a network of open spaces and encourage active travel in adults and children.	
C10_05.01.01.04	Bring into operation a new Urban Traffic Management and Control system by 2011	
C10_05.01.01.05	Deliver network improvements to bus services including stop enhancements disabled access improvements and better real time timetable information by 2011.	
C10_05.01.01.06	Bring forward plans to refurbish and upgrade the Medway tunnel by 2013	
C10_05.01.01.07	Maintain a programme of risk assessed highway repairs	
C10_05.01.01.08	Develop a street lighting implementation plan by March 2011	

Name	Rating
5.1.2 Improve the public realm through investment in transport infrastructure:	

Code	Action	Status
C10_05.01.02.01	Corporation Street design code for public realm	

Name	Rating
5.1.3 Reduce congestion by:	

Code	Action	Status
C10_05.01.03.01	Maintaining effective targeted parking enforcement	
C10_05.01.03.02	Minimising the congestion arising from roadworks.	

Code	Action	Status
C10_05.01.04	Increase the availability of information on local transport, roadworks and congestion to our residents	

Name	Rating
5.1.5 Continue our success at tackling travel to school to minimise the impact of the school run on all travellers, including:	

Code	Action	Status
C10_05.01.05.01	Implement a range of school travel initiatives including Walking Buses, Walking Bug and Bikeability	
C10_05.01.05.02	Support each school to develop and implement a school travel plan by 2011.	

Name	Rating
5.1.6 Increase in cycling as a 'real' transport alternative for both leisure and non-leisure	

Code	Action	Status
C10_05.01.06.01	Expand the existing 70 mile cycle network by identifying key strategic gaps in the cycle network to supplement the existing routes. *Amend to: Improve and expand the existing 70 mile cycle network by identifying key strategic gaps in the cycle network to supplement the existing routes*	
C10_05.01.06.02	Work with train companies to increase and improve cycle parking at stations.	

Name	Rating
5.1.7 Improve public transport connections to where people really want to go by:	

Code	Action	Status
C10_05.01.07.01	Delivering the quality public transport corridor by March 2011.	
C10_05.01.07.02	Delivering improvements in partnership with train companies to Gillingham Station by March 2011	
C10_05.01.07.03	Work with train companies and Network Rail to secure funding to develop Strood, Chatham and Rochester stations	

Code	Action	Status

Code	Action	Status
C10_05.01.08	Promote travel alternatives for those visiting Medway such as rail and coach	

Name	Rating
5.1.9 Ensure development promotes sustainable transport	

Code	Action	Status
C10_05.01.09.01	Maximise developer contribution/ business subsidies to improve transport.	
C10_05.01.09.02	Work with developers to provide alternatives to car transport within new developments.	
C10_05.01.09.03	Encourage the provision of local facilities and services in new development as and next to existing ones through land use planning	
C10_05.01.09.05	Infrastructure plan by 2011	
C10_05.01.09.06	Identify new potential sites for park and ride facilities *Amend: Develop schemes for expanding existing and new sites for park and ride facilities*	
C10_05.01.09.04	Provide our own services in such a way to minimise the need for residents to travel	

Code	Action	Status
C10_05.01.10	Raising and maintaining the importance of road safety to the wider community via publicity campaigns, targeted information to high risk groups and education through campaigns in education establishments	
C10_05.01.11	Work with partners such as the Kent and Medway Safety Camera Partnership and the emergency services for delivering and enforcing Road safety initiatives, including focus at accident hotspots	
New Action	***Encourage walking by older and vulnerable people by maintaining and expanding the existing 'walk leader' training programme***	

Performance Indicator	Actual 2008/09	Actual 2009/10	Actual Q1 2010/11	YTD 2010/11	Target 2010/11	Unitary Average 2008	Unitary Bottom Quartile 2008	Unitary Top Quartile 2008	Progress Update	Trend	Status

Performance Indicator	Actual 2008/09	Actual 2009/10	Actual Q1 2010/11	YTD 2010/11	Target 2010/11	Unitary Average 2008	Unitary Bottom Quartile 2008	Unitary Top Quartile 2008	Progress Update	Trend	Status
LTP2.3 Numbers using the primary cycle route network	200483	450169	137481	137481	252000				June 2010 figure was 47928 compared to June 2009 59800. However, June 2009 was a five week data month compared to June 2010. If a comparison is made on the first 4 weeks of each June's figures- the result is June 2009-47313, and June 2010 47928. The average per week is 11,960 (2009) and 11,982 (2010) so the results indicate no significant change in the level of cycling in Medway.		
NI 198L Children travelling to school – mode of transport usually used - children 5-16 years travelling by car, van or taxi	32.0%	30.1%	Not measured for Quarters		32.6%				Amended figure (was 29.6%) as previous data from DfT was for pupils aged 5-15 only.		

Name	Rating
5.2. Outcome: Keep people safe on our roads and reduce the number killed & seriously injured in road crashes	

Code	Action	Status
C10_05.02.01	Raising and maintaining the importance of road safety to the wider community via publicity campaigns, targeted information to high risk groups and education through campaigns in education establishments	
C10_05.02.02	Work with partners such as the Kent and Medway Safety Camera Partnership and the emergency services for delivering and enforcing Road safety initiatives, including focus at accident hotspots Amend: Work with the emergency services and partners for delivering and enforcing Road safety initiatives, including focus on accident hotspots	

The following indicators are collected annually. They are included to show the 2010/11 targets which have been set:

Ref.	Performance Indicator	Actual 2009/10	Target 2010/11

Ref.	Performance Indicator	Actual 2009/10	Target 2010/11
NI 47	People killed or seriously injured in road traffic accidents (reduction)	2.9%	1.3%
NI 48	Children killed or seriously injured in road traffic accidents (reduction)	15.0%	-2.1%
NI 167	Congestion – average journey time per mile during the morning peak	3.49	4
NI 168	Principal roads where maintenance should be considered	4%	4%
NI 169	Non-principal classified roads where maintenance should be considered	11%	9.25%
NI 175	Access to services and facilities by public transport, walking and cycling	100%	100%
NI 177	Local bus and light rail passenger journeys originating in the authority area	9,299,383	9244250
NI 178	Bus services running on time	88%	87.50%

Name	Rating
6. Priority: Everyone benefiting from the area's regeneration	

Name	Rating
6.1. Outcome: Decent homes and living environments for all	

6.1.1 Maximise the supply of suitable and quality housing: to meet housing need:	

Code	Action	Status
C10_06.01.01.01	Increasing housing supply by an additional 1565 by 2011	
C10_06.01.01.02	Ensure all new homes meet minimum quality standards, and maximise the quality and occupancy of existing homes	

Name	Rating

Name	Rating
6.1.2 Ensure that we deliver affordable housing so that all Medway's residents can access a home:	

Code	Action	Status
C10_06.01.02.01	Maximise the proportion of new homes that are affordable, with a minimum of 25% of new homes to be affordable, and deliver at least 617 affordable homes by 2011	
C10_06.01.02.02	Ensure that all new affordable homes meet at least Code for Sustainable Homes Level 3	
C10_06.01.02.03	Continue to help people to secure homes through Homebuy Increase opportunities that enable those who are currently unable to buy on the open market to move into home ownership	
C10_06.01.02.04	Work through the NorthKent Housing Partnership to improve the efficiency and effectiveness of affordable housing delivery	
C10_06.01.02.05	Establish an area based affordable warmth strategy	
C10_06.01.02.06	Established area based affordable warmth scheme "In Focus" project	

Name	Rating
6.1.3 Ensure existing housing is of the highest possible quality and efficiency	

Code	Action	Status
C10_06.01.03.01	Use of targeted initiatives and interventions to bring about improvements in housing conditions with a focus on the private sector	
C10_06.01.03.02	Ensure that all licensable Houses in Multiple Occupation are licensed	
C10_06.01.03.03	Work through the North & West Kent & Medway Private Sector Renewal Partnership to increase the investment in improved housing conditions.	
C10_06.01.03.04	Work with residents to retrofit existing homes to improve energy efficiency and tackle fuel poverty and seek funding to develop a network of local energy champions	
C10_06.01.03.05	Develop financial models and demonstrators to deliver retrofitting of existing building stock to improve energy efficiency	

Name	Rating
6.1.4 Ensure everyone benefits from regeneration, develop sustainable communities and promote neighbourhood renewal by:	

Code	Action	Status
C10_06.01.04.01	Bringing at least 85 empty homes back into use by 2011	
C10_06.01.04.02	Develop a proposal for a high speed two way fibre optic grid for Medway to stimulate businesses to locate in this area and to support sustainable growth	

Name	Rating
6.1.5 To create a more cohesive and inclusive community:	

Code	Action	Status
C10_06.01.05.01	Work in partnership with Kent Police to set up new neighbourhood police offices and surgeries - 5 new initiatives in target neighbourhoods	
C10_06.01.05.02	Work closely with NHS Medway on the establishment of a new healthy living centre facility serving the local community in Chatham.	
C10_06.01.05.03	Establish 9 neighbourhood based venues across the authority where outreach services are available to Medway's most disadvantaged communities	

Name	Rating
6.1.6 To ensure physical improvements are accessible to all:	

Code	Action	Status
C10_06.01.06.01	Implement a £1m per annum housing renovation programme for the poorest quality housing in Luton and All Saints	
C10_06.01.06.02	Supported by external funding, we will continue to deliver action plans in our key priority neighbourhoods of All Saints, Strood South, White Road and Twydall, to secure social regeneration..	
C10_06.01.06.03	Ensure inclusion of neighbourhood transport infrastructure improvements and community transport schemes within the Local Transport Plan III	
C10_06.01.06.04	Expand the reach and range of services at our community centres including family support, social care, employment support, adult learning and health services	
C10_06.01.06.05	Ensure our regeneration plans incorporate provision for community infrastructure	
C10_06.01.06.06	Work with the voluntary sector and Medway Adult Learning Services to improve access to ICT infrastructure in the neighbourhoods to facilitate community learning.	

Note – the housing indicators proposed for deletion will continue to be monitored by the service but officers propose deletion as council plan measures of success as they focus on operational matters.

Performance Indicator	Actual 2008/09	Actual 2009/10	Actual Q1 2010/11	YTD 2010/11	Target 2010/11	Unitary Average 2008	Unitary Bottom Quartile 2008	Unitary Top Quartile 2008	Progress Update	Trend	Status
H16 Repeat homelessness To be local measure	0.54%	0.00%	0.00%	0.00%	1.00%				Performance on target		
H18 Percentage of total private sector homes vacant for more than 6 months	1.6%	1.4%	1.4%	1.4%	1.6%				The number of properties vacant has again remained below target, this is due to work to help bring homes back into use but is also enhanced by undertaking a more accurate assessment of the number of properties affected.		
H8 Average time taken to re-let council dwellings (days)	29.9	31.3	37.0	37.0	25.0				Following a restructure this is now dealt with by housing officers. This has lead to an improvement in performance. The introduction of a new I.T module has also been implemented recently which is used to track and monitor various stages of the process.		
HC1 Homelessness decision cases decided within 28 working days To be local measure	43.76%	71.85%	98.53%	98.53%	95.00%				Performance has exceeded the target.		
HOU_HRA1 % of day emergency repairs completed on time			98.8%	98.8%	99%				As a result of this outturn, procedural reviews are underway including staff training to ensure that staff are clear on the correct priorities to assign to repair orders. This will be monitored closely to ensure performance improves. In addition a repairs policy, which includes standards and priority times, has been developed with customers via our Repairs Focus		

Performance Indicator	Actual 2008/09	Actual 2009/10	Actual Q1 2010/11	YTD 2010/11	Target 2010/11	Unitary Average 2008	Unitary Bottom Quartile 2008	Unitary Top Quartile 2008	Progress Update	Trend	Status
									Group which will become our adopted policy by August 2010 which should also lead to performance in terms of completions.		
HOU_HRA2 % of Urgent repairs completed on time			94.12%	94.12%	99%				As a result of this outturn, procedural reviews are underway including staff training to ensure that staff are clear on the correct priorities to assign to repair orders. This will be monitored closely to ensure performance improves. In addition a repairs policy, which includes standards and priority times, has been developed with customers via our Repairs Focus Group which will become our adopted policy by August 2010 which should also lead to performance in terms of completions.		
HOU_HRA3 % of Routine repairs completed on time			95.42%	95.42%	96%				Small decrease in % completed. Mears are aware of this and are taking action to rectify this.		
HOU_HRA4 % of day emergency repairs raised			25.14%	25.14%	10%				The number of emergency repairs raised is too high. We are now liaising with Customer First to identify why so many are being raised and how to decrease this.		
HOU_HRA5 % of Urgent repairs raised			19.31%	19.31%	20%				A slight increase this month, this will be discussed with Customer First at the next team meeting.		
HOU_HRA6 % of routine repairs raised			55.55%	55.55%	70%				Staff have recently been retrained and written procedures issued in terms of the types of repair to be assigned to the correct priorities. This should see improvements being made in the future. A meeting has also been held with customer first to agree targets for this area of the service		

Name	Rating
6.2. Outcome: Medway as a 21st century riverside city and destination of choice	

Name	Rating
6.2.1 Delivery of the specific regeneration projects by the end of 2010/11 for which Medway Renaissance has direct lead responsibility:	

Code	Action	Status
C10_06.02.01.01	Rochester Riverside	
C10_06.02.01.02	Corporation street	
C10_06.02.01.03	Chatham Road Network improvements, phases 2 and 3	
C10_06.02.01.04	Chatham bus facility	
C10_06.02.01.05	Chatham Waterfront	
C10_06.02.01.06	Chatham public realm	
C10_06.02.01.07	Queen Street	

Name	Rating
6.2.2 Identify, support and engage partners in both the private and public sector to continue the Regeneration of Medway, including:	

Code	Action	Status
C10_06.02.02.01	Facilitating the construction of the first 600 homes on the Rochester Riverside site in accordance with the exclusivity agreement signed with developer Crest Nicholson.	
C10_06.02.02.02	Secure funding to deliver improvements to Strood town centre by 2011 *Amend: Investigate options for funding to deliver improvements to Strood town centre by 2011*	

Name	Rating
6.2.2.3 Bring forward proposals to develop Medway as an Eco-Region of the Thames Gateway, including submitting funding bids for:	

Code	Action	Status
C10_06.02.2.3.1	Eco-Quarter to show case low carbon lifestyles *Amend Discussions with CLG and HCA to define a Thames Gateway Eco-Quarter to show case low carbon lifestyles*	

Code	Action	Status
C10_06.02.2.3.2	Low Carbon Communities Challenge to retrofit existing housing	
C10_06.02.2.3.3	EU Power Programme to assess the potential for clean technologies in Medway	

Name	Rating
6.2.2.4 To further the potential for the Isle of Grain to become an employment zone for environmental technologies of national significance	

Code	Action	Status
C10_06.02.2.4.1	Achieve planning consent for the Isle of Grain (National Grid land) development aimed at sectors such as Environmental Technologies by 2012	
C10_06.02.2.4.2	Approve Development Brief that establishes Grain as a major employment zone for Environmental Technologies by 2012	

Name	Rating
6.2.3 Develop Medway's town centres	

Code	Action	Status
C10_06.02.03.01	Chatham action plan	
C10_06.02.03.02	Strood action Plan	
C10_06.02.03.03	Rochester action plan	

Code	Action	Status
C10_06.02.04	Work to improve Public Spaces/town centre environments through the public spaces working group to be informed by town centre action plans, developed by economic development and social regeneration teams.	
C10_06.02.05	Complete the LDF Core Strategy by April 2011 *Amend: Complete the LDF Core Strategy by early 2012*	

Name	Rating
6.3. Outcome: Quality jobs for local people	

Code	Action	Status
C10_06.03.01	Implement an active programme of inward investment in partnership with Locate in Kent to attract new business investment and jobs	

Code	Action	Status
C10_06.03.02	Support the refurbishment and expansion of the Pentagon shopping centre and the attraction of new retail investors into Medway.	

Name	Rating
6.3.3 To develop key growth sectors:	

Name	Rating
6.3.3.1 Harness and foster the creative talent within Medway and maximise the opportunities the universities and further education, creative sector and cultural offer create for Medway's economy.	

Code	Action	Status
C10_06.03.3.1.1	Invest in a programme to support local creative practitioners through a programme of seminars, mentoring, resource provision and site specific commissions.	
C10_06.03.3.1.3	Provision of workspace and retail spaces	
C10_06.03.3.1.4	Develop Social Enterprise opportunities,	

Name	Rating
6.3.3.1.2 Develop a creation centre in Medway in partnership with the Arts council, UCA, University of Kent, Kent Architecture centre, 2012 team, local practitioners to:	

Code	Action	Status

Code	Action	Status
C10_06.3.3.1.2.1	Facilitate large scale build and rehearsal	
C10_06.3.3.1.2.2	Encourage the development of outdoor work in the UK, and by UK practitioners, on a scale similar to that in Europe.	
C10_06.3.3.1.2.3	Enable the ambition for Medway to be the cultural and festival capital of the Gateway to be realised	

Code	Action	Status
C10_06.03.03.02	Use our station gateways as key areas for economic development	
C10_06.03.03.03	Support sustainable business growth in the tourism and hospitality sector	
C10_06.03.03.04	Grow the volume and value of tourism to Medway by 1% each year to 2013.	

Name	Rating
6.3.4 Build on our successes at establishing a flourishing higher education sector:	

Code	Action	Status
C10_06.03.04.01	Encourage more young people from disadvantaged backgrounds to progress to university	
C10_06.03.04.02	Encouraging more graduates to stay within the area, after their education	
C10_06.03.04.03	Create a leisure and evening economy that supports the Medway's aspirations as a cultural centre.	
C10_06.03.04.04	A new University of Creative Arts campus for Medway agreed by 2014.	
C10_06.03.04.05	Facilitate the establishment of a fully functioning University of Kent Arts School by 2013.	
C10_06.03.04.06	The implementation of the 'green university' on the Cozenton Nursery site from Summer 2010.	

Code	Action	Status
C10_06.03.05	Review employment land to ensure we maximize the opportunity for businesses to locate in Medway	

Name	Rating
6.3.6 Implement a range of counter recessionary measure including, by March 2012:	

Code	Action	Status
C10_06.03.06.01	75 Business start up grants	
C10_06.03.06.02	18 Partners for Growth loans for local businesses	
C10_06.03.06.03	400 individuals accessing retail workforce training programmes *Amend: 200 individuals accessing retail workforce training programmes*	
C10_06.03.06.04	Support 40 businesses and 185 residents through the Employ Medway programme	
C10_06.03.06.05	Achieve 75% occupancy of council owned business space	
C10_06.03.06.06	Deliver 100 business audits under the Transmanche Enterprise advice network	
C10_06.03.06.07	60 apprenticeships including 40 private sector ones *Amend 30 apprenticeships including 20 private sector ones*	
C10_06.03.06.08	30 graduate work placements	
C10_06.03.06.09	10 Knowledge transfer partnerships developed with council assistance	

Name	Rating
6.3.7 To improve access to employment opportunities for all people in Medway	

Code	Action	Status
C10_06.03.07.01	Deliver Flexible New Deal programme of employment support with Skills Training UK Ltd and local REIGNITE partnership of voluntary and community organisations. 1200 local unemployed people to benefit from this service and 300 to secure employment	
C10_06.03.07.02	Implement Future Jobs Fund programme in Medway, enabling the creation of 180 temporary jobs within Medway Council to provide local longer term unemployed people with invaluable work experience.	
C10_06.03.07.03	Maintain the delivery of neighbourhood outreach based employment support services, benefiting 6 target neighbourhoods.	

Code	Action	Status
C10_06.03.07.04	To work in close partnership with Job Centre Plus to strengthen Local Employment Partnership schemes, which assist local businesses to recruit suitably equipped people from the local workforce.	

Name	Rating
6.4. Outcome: Realising everyone's potential	

Name	Rating
6.4.1 Improve the employability and skills levels of the local workforce by:	

Code	Action	Status
C10_06.04.01.01	The development of tailored workforce skills development benefiting the tourism sector and creative industries.	
C10_06.04.01.02	Provision of customer service training opportunities to all those working in retail, leisure and tourism, as well as those seeking such employment opportunities; *Amend Provision of customer service training opportunities to all those working in retail as well as those seeking such employment opportunities*	
C10_06.04.01.03	Continued support for lifelong learning and "Skills for Life" training provision at neighbourhood level, via community learning venues;	
C10_06.04.01.04	The development of a strategy to link local workforce skills	
C10_06.04.01.05	development with proposed physical regeneration, which will yield short and longer term job opportunities for local people;	
C10_06.04.01.06	The implementation of Medway's Learning and Skills Action Plan	
C10_06.04.01.07	Invest in a programme to support local creative practitioners through a programme of seminars, mentoring, resource provision and site specific commissions.	
C10_06.04.01.08	Deliver a programme of Train to Gain vocational qualifications through the Adult Learning Service to support local employers in raising the skills levels of their workforce.	

Name	Rating
6.4.2 Use our role as a local employer to support people into employment, including:	

Code	Action	Status
C10_06.04.02.01	Increasing the number of apprenticeships undertaken or completed within the council to 60 by March 2011	
C10_06.04.02.02	Using our recruiting power to ensure everyone can access employment	
C10_06.04.02.03	Support employees from local companies who are being made redundant	

Name	Rating
6.5. Outcome: Culture & leisure for all	

Name	Rating
6.5.1 Stewardship: preserving and enhancing Medway's heritage, green spaces and public realm for the enjoyment and benefit of current and future generations	

Code	Action	Status
C10_06.05.01.01	Implement development recommendations of new conservation plan and secure funding to have Eastgate House restored and developed by 2014 to include an outdoor performance space and opening up to Rochester Riverside.	
C10_06.05.01.02	Delivering a programme of activities to maximise the benefits of the Dickens bicentenary and the 200th anniversary of the arrival in Chatham of the Royal Engineers in 2012	
C10_06.05.01.03	Relocate the archives collection and local studies centre by 2015.	
C10_06.05.01.04	Re-negotiate a longer term Local Management Agreement with English Heritage for Rochester Castle, Upnor Castle and Temple Manor by 2011.	
C10_06.05.01.05	Improvement to Guildhall Museum to include new retail area, new High Street entrance, improved orientation, new discovery zone for schools by March 2012	
C10_06.05.01.06	Secure funding for the phased refurbishment of our historic Gillingham Park by 2013 Amend to: *Deliver the first phase of improvements to gillingham park including disabled play facilities, and seek to secure funding for further phases*	

Name	Rating
6.5.2 Engagement: Increase active engagement and satisfaction with cultural activities to increase quality of life, providing the essential place-making for the significant regeneration that is taking place in Medway.	

Code	Action	Status
C10_06.05.02.01	Review the membership of the Cultural Partnership ensuring it is representative of cultural providers and the commercial and non-commercial sector by April 2010.	
C10_06.05.02.02	Continue to develop our festival programme to maintain our position as the festival capital of the Thames Gateway	
C10_06.05.02.03	The Central and Brook theatres are developed to ensure they are fit for purpose by 2012	
C10_06.05.02.04	Medway has a new, iconic cultural facility (Wacx) on the waterfront by 2020.	
C10_06.05.02.05	Run successful Medway Culture and Design Awards in 2010 and beyond.	
C10_06.05.02.06	Continue our museums and galleries development programme to maximise participation amongst residents.	

Name	Rating
6.5.3 Libraries, in addition to their core activities, become community hubs and deliver a wide range of council services by 2014, by:	

Name	Rating
6.5.3.2 Develop our libraries as community hubs and gateways to wider council services and other public services	

Code	Action	Status
C10_06.05.3.2.1	Open our first community hub in 2010	
C10_06.05.3.2.2	Open a further two hubs in 2011	

Code	Action	Status
C10_06.05.03.01	Create a mix of high quality cultural facilities, with our main libraries developing a wider programme of arts, cultural events and learning opportunities	
C10_06.05.03.03	Ensure we maximize the opportunities of our new mobile library, introduced in April 2010	
C10_06.05.03.04	Improve the customer experience and customer satisfaction with Medway libraries, such as through investment of £120k pa in bookstock and other lending material, planned investment in facilities and continuing the devt. of public access computer network	
C10_06.05.03.05	Employ retail techniques to sell our libraries to an ever wider audience	

Name	Rating
6.5.4 Nomination for World Heritage Site Status for the Historic Dockyard and Defences submitted by 2012, inc. the Great Lines Heritage Park project with 2 new entrances and a bridge crossing, and Fort Amherst becoming a free-to-access public park by 2011:*Amended to Nomination for World Heritage Site Status for the Historic Dockyard and Defences submitted by 2012.*	

Code	Action	Status
C10_06.05.04.01	Encourage stakeholder investment and community involvement in the proposed World Heritage Site.	
C10_06.05.04.02	Promote the role of Chatham's World Heritage in Medway's regeneration	
C10_06.05.04.03	Help conserve Chatham's World Heritage for future generations.	
C10_06.05.04.04	Encourage and develop education, leisure and tourism opportunities within, and related to, the proposed World Heritage Site.	
C10_06.05.04.05	Promote local and international awareness and understanding of Chatham's World Heritage	

Name	Rating
6.5.5 Health and Wellbeing: Increase active participation to address obesity, mental health and spiritual health, promoting active minds, bodies and lifestyles.	

Code	Action	Status
C10_06.05.05.01	Better Medway 2010 campaign	
C10_06.05.05.05	Hosting the British Transplant Games in 2012.	
C10_06.05.05.02	Tackling the barriers to participation in sports and physical activities	
C10_06.05.05.03	Official open the Medway Park and host the opening event, the Modern Pentathlon World Cup in April 2010.	
C10_06.05.05.04	Securing countries for pre-games training camps in 2012.	
New Action	*To increase the percentage of adults participating in sport and active lifestyles by one per cent per year, thereby improving health and fitness and reducing demands on health services.*	
New Action	*To provide opportunities for children and young people to engage in sport and active lifestyles, using the Olympic and Paralympic Games and subsequent international sporting events as a catalyst to promote the benefits of a healthy lifestyle and helping to reduce the incidence of childhood obesity.*	
C10_06.05.05.06	Establishment of Medway's first tennis academy at Beechings Cross in 2011.	
C10_06.05.05.07	Hosting the Medway Sporting Festival in 2010.	
C10_06.05.05.08	Deliver the athlete support programme	
C10_06.05.05.09	Community use agreements will be secured with 5 schools by 2014.	
C10_06.05.05.10	Encourage sports participation for all such as through the Medway Gets Active programme for adults and the School Games for children.	
C10_06.05.05.11	Establish Capstone Country park as and outdoor centre of sporting excellence by summer 2011	

Performance Indicator	Actual 2008/09	Actual 2009/10	Actual Q1 2010/11	YTD 2010/11	Target 2010/11	Unitary Average 2008	Unitary Bottom Quartile 2008	Unitary Top Quartile 2008	Progress Update	Trend	Status
LIB2 Active borrowers as % of population	19.0%	19.2%	18.1%	18.1%	19.9%				More people are visiting our libraries but they are using our e offer and attending events rather than borrowing books. The challenge is to retain the traditional 'book borrowing' customer base while encouraging those visiting		

Performance Indicator	Actual 2008/09	Actual 2009/10	Actual Q1 2010/11	YTD 2010/11	Target 2010/11	Unitary Average 2008	Unitary Bottom Quartile 2008	Unitary Top Quartile 2008	Progress Update	Trend	Status
									for other purposes to also borrow books. This is being done through targeted making, encouraging lapsed users to return and individuals with a propensity to visit a library (identified through mosaic) to register. A further important developing strand of work is to introduce greater inter-library competition, particularly with regard to issue/visitor performance.		
LRCC1 Number of visitors to tourist attractions in Medway	724345	772446	218500	218500	760000				Satisfactory first quarter - below 2009 but 2009 was inflated by National Armed Forces Day visitors		
NI 10L Visits to and usages of museums per 1,000 population	280.2	265.4	77.4	77.4	290.0				Disappointing April and May but strong June has bought the footfall back close to the 2009 level		

The following indicators are collected annually. They are included to show the 2010/11 targets which have been set:

Ref.	Performance Indicator	Actual 2009/10	Target 2010/11
NI 154	Net additional homes provided	914 (2008/9)	815
NI 155	Number of affordable homes delivered (gross)	422	245
NI 156	Number of households living in Temporary Accommodation	120	100
NI 157	Processing of planning applications		
	Major	64.8%	65%
	Minor	80.1%	70%
	Other	90.2%	85%

Ref.	Performance Indicator	Actual 2009/10	Target 2010/11
NI 158	% non-decent council homes	18%	1.80%
NI 159	Supply of ready to develop housing sites	115% (2008/9)	100%
NI 160	Local Authority tenants' satisfaction with landlord services	75% (2008/9)	87%
NI 170	Previously developed land that has been vacant or derelict for more than 5 years		
NI 179	Value for money – total net value of on-going cash-releasing value for money gains that have impacted since the start of the 2008-9 financial year	£13,293,869	n/a
NI 187	Tackling fuel poverty – % of people receiving income based benefits living in homes with a low energy efficiency rating high energy efficiency rating	 13.35% 24.64%	 12% 25%

Name
7. Core Value: Putting our customers at the centre of everything we do

Name
7.1. Outcome: All of our customers receive the service they want, regardless of their diverse backgrounds and qualities

Code	Action	Status
C10_07.01.01	Re-aligning our policies to the proposed Equalities Bill	
C10_07.01.02	Embedding the Local Government Equalities Framework at the heart of our service delivery to ensure fair and equal access	
C10_07.01.03	Ensuring we communicate with our residents and customers in a way which recognises the diversity of the local population.	
C10_07.01.04	Ensure Housing Services are fully compliant with CRE code of Practice	

Name
7.1.5 Engage in a dialogue with our customers to ensure that we understand their needs, expectations and requirements and:

Code	Action	Status
C10_07.01.05.01	Use information and data analysis, to identify how different customers have differing expectations, requirements and ways of accessing services	
C10_07.01.05.02	Share information/consultation across organisation to improve customer service	
C10_07.01.05.03	Identifying subgroups to which services need to be delivered differently	

Name
7.2. Outcome: Raise the profile of the area to put the city Medway on the Map for business, leisure and culture

Name
7.2.1 Raising the profile and image of Medway and ensure our residents are informed, consulted and engaged, including:

Code	Action	Status
C10_07.02.01.03	Activity to market Medway as a short break visitor destination	
C10_07.02.01.04	Raising commercial awareness of Medway's regeneration and the opportunities for businesses and for visiting	

Name
7.3. Outcome: Enhance Medway Council's reputation as provider of quality services and good value for money

Code	Action	Status
C10_07.03.02	Develop more targeted communication maximising use of e-communication and social media where appropriate	
C10_07.03.03	Develop quarterly tracking to gauge satisfaction and impact of communications activity.	
C10_07.03.01	Research the drivers of satisfaction / dissatisfaction and residents preferred communications methods.	

Name
7.4. Outcome: Ensure our customers experience the best possible customer service through effective and efficient delivery

Name
7.4.1 Completing even more customer enquiries at the first point of contact, by increasing the range and extent to which enquires can be handled by customer first including the integration of:

Code	Action	Status
C10_07.04.01.01	Housing	
C10_07.04.01.02	Libraries by December 2010.	
C10_07.04.01.03	Identifying further opportunities for integration	

Code	Title	

Code	Title	
C10_07.04.02	Develop Medway's web presence, increasing the number of customers accessing services electronically	
C10_07.04.03	Work with our regional partners to assess the opportunities for Medway in the Kent-wide Gateway programme	
C10_07.04.04	Develop a plan to ensure all service areas achieve customer service excellence accreditation within the life of this plan	
C10_07.04.05	Continue our improvement in the quality of handling of housing enquiries and integrate with other services such as the benefits service.	
C10_07.04.06	Undertake Tenant and Leaseholder profile survey to allow services to be shaped around customers needs.	

Performance Indicator	Actual 2008/09	Actual 2009/10	Actual Q1 2010/11	YTD 2010/11	Target 2010/11	Unitary Average 2008	Unitary Bottom Quartile 2008	Unitary Top Quartile 2008	Progress Update	Trend	Status
LX3 Number of Ombudsman complaints	56	79	3	3					2010/11 Target will not be set as the council uses LGO complaint levels as a service monitoring tool and are less concerned with the volume of complaints than how they are dealt with.		
LX4A Percentage of Stage 1 complaints responded to within target timescales	87.7%	91.1%	88.3%	88.3%	96.0%				Following the recent HRA restructure a number of key posts are vacant of officers who would normally undertake investigations, which has led to poorer performance. Recruitment is underway to permanently fill these and interim arrangements are being made to provide cover. Performance is now monitored weekly during this time to assist in improvement.		
LX4B Percentage of stage 2 complaints responded to within timescales	64.3%	89.7%	71.0%	71.0%	90.0%				Two of the three overdue complaints were for Planning and the other was for Housing: In one of the planning cases case officer needed the guidance of their line manager and agree way forward but annual leave meant there was some delay in them meeting. In the second planning case the initial draft response did not answer all the issues and a revised response		
LX4cASC Number of complaints received by Adult Social Care		55	11	11							

Performance Indicator	Actual 2008/09	Actual 2009/10	Actual Q1 2010/11	YTD 2010/11	Target 2010/11	Unitary Average 2008	Unitary Bottom Quartile 2008	Unitary Top Quartile 2008	Progress Update	Trend	Status
LX4cCSC Number of complaints received by Children's Social Care		44	16	16					was required. The delay in housing was due to staff absence and the complexity of the issues involved. Holding letters were sent for all three, explaining the delay and the revised deadlines were met.		
LX8 Percentage of emails answered within 5 working days	98.7%	99.3%	99.3%	99.3%	99.0%				Exceeding target for the quarter		
NI 181 Time taken to process Housing Benefit/Council Tax Benefit new claims and change events	17.2	23.2	13.6	13.6	17.0				Performance has continued to improve throughout the quarter		

The following indicators are collected annually. They are included to show the 2010/11 targets which have been set:

Ref.	Performance Indicator	Actual 2009/10	Target 2010/11
NI 182	Satisfaction of businesses with local authority regulation services	67.1%	90%

Name
8. Core Value: Giving Value for Money

Name
8.1. Outcome: Improve efficiency and deliver value for money for our residents

Name
8.1. Outcome: Improve efficiency and deliver value for money for our residents

Name
8.1.1 Work proactively with partners to share services for greater efficiency.

Code	Action	Status
C10_08.01.01.01	Work with other public bodies to ensure best use is made of assets and property	
C10_08.01.01.02	Continue to develop our Regional Data Centre, accommodating other public sector provider's IT systems for greater efficiency	
C10_08.01.01.03	Ensure that opportunities for sharing services are fully identified during our commissioning processes	

Name
8.1.2 Introduce systematic value for money assessments as part of service planning and monitoring to develop our efficiency culture: *Amended to: Embed Value for Money in the culture of the organisation by:*

Code	Action	Status
C10_08.01.02.01	Use cabinet and scrutiny processes effectively to review and challenge service delivery *Amended to: Carry out independent review of data/benchmarking of services*	
C10_08.01.02.02	Ensure we extract the maximum benefit from the dedicated schools budget to deliver value in our education system *Amended to: Complete service reviews and commission new programme*	
C10_08.01.02.03	Using commissioning processes effectively to deliver personalized care in the most efficient way possible *Amended to: Employ a 'change agent' to assist with the implementation of findings from earlier steps*	
C10_08.01.02.04	Ensure we have the Data, Information & knowledge to effectively identify efficiencies *Amended to: Develop ongoing Value for Money self assessment*	

Name
8.1.3 Ensure our procurement delivers the best value for the council by:

Code	Action	Status
C10_08.01.03.01	Reviewing our procurement processes by March 2011 to ensure that both the full range of providers and the full cost through the whole lifecycle of products and services are considered.	
C10_08.01.03.02	Develop our procurement strategy by March 2011 to ensure a council wide approach to procurement	

Name
8.1.4 Continue to develop our workforce by:

Code	Action	Status
C10_08.01.04.01	Improve the make up of our workforce to include a wider breadth of skills and knowledge by creating a greater number of apprenticeships and encourage more flexible routes into the authority, especially in key shortage areas	
C10_08.01.04.02	Ensuring we are developing and retaining the talent within the organization to provide the future workforce	
C10_08.01.04.03	Be recognised as an employer of choice through obtaining the highest standard of IIP recognition.	
C10_08.01.04.04	Improve recruitment and selection policies and processes to create more flexible routes into employment	

Performance Indicator	Actual 2008/09	Actual 2009/10	Actual Q1 2010/11	YTD 2010/11	Target 2010/11	Unitary Average 2008	Unitary Bottom Quartile 2008	Unitary Top Quartile 2008	Progress Update	Trend	Status
H6(i) Percentage of rent collected	97.47%	97.72%	90.20%	90.20%	99.62%				The target for this indicator is annual, the year end figure is the cumulative total and monthly figure will increase as the total amount of rent collected month on month increases. This figure includes arrears, if arrears were excluded the collection rate would currently be 101%		
Hou_HRA7 % of service charge income collected from leaseholders			22.69	22.69	95.00				The target for this indicator is annual, the year end figure is a cumulative total and monthly figure will increase as the total amount of rent collected month on month increases. Work is underway to implement the Service Charge,		

Performance Indicator	Actual 2008/09	Actual 2009/10	Actual Q1 2010/11	YTD 2010/11	Target 2010/11	Unitary Average 2008	Unitary Bottom Quartile 2008	Unitary Top Quartile 2008	Progress Update	Trend	Status
									direct debits and the sub-account module in Academy. This will make the process of collecting service charges more transparent and easy to manage, which in turn will have a positive impact on the overall collection figure. These changes are planned to be in place by the end of the calendar year.		
LX5 Working days lost due to sickness absence	8.17	7.35	1.06	1.06	8.00				Data is available in arrears. This is the cumulative figure to May		
ROP_7 Residents who agree that the council provides value for money		53.0%							Target to be set		

The following indicators are collected annually. They are included to show the 2010/11 targets which have been set:

Ref.	Performance Indicator	Actual 2009/10	Target 2010/11
NI 190	Achievement in meeting standards for the control of animal health	2.6	2.6

Healthy eating among children and young people

Prepared by a task group of the
Children and Adults Overview and Scrutiny Committee

September 2010

Medway Council
Serving You

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[1] NI56 - *Obesity among primary school age children in Year 6*

1. FOREWORD

1.1. On behalf of the Children and Adults Overview and Scrutiny Committee the task group is pleased to present the review into healthy eating amongst children and young people, with its associated recommendations, for Medway Council's Cabinet and NHS Medway to consider.

1.2 Being obese can put individuals at a higher risk of: -

- Developing diabetes, cancer, heart disease, liver disease and reproductive and pregnancy complications;
- Decreasing your life expectancy by an average of nine years;
- Poor mental health and higher rates of depression.

1.3 The impact of obesity also has a significant financial burden. In 2007 the cost to the NHS of treating diseases associated with overweight and obesity was estimated to be £4.2 billion. The additional costs to the wider society of sickness absence, poor productivity and benefits were estimated to be in the region of £16billion. (*Source: Foresight – Tackling Obesities: Future Choices – project report (2007))*.

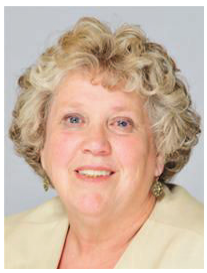
1.4 In addition to taking evidence from various officers within the Council and partner organisations, the task group visited various provision within Medway, including schools and sessions at sure start centres, which provided various support and advice to children and families about healthy eating. The task group also visited a Community Allotment Project in Thanet, which was very useful and informative

1.5 We hope that the Cabinet and NHS Medway will take note of the evidence set out in this document in support of the recommendations and would like to take this opportunity of thanking all participants in the review.

Councillor Brake (Task Group Chairman)

Councillor Gilry

Councillor Kemp



Councillor Smith

2. EXECUTIVE SUMMARY

Introduction

2.1 The Children and Adults Overview and Scrutiny Committee have a responsibility to scrutinise services and policies relating to children and young people throughout Medway. As part of its role it receives performance data on key indicators. Two of these relate to the percentage of children at reception year and year 6 who are obese, which has been continually rated red (off target) and was a concern for the Committee. The latest performance data for these targets can be found at page 16.

2.2 It was therefore agreed that the Committee would set up a task group to look at healthy eating amongst all ages of children and young people.

2.3 The review was principally supported by: -

- Zoe Barkham, Wellbeing Strategy Manager,
- Sue Edmed, Contracts Manager,
- Nicky Ling, Senior Public Health Manager (Healthy Weight),
- Teri Hemmings, Overview and Scrutiny Co-ordinator,
- Rose Anne Cook, Graduate Trainee and
- Aston Brand, Medway Youth Parliament representative.

Terms of reference

2.4 The terms of reference for the review were set as follows: -

1) To identify any gaps in support for children and families on healthy eating.
2) To find ways of increasing the uptake of school meals.
3) To identify factors which are barriers for children and families to eat healthy food.
4) To identify ways in which adolescents could be encouraged to make healthier food choices.
5) To identify additional areas where information and initiatives to encourage healthy eating could be introduced.

Conduct of work

2.5 The task group initially received a briefing from officers involved in supporting and promoting healthy eating. The group then began to take evidence from various staff across different departments within the Council as well as externally.

2.6 The group made a number of visits, both locally and outside of Medway. The following is a list of all the visits and meetings the group held to gather their evidence: -

- South East Annual Healthy Weight Conference, London
- All Saints Sure Start Children Centre, Luton
- Burnt Oak Children Centre, Gillingham
- Windmill Community Allotment Project, Thanet
- Representatives from Medway Youth Parliament Health Sub-Committee

2.7 Members also visited the following schools during their lunchtime period:-

- Byron Primary School
- Greenacre Secondary School
- Riverside Primary School
- St James's Primary School
- Strood Academy
- St Michael's Primary School
- Gordon Junior School

2.8 A Diversity Impact Assessment was also carried out to ensure that no particular group of Medway's young people community would be disadvantaged in any way by the outcomes of the review. There is support, plans and programmes in place to help and encourage healthy eating amongst different groups and Public Health Nutritionists within the Healthy Weight Team are able to provide advice to specific groups as required. The Diversity Impact Assessment is attached at Appendix 2.

Outcomes of the review

2.9 The task group were impressed by the amount of provision and support available both locally and nationally to help and encourage children and young people, and their families, to follow healthy diets and maintain a healthy weight.

2.9.1 However, they did find areas that could benefit from improvement or development, along with increased communication between departments to become more 'joined up' in providing information and support to the public on healthy diets.

2.11 The recommendations from the review are set out at pages 41 - 45. Many of them are simple but it is felt that their implementation will be extremely effective in encouraging and supporting more children and young people, and their families, to follow a healthy, balanced diet.

Key findings

2.12.1 The following points summarise the key findings of the review aligned with the terms of reference: -

- **Breastfeeding**
  The task group gained evidence from the Government's Strategy *Healthy Weight, Healthy Lives* and from professionals at the South East Annual Healthy Weight Conference that babies who are breastfed have a reduced risk of excess weight in later life and Members were therefore keen to encourage breastfeeding amongst mothers in Medway.

- **Early years**
  Members were encouraged by the amount of provision and support available to children in early years and their families, to help support them in following a healthy diet and trying new tastes and flavours.

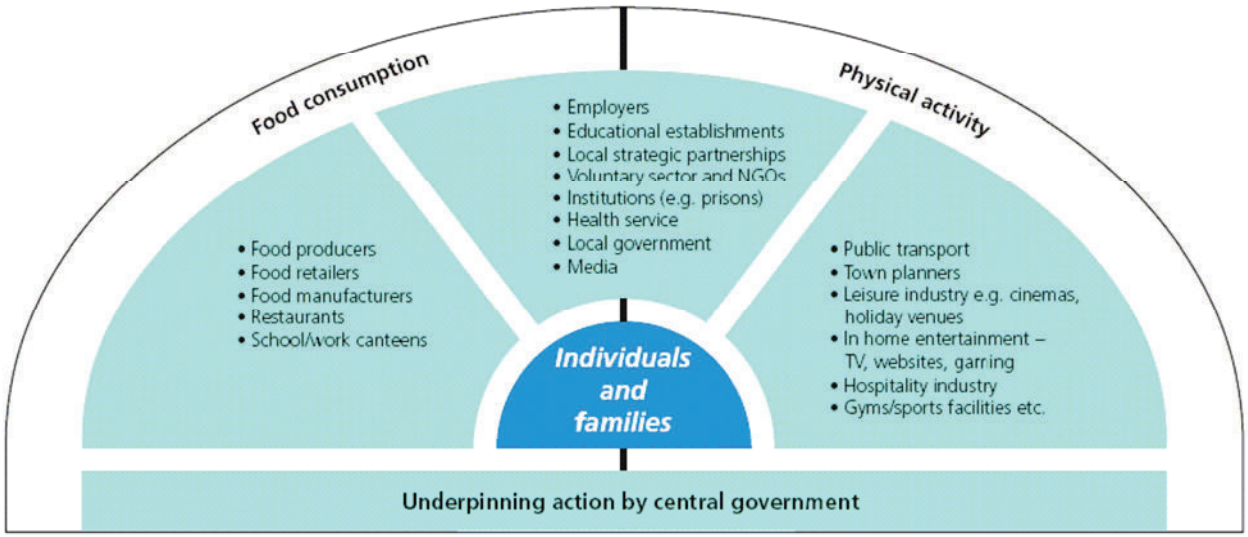
- **School meals uptake**
  Members recognised that schools meals were the easiest way to ensure children and young people were receiving a healthy balanced meal and Members were keen to increase school meal uptake wherever possible.

- **School dining areas**
  Members found that where schools had inviting dining space for students to use, they were far more likely to use the facilities available and buy lunch at the school.

- **Joined up approach**
  As stated in the Medway Obesity Strategy, "a wide range of professionals from both the health sector and local government can contribute towards the development of a strategy to promote healthy eating and thus to help prevent obesity. These professionals may include: health promotion specialists; public health specialists; representatives from primary care trusts; community development workers including community food workers and dieticians; local authority representation including environmental health, housing, regeneration and sustainable development officers, employment advisers, representatives from education; the voluntary sector; local food producers and retailers".

  Members recognised that various agents, as well as other organisations in the private and community and voluntary sector needed to work together to reduce obesity, as this diagram represents.

Map of major sectors that must play a role in tackling excess weight



Source: Medway Obesity Strategy, 2005

- **Gaps in communication**
  During discussions between various departments of the Council, there were some areas of good practice highlighted but also some clear gaps in communication where officers could work more closely together to deliver such provision and support to the community: -

  - Communication between Social Regeneration and Public Health Directorate had been poor and it was identified that the two departments could achieve

much more support to many more members of the community by working together.

- Communication and joint working between Transport and Public Health was good. The two were integrated, with the Public Health Directorate funding a post within the Transport team to promote active travel.
- It was recognised that the Youth Service could use the expertise of the Public Health Directorate to provide more informed nutritional advice and provide more information on the mixit web-pages.
- Leisure agreed they would also benefit from working with the Public Health Directorate to improve the healthy options available in vending machines and integrate Public Health Services to enable access to children and young people, as well as their families, to advise on maintaining a healthy weight.
- It was also recognised that there could be an improved co-ordination of work with schools between the Healthy Schools Team and the Public Health Directorate.

- **Planning policies to support healthy eating and reduce temptation**
  Members of the task group found various news articles about other local authorities introducing planning supplementary documents or similar policies to prevent fast food outlets from operating near schools, leisure centres and parks. The School Food Trust also ran a Temptation Town campaign to highlight the numbers of fast food outlets operating around schools, which undermines the drive towards healthy eating.

- **Community Allotment Projects**
  The task group visited a community allotment project in Thanet and spoke to the staff that gave their advice on what worked well at the project and what they would do differently if they were to start the project again. The project had a variety of different sections including small single allotments for people to use, a herb garden, flower beds, various fruit, salad and vegetables, a pond and a compost toilet. There was also a children's play area and sheltered area for learning. The project is well attended and enables children and their families to try new foods and explore different tastes, as well as learn where foods come from and how they can be grown at home. The Members fed back their findings to the Medway Public Health Directorate for them to use in the implementation of the project in Gillingham.

3. BACKGROUND

Britain is in the grip of an epidemic. Almost two-thirds of adults and a third of children are either overweight or obese, and work by the Government Office for Science's Foresight programme suggests that, without clear action, these figures will rise to almost 9 in 10 adults and two-thirds of children by 2050. This matters because of the severe impact being overweight or obese can have on an individual's health – both are associated with an increasing risk of diabetes, cancer and heart and liver disease among others – and the risks get worse the more overweight people become. They matter because of the pressure such illnesses put on families, the NHS and society more broadly, with overall costs to society forecast to reach £50 billion per year by 2050 on current trends.

Healthy weight, healthy lives: A cross-government strategy for England, 2008 (sources: Health Survey for England 2005 Latest Trends, NHS Information Centre and Foresight (2007) Tackling Obesities: Future Choices – Project Report, Government Office for Science)

3.1 The prevalence of obesity among children in England aged 2 to 10 years, rose, between 1995 and 2007 from 9.7% to 16.5% in boys and 10.6% to 14.6% in girls. In children aged 2-15, the increase in obesity prevalence rose over same time period, from 11.1% to 17.1% in boys and 12.2 to 16.4% in girls (Health Survey for England). Data for the South East show obesity prevalence for children aged 2 to 15 years at 16% for boys and 14% for girls during 2005-2007.

3.2 Medway initially began to focus on reducing obesity amongst its population in 2005 when it produced the Obesity Strategy. This was followed by the Healthy Weight, Healthy Lives Strategy by the Government which gave a national focus on the obesity issue and gave further direction on how to tackle the problem and reduce levels of obesity across England.

3.3 In 2006 the national child measurement programme (NCMP) began, measuring BMI of children in Reception year and year 6 at school. Children in these two year groups are weighed and measured during the school year to inform local planning and delivery of services for children and to gather population-level surveillance data to allow analysis of trends in growth patterns and obesity. Take up of this scheme was however lower at the beginning which makes the initial data less reliable.

3.4 In 2007 the MEND (Mind, Exercise, Nutrition...Do it!) programme was introduced to Medway, which was a focussed service for children who were overweight or obese. It offers a fun and creative environment for families to learn how to make healthier lifestyle choices and has continued to be rolled out across Medway.

3.5 In terms of monitoring performance in reducing levels of obesity, there is a Strategic Change Programme within NHS Medway, which the Public Health Directorate reports into, and the Director for Public Health also reports in to the Local Strategic Partnership Board.

3.6 The following table shows the history of data gathered from the NCMP for Medway and nationally:

Reception Year (FS2)						
Year	England			Medway		
	Overweight (%)	Obese (%)	Measured (%)	Overweight (%)	Obese (%)	Measured (%)
2008/09	13.2	9.6	91.0	13.4	11.7	88.2
2007/08	13.0	9.6	89.0	10.1	8.0	83.0
2006/07	13.0	9.9	83.0	11.5	8.9	79.0

Year 6						
Year	England			Medway		
	Overweight (%)	Obese (%)	Measured (%)	Overweight (%)	Obese (%)	Measured (%)
2008/09	14.3	18.3	89.0	14.6	19.4	89.6
2007/08	14.3	18.3	87.0	15.3	20.4	87.0
2006/07	14.2	17.5	78.0	15.3	19.3	87.0

3.7 The PCT has invested in the expansion of the Healthy Weight Team within the co-terminus Public Health Directorate to help address obesity, promote physical activity, and provide advice and support on food and nutrition for both children and adults. This has allowed the development of interventions to support childhood obesity prevention including MEND 2-4 years, MEND 7-13 years, breastfeeding promotion and to offer support and funding to the Health aspect of the Our Medway curriculum project.

4. SETTING THE CONTEXT

(a) Legal framework, Council and PCT duties and obligations, accountabilities and performance

4.1 There was a change in Government before this review was finalised and the new Government are currently adapting their web pages, strategies etc in relation to various issues including public health and obesity. The strategies and guidance detailed below relates to the previous Government.

Government strategies and guidance:

> The (previous) Government's ambition was to be the first major nation to reverse the rising tide of obesity and overweight in the population, by enabling everyone to achieve and maintain a healthy weight. Our initial focus is on children: By 2020, we aim to reduce the proportion of overweight and obese children to 2000 levels.
> *Department of Health website, www.dh.gov.uk*

4.2 Healthy schools (1999)

The Healthy Schools Programme is a joint initiative between the Department for Children, Schools and Families and the Department of Health, which promotes a whole school/whole child approach to health. The Programme has existed since 1999, is recognised as a key delivery mechanism in the Children's Plan (DCSF 2007) and in Healthy Weight, healthy lives (DH 2008). The Healthy schools programme is intended to deliver real benefits in respect of: -

- Improvement in health and reduced health inequalities;
- Raised pupil achievement;
- More social inclusion;
- Closer working between health promotion providers and education establishments.

4.3 Choosing health: making healthy choices easier (2004)
This set out key principles in order to offer people support and information in making informed choices to get people motivated and improve emotional wellbeing and access to services so that healthy choices are easier to make.

4.4 Foresight – tackling obesities: future choices – project report (2007)
This report presents the key messages and implications for the UK. These are based on an extensive analysis of a wide range of evidence, including several commissioned evidence reviews, a systems analysis of the primary determinants of obesity, scenarios of possible futures and a quantitative model of future trends in obesity and associated diseases.

4.5 World Health Organization – European Action Plan for Food and Nutrition Policy 2007-12
The action plan establishes health, nutrition, food safety and food security goals and provides a coherent set of integrated actions, spanning different government sectors and involving public and private bodies, for Member States to consider in their own national policies and health system

governance and for international organisations to consider at regional and global levels.

4.6 Healthy weight, healthy lives: a cross government strategy for England (2008)
This strategy was developed as the beginning of a sustained programme to support people to maintain a healthy weight and set out the first steps to achieving the ambition detailed above.

4.7 Change4Life (2009)
Change4Life is a society-wide movement that aims to prevent people from becoming overweight by encouraging them to eat better and move more. It is the marketing component of the Government's response to the rise in obesity. The Change4Life campaign provides families with ideas and helps to make small changes to achieve a happier, healthier future for families. Information includes recipes, tools, tips and games. The campaign began in January 2009 and in the initial stage targeted young families with children aged 5-11 years. Since its launch the movement has grown to targeting all parents with children under the age of 11 years and new parents with babies (Start4Life).

4.8 Schools Nutrition standards
The Government's nutrient-based standards for school lunches became law in September 2008 for primary schools and September 2009 for secondary schools, special schools and Pupil Referral Units (PRUs). Nutrient-based standards apply to an average school lunch, and relate to overall provision rather than individual consumption. The nutrient-based standards are derived from UK nutrient recommendations and were calculated based on typical mixed sex primary and secondary school.

4.9 Let's get moving (2009)
Let's get moving is designed to support people in their efforts to become more active and contains helpful hints, practical examples, simple visual tools and personal planning exercises.

4.10 Healthy lives, brighter futures (2009)
This strategy sets out the principles of the relationship between parents and services and will establish what parents and their children can expect from services available to them from various providers. These principles are that: -

- Parents are provided with information they need to help children lead healthy lives, with local areas setting out what parents will be able to receive in their communities;
- Public sector settings provide healthy environments and encourage children and young people to make healthy choices;
- The right services are in place to meet the specific health needs and expectations of children and their families;
- Extra support is provided to those from the most disadvantaged backgrounds.

4.11 Be active, be healthy (2009)
Be active, be healthy established a new framework for the delivery of physical activity alongside sport for the period leading up to the London 2012 Olympic Games, Paralympic Games and beyond. Programmes outlined in the plan

contribute to Government's ambition of getting 2 million more people active by 2010. The strategy also sets out new ideas for local authorities and PCTs to help determine and respond to the needs of their local populations, providing and encouraging more physical activity, which will benefit individuals and communities, as well as delivering overall cost savings.

4.12 The Healthy Child Programme (2009)
The Healthy Child Programme is the universal preventative programme that begins in pregnancy and continues through childhood. It is an evidenced based programme of developmental reviews, screening, immunisations, health promotion and parenting support. Effective implementation of the Healthy Child Programme should lead to increased rates of breastfeeding, healthy eating and increased activity and early recognition of the risk factors for obesity.

(b) Medway's policy framework

4.13 Local Area Agreement (LAA)
The Local Area Agreement (LAA) is drawn up by the Council and its partners and sets out how agencies working across Medway will share resources and expertise to make life better for local people. Based on a series of pledges, the LAA sets targets related to various issues, one of which is tackling obesity. The target relates to national indicator 56, obesity among primary school age children in year 6. This target, along with all LAA targets, has a delivery action plan which explains what will be done and which organisation is committed to supporting the actions to improve the lives of people in Medway. The delivery plan for NI56 (obesity among primary school age children in year 6) is attached at appendix 1 to this report.

4.14 Medway's Council Plan 2009-12
Medway's Council Plan states that the Council will encourage children and young people to lead active lifestyles as a key part of the authority's work with children. It will actively pursue a range of initiatives such as healthy schools, school travel plans and walk on Wednesdays. The plan also states that obesity levels will be reduced to 18.5% by 2011 through the delivery of the healthy schools programme and increased participation in sport and leisure.

4.15 NHS Medway's Strategic Commissioning Plan 2007-12
The plan sets out how Medway PCT, working in partnership, will commission the health care services needed by the people of Medway over the next five years. Within the plan it states that the PCT, in collaboration with Medway Council and in line with the local Obesity Strategy, will commission a range of community based support and services to help people make healthier choices. These include; lifestyle clinics, weight management groups, walking schemes, exercise referral schemes, family learning and workplace interventions that support the prevention and/or management of obesity.

4.16 Medway Obesity Strategy, 2005
The strategy summarises the issues and evidence relating to obesity and suggests a number of options, which would contribute to improving health in Medway.

4.17 Medway's Children and Young People's Plan (CYPP) 2009-2010
Within the plan there is an objective to reduce obesity through promotion of healthy lifestyles among children and young people, and their families. To do this, it is stated in the plan that there will be support through the delivery of the healthy schools programme and increased participation in sport and leisure.

4.18 NHS Medway Annual Health report 2008/09
Within the report it details the PCT's aims for 2009/10, including its plans to tackle the obesity issue: -

- Run a series of mini-MEND courses for children aged 2-4years and their families, so from a very young age children get used to eating well and taking exercise, minimising their risk of becoming overweight later;
- Develop and start to implement a plan for preventing obesity, focusing on pre-conception and antenatal care, breastfeeding and infant nutrition;
- Set up self-esteem groups and counselling for very overweight people;
- Launch a health Trainer programme to encourage people to make healthy lifestyle choices.

4.19 Medway's Community Plan 2007-2010
This plan has now expired but within was a clear recognition of the obesity problem. The plan included an objective to increase the number of children taking up their entitlement to free school meals by 10 per cent by 2009/10. It also has an objective to reduce childhood obesity leading to an increased life expectancy by increasing the Disability Adjusted Life years (measurement of life expectancy) from 0 in 2003 to 66.75 by 2008/09 in an identified group of children. This target was successfully achieved with the cohort of children completing the MEND 7-13 programme.

4.20 Local Transport Plan 2006-11
Within this plan there is an undertaking that Medway Council, its partners and developers will, "promote and support walking and cycling as a healthy, sustainable form of transport for utility and leisure trips and seek to implement a range of walking and cycling priority schemes and initiatives that will result in encouraging walking and enabling and encouraging safer cycling among potential and inexperienced cyclists".

(c) National and local picture

The National picture:

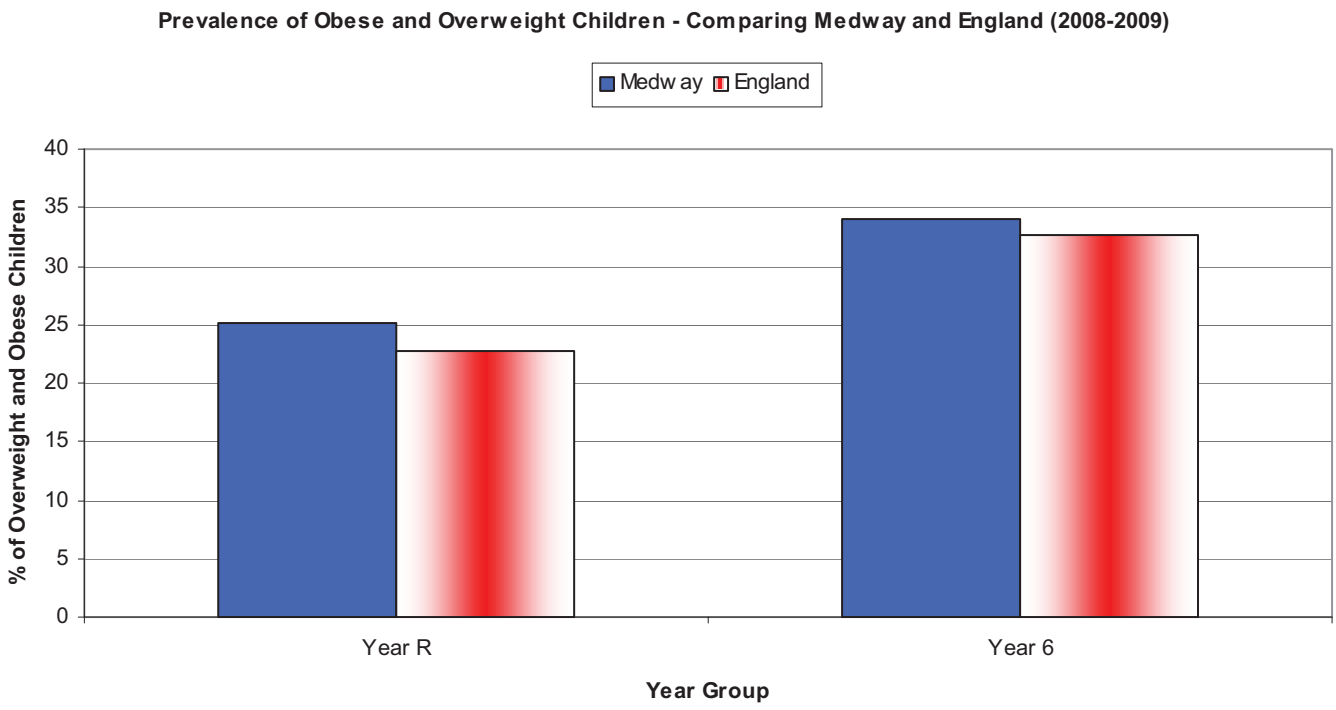
4.21 Obesity among 2–10 year olds rose from 10.1% in 1995 to 13.9% in 2008 according to Health Survey for England (HSE) figures. There are growing indications that the previous upwards trend in child obesity may be flattening out although it is still too early to state that this represents a long-term change in the trend.

4.22 In 2008/09, obesity among 4–5 year olds (Reception year) was 9.6% and among 10–11 year olds (Year 6) in England was 18.3%. These figures from the National Child Measurement Programme (NCMP) have remained broadly consistent over the last three years (see the table under paragraph 3.6 in background section) although increases in the percentage of children measured may contribute to an increase in the prevalence of obesity, especially amongst year 6 children. The prevalence of obesity among

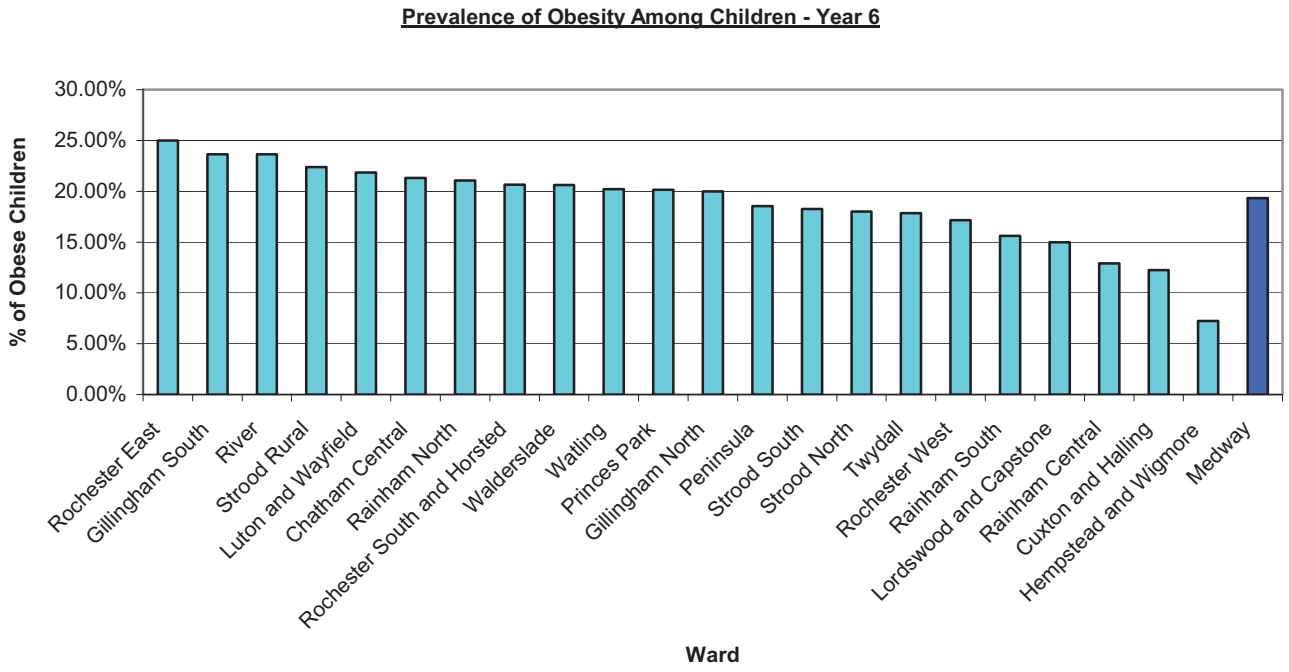
children in England aged 2 to 10 years, rose, between 1995 and 2007 from 9.7% to 16.5% in boys and 10.6% to 14.6% in girls. In children aged 2-15, the increase in obesity prevalence rose over same time period, from 11.1% to 17.1% in boys and 12.2 to 16.4% in girls (Health Survey for England).

The Medway picture:

4.23 The percentage of children in reception year and year 6 that are overweight or obese is higher in Medway than the national average, as the graph demonstrates. This graph uses figures derived from the NCMP.



4.24 This graph shows obesity prevalence amongst year 6 children, by ward:



Healthy eating amongst children and young people

4.25 The most recent performance data (fourth quarter) showed an improvement in relation to NI56 (percentage of children in year 6 who are obese), however this was not reflected in the results for children in reception year. The following table gives the recent performance data for both.

Performance indicator	2008/09 out-turn	Annual target 2009/10	Progress update	Long term trend	Traffic light
NI 55(iv) Obesity in primary school: percentage of children in reception who are obese	11.7%	8.7%	The results of the NCMP will be published in December 2010. All parents of children measured have received feedback on their child's measurement from the School Nursing Team. All parents and carers of those measured have received a Change4life Top Tips leaflet.		
NI 56(ix) Obesity in primary school: percentage of children in Year 6 who are obese (LAA)	19.4%	18.7%	The results of the NCMP will be published in December 2010. All parents of year 6 children measured in 2008/9 have received feedback on their child's measurement and information on MEND. They have received a Change4life Top Tips leaflet. Parents are able to contact the Public Health Healthy Weight Team for further advice on local interventions and activities that will support them to lead a healthier lifestyle.		

4.26 The School Nursing service and the Public Health Directorate Healthy Weight team work together to advise and support parents and carers who are worried about their child's measurement results. The MEND programme is the main intervention available to families with overweight or obese children. This is described in more detail in section 7. Individual support is also available via the School Nursing team who are able to make onward referrals for children to see a paediatrician or dietician if more specialist support is required.

5. OBJECTIVE, METHODOLOGY AND APPROACH

Objective of the review

5.1 At the task group's initial meeting where the scope for the review was set, it was agreed that the objective of the review was to provide Members with more detailed knowledge of the position in relation to healthy eating amongst children and young people in Medway and to find out if there was anything additional that could be done to help reduce the rates of obesity.

Methodology and approach

5.2 At its first meeting the Task Group Members were given a background from Public Health, providing information on what was already being done nationally and locally to help address obesity amongst children and young people. The task group then set the scope of the review and agreed that it would initially meet with various groups of young people and providers to speak with them about what they were doing and their experiences in relation to promoting or supporting healthy eating among children and young people. The Task Group spent a number of months gathering evidence and information to build a picture of what was currently available, along with identifying gaps and working with partners to close such gaps. The table below shows the timeline of the work of the Group.

Date	Venue	Members in attendance	Other attendees	Purpose
13 Jan 2010	Gun Wharf, Chatham	Councillors Brake, Gilry, Kemp and Smith	Wellbeing Strategy Manager; School Nutrition Advisor; Overview & Scrutiny Co-ordinator; Senior Public Health Manager (Healthy Weight); Assistant Director, Inclusion Contracts Officer	Initial meeting of the group to scope the review and set terms of reference.
21 Jan 2010	Congress Centre, London	Councillors Brake and Smith	Graduate Trainee Overview & Scrutiny Co-ordinator Public Health Team (Healthy Weight)	Some of the task group members attended the South East Healthy Weight Annual Conference
3 Feb 2010	Gun Wharf, Chatham	Councillors Brake, Kemp and Smith	Graduate Trainee Overview & Scrutiny Co-ordinator	Members fed back from the conference, confirmed the terms of reference for the review and agreed actions for forthcoming meetings
10 Feb 2010	All Saints Children's Centre	Councillors Brake, Kemp and Smith	Graduate Trainee Overview & Scrutiny Co-ordinator	Members attended the Children's Centre to observe services available at the centre in relation to healthy eating.

11 Feb 2010	Burnt Oak Children' Centre	Councillors Brake, Gilry, Kemp and Smith	Overview & Scrutiny Co-ordinator	Members attended the Children's Centre to observe services available at the centre in relation to healthy eating.
25 Feb 2010	Windmill Community Allotment Project, Thanet	Councillors Brake and Smith	Graduate Trainee Overview & Scrutiny Co-ordinator	Some Members of the task group visited an allotment project in Thanet.
2 Mar 2010	Gun Wharf, Chatham	Councillors Brake, Gilry, Kemp and Smith	Assistant Director, Inclusion Contracts Officer X2 Graduate Trainee Overview & Scrutiny Co-ordinator Senior Public Health Manager (Healthy Weight) Well-being Strategy Manager	Members asked officers about school meals and uptake, healthy schools and the role extended services played in healthy eating and about services available from a Public Health perspective.
11 Mar 2010	Gun Wharf, Chatham	Councillors Brake, Gilry and Kemp	Graduate Trainee Medway Youth Parliament representative Overview & Scrutiny Co-ordinator Senior Public Health Manager (Healthy Weight)	Members fed back on their visits to the Children's Centres and the community allotment project and discussed the MYP representatives food diary.
21 Apr 2010	Gun Wharf, Chatham	Councillors Brake, Gilry, Kemp and Smith	Graduate Trainee Overview & Scrutiny Co-ordinator Senior Public Health Manager (Healthy Weight) Public Health Project Manager (Healthy Weight) Well-being Strategy Manager *Plus representatives from*: Social regeneration, Planning and Development, Licensing, Transport, and Youth.	The task group met with various officers from across the Council to discuss their role in helping to promote health weight and lifestyles, with particular emphasis on healthy eating.
Apr – June 2010	Various schools in Medway	Councillors Brake, Gilry, Kemp and Smith	Members and headteachers from various schools in Medway	Members visited various schools in Medway to investigate what food and dining facilities were offered to students at lunchtime.
12 May 2010	Gun Wharf, Chatham	Councillors Brake, Gilry, Kemp and Smith	Graduate Trainee Leisure Manager Manager of Medway Park Overview & Scrutiny Co-ordinator Public Health Project Manager (Healthy Weight)	The task group met with officers from leisure to discuss how they contribute to services relating to healthy eating. Members also fed back on the school visits

				undertaken so far.
5 July 2010	Gun Wharf, Chatham	Councillors Brake, Gilry and Smith	Contracts Manager Overview and Scrutiny Co-ordinator 2x Medway Youth Parliament representatives	The task group received an update in relation to the free school meals pilot, following some reduction in funding and considered some draft recommendations. The group then met with two representatives from Medway Youth Parliament's Health Sub-Committee to obtain their views of the suggested recommendations.
27 July 2010	Gun Wharf, Chatham	Councillors Brake, Gilry and Smith	Overview and Scrutiny Co-ordinator	The task group's final meeting to agree the final recommendations and draft review report.

5.3 In addition, written evidence was also requested from some other local authorities who had achieved better performance results against the rates of children in reception year and year 6 who were overweight and obese and on uptake of school meals.

6. SUMMARY OF EVIDENCE COLLECTED

6.1 Local issues – regionally and for Medway

6.1.1 As part of the task group's fact finding, two Members attended the South East Annual Healthy Weight Conference in January 2010. Well-being South East facilitated the event along with various partners and agencies involved in helping the community to maintain a healthy weight.

Members attended the South East Annual Healthy Weight Conference in January 2010.

During lunch, delegates took part in a dance session to demonstrate how being active also can be fun.

6.1.2 Speakers at the conference included;

- Prof Yvonne Doyle, Regional Director of Public Health South East Coast;
- Dr Mike Grady, Senior Research Fellow, marmot Review, UCL;
- Jane DeVille-Almond, Independent Nurse Consultant and Freelance Journalist;
- Alison Hardy, Behaviour Change Planning Lead, Change4Life;
- Pam Naylor, South East Healthy Weight Programme Lead.

6.1.3 There were also various workshops attended by the task group during the day, which included: -

- The Healthy Town and obesity awareness project by Portsmouth City Council;
- Breastfeeding and feeding in the 0-5s by West Sussex PCT and Portsmouth City PCT;
- Healthy eating and schools by Whole School Meals Ltd;
- Healthy eating and children by Surrey PCT.

6.1.4 The key points Members learnt from this event were: -

- The close relationship between deprivation and obesity;
- There was more work to do in terms of closer relationships with local authorities in relation to transport systems, work places and building environments;
- Intervention at early years to help prevent obesity occurrences as children grow up.

Advantages for Medway in tackling the problem

6.1.5 Reducing the prevalence of obesity in Medway year 6 primary school pupils has the potential to provide significant improvements to the health and well-being of these children in both the short, medium and long term. It also has the potential to have a positive impact on their academic achievement and social development.

6.1.6 In addition, it is predicted that the 'ripple effect' of the interventions delivered to these children could result in significant improvements in the diet and physical activity habits of their peers, families and the wider community and therefore is likely to reduce the future costs of health and social care for these individuals.

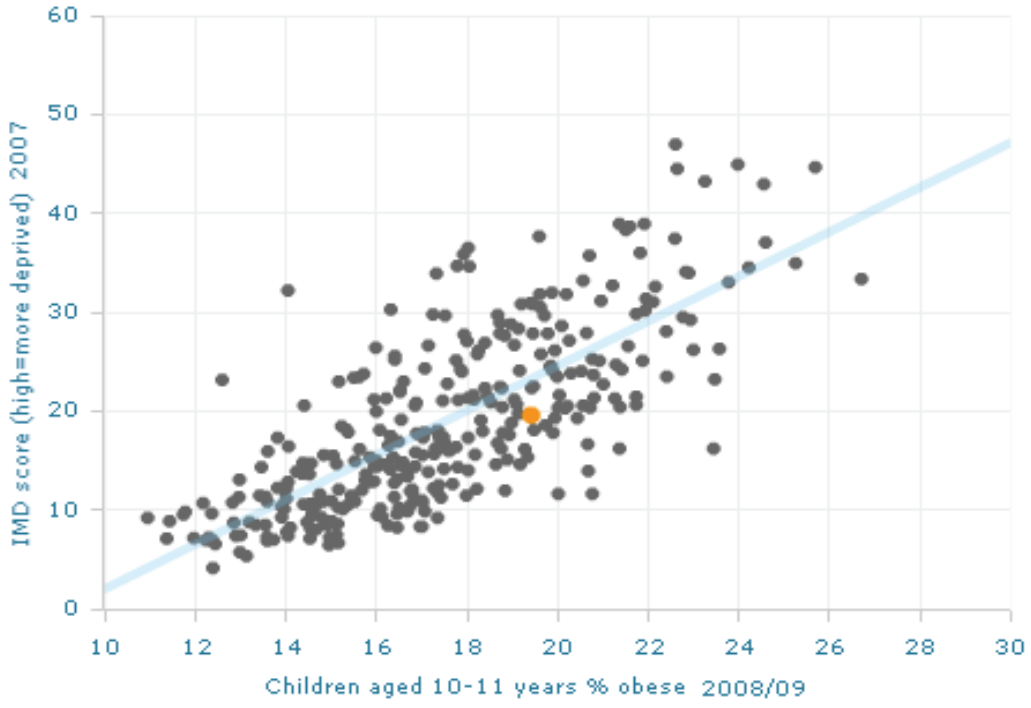
6.2 The link with deprivation

6.2.1 The task group found that there was a clear link with deprivation and obesity. The following supports this finding.

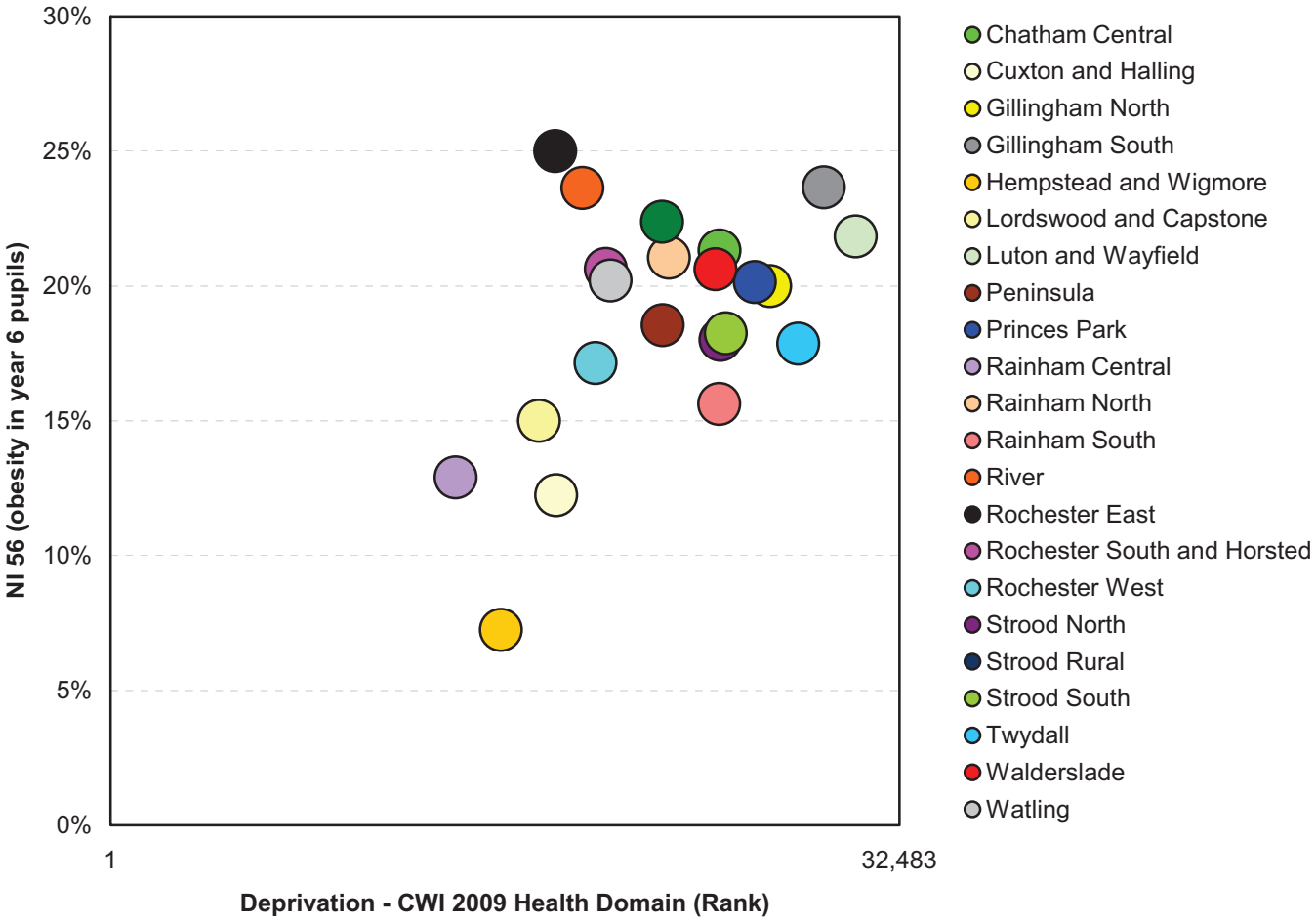
It is recognised that there are inequalities in diet between those on higher and lower incomes (*Acheson, 1998*). The most striking difference is in the variation in amounts of vegetables and, particularly, in the amount of fruit eaten by people in lower socio-economic groups. On average people from unskilled groups tend to eat 50% less fruit and vegetables than from professional groups (*Ministry of Agriculture, Fisheries and Food, 1998*). This inequity had also been reported in children (*Gregory et al, 2000*).

Source: Medway Obesity Strategy, 2005

The following graph demonstrates that, for the Southeast, as the levels of deprivation increases the level of obesity for children aged 10-11 years also increases. The orange dot is Medway.



This graph demonstrates the levels of obesity amongst year 6 children compared with deprivation of children and young people by Medway wards. There is a similar trend line in terms of the link between the two as displayed in the graph above for the South East.
Source: National Child Measurement Programme, 2009



6.2.2 Tackling Health Inequalities: 10 years on (2009) stated that the incidence of obesity among women in disadvantaged groups was almost twice that in the most affluent groups. Maternal obesity is also a risk factor in infant mortality. Child obesity rates are also linked to family income and socio-economic group. Children of obese parents are more likely to become obese than children from families where one or both parents is an healthy weight.

Low Income Groups

6.2.3 Results from the Food Standards Agency Low Income Diet and Nutrition Survey (2009) indicate that the types and quantities eaten by people on low incomes appeared similar to those of the general population. However, some differences exist in food consumption between lower and higher socioeconomic groups in key food groups associated with the development of health conditions.

6.2.4 Low income groups were less likely to eat wholemeal bread and vegetables. The average number of fruit and vegetable portions eaten by boys was 1.6 whilst girls ate 2 portions a day. The Government's recommendation is to eat at least five

portions a day. The National Obesity Observatory also found that children's fruit and vegetable consumption varies with household income. "The average number of portions consumed per day decreases from the highest income bracket to the lowest. Only 2% of children in the highest quintile had eaten no fruit or vegetables in the last 24 hours, compared to 12% of boys and 7% of girls in the lowest quintile".

6.2.5 Low income groups tended to drink more soft drinks (not diet drinks) and eat more processed meats, whole milk and sugar. Fatty foods, which are often processed foods, and additional sugars in the diet can contribute towards adults and children being above an healthy weight. With obesity comes a substantially increased risk of diabetes, cardiovascular disease, high blood pressure, some cancers and osteoarthritis.

6.2.6 Within the low income group, approximately 30% of men and 29% of women reported that the price, value and money available for food were the most important influence on their choice of food. Thirty-five percent of men and 44% of women wanted to change their diet whilst 60% of parents and carers wanted to change their children's diet to make it healthier.

The low budget challenge

6.2.7 One Member of the Task Group undertook a challenge to live on £10 for food for a week. Many families live on less but it was an opportunity to demonstrate how easy or difficult it was to buy and eat healthy foods on a low budget. The Councillor actually did the exercise for two weeks and found it very difficult. It was better buying things in bulk, however, this was not suitable when buying fresh produce. She also made meals in batches so she was able to freeze half for a second meal. The exercise did demonstrate how difficult it can be buying and producing healthy, filling meals on a low budget.

6.3 Barriers to maintaining a healthy weight

6.3.1 Deprivation is just one of the barriers that can prevent people from following a nutritionally balanced diet or maintaining a healthy weight. Within the Medway Obesity Strategy, 2005, it states that there are broadly two types of barriers to a healthy diet, which are 'circumstantial' and 'attitudinal'.

'Circumstantial' barriers include:

- The ability to afford healthier choices, which are widely perceived as being more expensive (although with the required skills, motivation and confidence in food preparation this could be over come);
- Physical accessibility to affordable and good quality supplies, in areas that lack shops which stock fruit and vegetables, or that lack public transport.

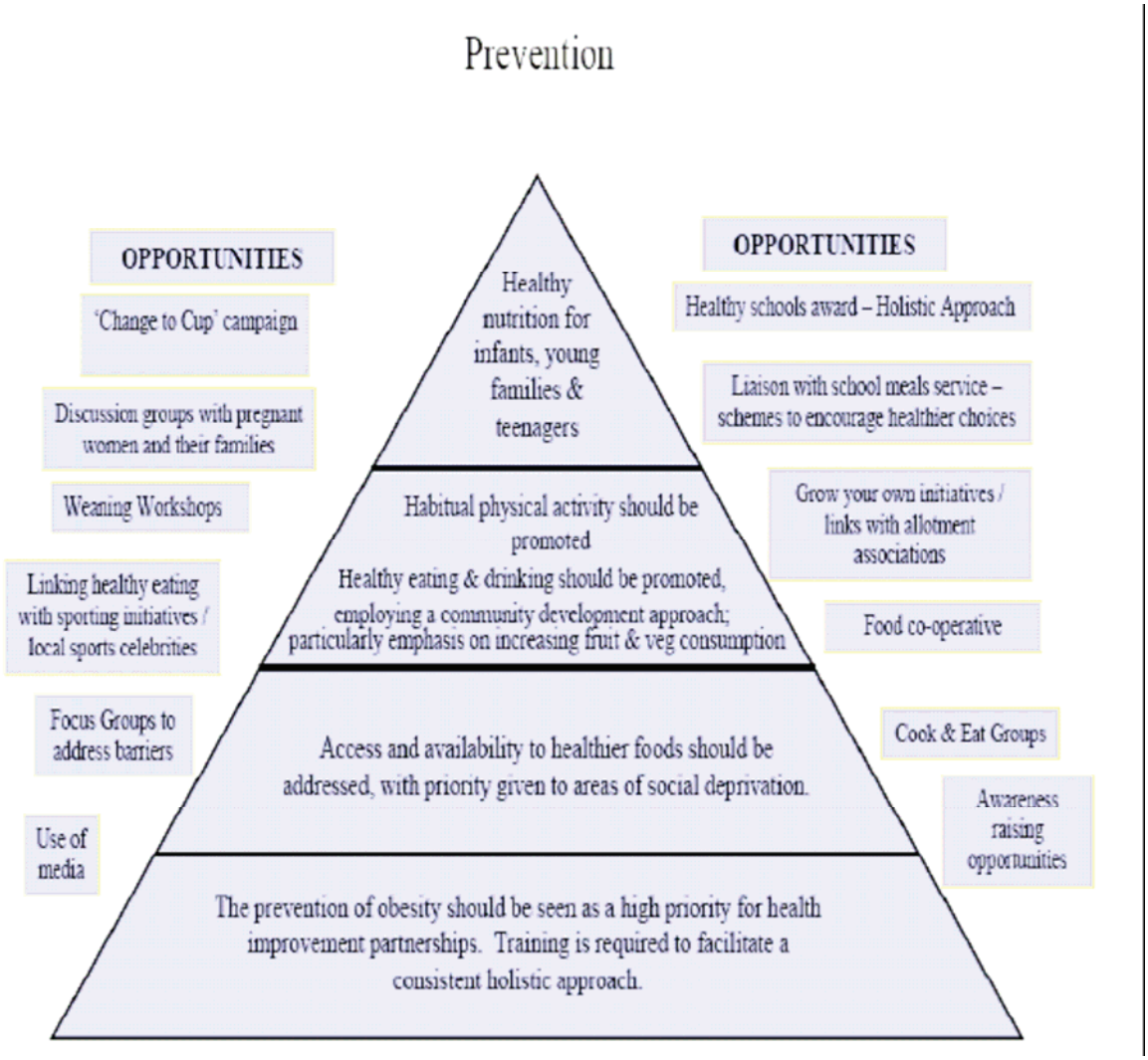
'Attitudinal' barriers include:

- Belief of already eating a healthy diet or enough fruit and vegetables;
- Lack of understanding of 'healthy' portion sizes;
- Confusion of role of frozen, canned and dried products;
- Lack of knowledge about health benefits of a healthy diet;
- Dislike of certain tastes, particularly vegetables;
- Influence of family members' tastes;

- Belief that fruit and vegetables are not filling;
- Lack of confidence to prepare and cook food (with less opportunity to learn skills and more mothers working thereby having less time to teach their children to cook;
- Lack of time to prepare and cook healthy food (misperception that healthy foods take time to prepare);
- Amongst children particularly, peer pressure and confirming to the social norm

6.4 Ways to prevent obesity and support the maintenance of a healthy weight

6.4.1 The table below is taken from Medway's Obesity Strategy and shows the opportunities for primary prevention:



6.4.2 There also needs to be a joined up approach – all sectors need to work together to help reduce obesity.

> Tackling this problem is complex and multifaceted, involving individuals, communities and industry as well as Government. It is clear that Government action alone will not be enough. Success will only come from the problem being recognised, owned and addressed at every level and every part of society.
>
> *Healthy weight, healthy lives: A cross-government strategy for England*

6.5 WHAT IS CURRENTLY AVAILABLE IN MEDWAY

Schools

6.5.1 Food provided within schools must meet certain nutritional standards, which helps to regulate nutrition of children and young people while at school.

6.5.2 In addition, 86 out of 107 of Medway schools have achieved the '**healthy schools**' status. Healthy schools must meet 41 criteria and 11 of these relate to healthy eating: -

1 Monitoring food in schools - Has an identified member of the Senior Leadership Team to oversee all aspects of food in schools
2 Practical food education and training - Ensures provision of training in practical food education for staff, including diet, nutrition, food safety and hygiene
3 Whole school food policy – developed through wide consultation, implemented, monitored and evaluated for impact
4 Supporting food policy with wider school family - Involves children, young people and parents/carers in guiding food policy and practice within the school, enables them to contribute to healthy eating and acts on their feedback
5 Eating environment - Has a welcoming eating environment that encourages the positive social interaction of children and young people
6 Food standards for clubs and vending machines - Ensures that breakfast club, tuck shop, vending machine and after-school food service (where available in school) meets or exceeds current DCSF school food standards
7 School lunch standards - Has a school lunch service that meets or exceeds current DCSF standards for school lunches
8 Menu and food choice monitoring - Monitors children and young people's menus and food choices to inform policy development and provision
9 Balanced diet training and planning – Ensures that children and young people have opportunities to learn about different types of food in the context of a balanced diet (using 'The eatwell plate' pictured below paragraph 6.6.27), and how to plan, budget, prepare and cook meals, understanding the need to avoid the consumption of foods high in salt, sugar and fat and increase the consumption of fruit and vegetables
10 Free drinking water - Has easy access to free, clean and palatable drinking water
11 Consulting for food choices - Consults children and young people about food choices throughout the school day using school councils, Healthy Schools Task Groups or other representative pupil bodies

6.5.3 The other parts of the Healthy Schools programme, especially areas on wellbeing, help to identify children with problems and help refer and signpost to other services and support.

6.5.4 In addition, there is a **National Child Measurement Programme (NCMP)**, which measures the body mass index (BMI) of children in Reception and Year 6. Every year, as part of the NCMP, children in these two year groups are weighed and measured during the school year to inform local planning and delivery of services for children and to gather population-level surveillance data to allow analysis of trends in growth patterns and obesity.

6.5.5 The NCMP also helps to increase public and professional understating of weight issues in children and is a useful vehicle for engaging with children and families about healthy lifestyles and weight issues. The results are sent to all parents and for those children whose results show that they are underweight, overweight or obese, information is provided and parents/carers are encouraged to access services or speak to members of the Public Health Directorate Healthy Weight team about how to address the concerns and improve the weight of their child.

6.5.6 All food provided in schools must be compliant with the **nutritional-based standards** which are set by the Government. This means that all food that students have access to in school (except packed lunches which they bring in) will be nutritionally healthy for them, helping to regulate the food they eat.

School visits by the task group

6.5.7 Members of the task group each visited schools in Medway to review various points about the school lunch available, such as, how many options were available, what the dining facilities were like, what information was available in relation to healthy eating and whether activities were available through the lunchtime period to encourage physical activity.

6.5.8 In terms of schools for primary aged children, which were visited, all the Members found that there was either two or three options available (one of which was vegetarian) and all used a multi-use hall which was also used for P.E. classes and assemblies, although the Members found most of the halls to be a good dining space. There was however variation in the information available in the halls about healthy eating and in uptake of school meals. Also some schools were doing more in terms of encouraging pupils to drink water and explaining why it is important. The schools also used different methods for engaging with the students about the food provision, some being more proactive than others but methods included comment cards, visits to the school council and via feedback from supervising staff.

6.5.9 In terms of the secondary schools visited there were various options available including vegetarian and ethnic meals. They had separate dining halls, one of which needed improvement but was the subject of an investment plan. There were good displays of information about healthy eating and drinking water. Again, there was variety in the way in which the students' views were sought. On the whole, secondary schools operated a stay-on-site policy during the lunch period but there were variations as to how this was enforced. One particular school reported a burger van operating near by to the school, which a lot of students bought food from, particularly after school hours.

6.5.10 In addition to the school visits, a member of the youth parliament also provided some written evidence about the dining experience at her secondary school. She reported that the catering providers attended school council meetings and addressed some of the concerns and requests raised at the meeting. She added that the dining space was very inviting, which encouraged pupils to use the canteen facility. However, there was a feeling that the healthy foods were expensive and it was suggested that the caterers explore the possibilities of 'meal deals' with the healthy foods to encourage young people to purchase them.

Youth services

6.5.11 The task group discussed with the Youth Manager the support they provided to young people to encourage them to follow healthy diets and lead healthy lifestyles. The youth service currently offered support in the following ways: -

- Some information was provided on the mixit online web pages which included advice on healthy eating, exercise and alcohol;
- No vending machines were available at youth clubs;
- Youth clubs spent three hours per week looking at health issues, although this often focussed on drug and alcohol misuse and sexual health;
- Youth clubs also displayed posters to promote healthy eating;
- Youth workers encourage healthy eating and give advice although there is no formal training provided to them on delivering information on healthy eating;
- The service worked closely with the Well-Being Strategy Manager to ensure services from both were complementary.

Early years providers

6.5.12 The task group visited some Sure Start Children's Centres who were running various sessions relating to healthy eating for children under the age of 5 years. The sessions gave an opportunity for parents to explore with their children and babies different varieties and tastes of food which were good for their child's health as well as being easy to prepare and affordable. The Centres also provided breastfeeding and weaning support for mothers, which is also important as research shows that breastfed babies are more likely to maintain a healthy weight than formula fed babies. In addition, putting a focus on eating a healthy balanced diet from a young age is shown to help the child and the family continue maintaining a healthy diet as they grow older.

In Public Health services

6.5.13 **MEND - Mind, Exercise, Nutrition... Do It**!

MEND 2-4 is a free 10-week programme for parents or carers with children aged two to four-years-old. Whatever the child's weight, it offers a fun and creative environment for families to learn how to make healthier lifestyle choices and ensure their children have the best possible start in life.

MEND 7-13 is a free 10-week programme for families with children aged seven to 13-years-old whose weight is above the healthy range for their age and height. The fun programme helps children and families manage their weight better and lead healthier lives.

MEND Graduates is a scheme developed by the Healthy Weight team, which is open to all children and their families who have completed the MEND programme. It provides additional opportunities to try out and continue their new healthy lifestyles. MEND Graduates offers a weekly activity session and a number of additional holiday activities graduates can take part in to keep up their healthy lifestyles.

The Public Health Directorate will be carrying out an in-depth review of the MEND programmes later this year to evaluate its outcomes but to date, 262 families have completed the programmes in Medway.

6.5.14 **Community Food Allotment, Gillingham**

Developing growing projects where communities can work together helps to develop a better understanding of healthy eating and the benefits of growing your own fresh produce. The Healthy Weight Team has a community allotment where groups can attend to help grow their own fruit and vegetables. It is open to a range of community groups and projects that wish to promote healthy living. Families who have completed the MEND course attend regularly on a Thursday night to help reinforce their understanding of healthy eating.

6.5.15 **Change4Life**

Change4Life is the social marketing part of the Healthy Weight, Healthy Lives cross-governmental strategy for England. Change4Life's aim has been to inspire a societal movement through which government, the NHS, local authorities, businesses, charities, schools, families and community leaders can all play a part in improving children's diets and activity levels. It's focus is to provide simple ideas and tips families can use to enjoy a healthier life.

Change4Life has been promoting eight behaviours that help children achieve and maintain a healthy weight. These include regular meal times, portion awareness, activity and eating healthy snacks.

The Change4Life messages are used as the basis for healthy lifestyle talks to parents and children across Medway. The Supporting Healthy Weight team also promotes the programme by delivering regular awareness sessions for those working with children and families and by an occasional network group for practitioners.

6.5.16 **Community Food Programmes**

Medway's Community Food Programme aims to promote and sustain healthier, local food choices in communities across Medway.

The programme's objectives are to:

- Support existing agencies to strengthen the delivery of current food-related projects and maximise the quality of provision
- Develop new food-related projects based on community needs to ensure equality of provision across Medway.

The programme will start to develop an understanding of needs by conducting a food mapping and family insight exercise with communities. Examples of partnerships already established include Schools, Children's Centres, Environmental Health, local farmers and community groups.

6.5.17 **Our Medway 2012**

This is a four year school curriculum supported programme to enable every primary school to offer all pupils the opportunity to receive curriculum input specifically related to the themes of the 2012 Olympic Legacy Plan. The Public Health Team provide financial and physical resources for the implementation of the health element of this programme, which aims to encourage children and their families to adopt healthier lifestyles.

The themes of the 2012 Olympic Legacy Plan are: -

- Building capacity in the workforce (paid and unpaid) with a focus on coaches, volunteers and leaders;
- Improving health and well being and campaigning;
- Supporting our club structure and ensuring there are sustainable school to club links with a focus on multi sport environments;
- Ensuring that opportunities are accessible to all, including sustainable and accessible facilities for both elite and community use;
- Linking talent identification programmes through out sports partnerships and National Governing bodies.

6.5.18 **A Better Medway**

'A Better Medway' is a healthy living campaign designed for everyone living or working in Medway which has been developed by the Public Health Directorate. It helps people find their way to a healthier life by directing them to local support, information and advice.

Eating healthily is addressed via a series of website pages, and a specific project which will aim to promote healthy home cooking via a collection of recipes gathered from the local community.

The campaign is also supported by a fund offering grants to voluntary or community organisations. Two grants have been awarded to local groups who will be using the funding to encourage healthy eating with their members.

6.5.19 **Obesity in Pregnancy and Early Years Practitioners Group (OPEY)**

The Obesity in Pregnancy and Early years network was established in 2007 to bring together partners working within early years settings. Membership includes Children's Centre Managers, Community Liaison Officers, Midwifery, Health Visiting and Oral health. Examples of work have included running Winter Play Days in country parks to gather family feedback for the regional Play consultation and the development of a draft Children's Centre food policy.

6.5.20 **Infant Feeding Programme**

This is a new workstream for the Healthy Weight team and has been made possible by Department of Health and NHS Medway funding. The main objective is to increase breastfeeding rates across Medway and to gain UNICEF Baby Friendly accreditation for Community Services. The Infant Feeding programme is being developed by the team in Partnership with Medway Foundation Trust, Medway Community Healthcare, Breastfeeding Interest Groups, Children's Centres and volunteer Peer Supporters.

The Peer Support network will be providing support to mothers in the community so they can continue to breastfeed beyond 6-8 weeks.

Community and voluntary sector provision

6.5.21 Food and nutrition work is supported by Health Trainers from the Health and Lifestyle team from Sunlight Development Trust. All Health Trainers who work for the project have received basic nutrition training to help them advise their clients on healthy eating. They have also received training on Public Health interventions which will help them to signpost community members to appropriate services and which will help them improve their lifestyle.

6.5.22 In addition, the Public Health Directorate Healthy Weight team also provide support to groups from the community and voluntary sector that approach the team, by offering basic training on nutrition and Change4Life and providing them with information to enable groups to signpost to services where appropriate.

6.6 WHAT MORE CAN BE DONE

Breastfeeding

6.6.1 The Government Strategy Healthy weight, healthy lives states; "evidence shows that breastfeeding, delaying weaning until babies are six months old, introducing children to healthy foods, controlling portion size and limiting snacking on foods high in fat and sugar in the early years can all help to prevent children becoming overweight and obese". The strategy also states; "babies at an early age who are exposed to a variety of flavours from their mothers' diet, develop a taste for a greater variety of foods while being weaned".

6.6.2 Some of the attendees at the South East Annual healthy Weight Conference attended a workshop run by West Sussex Health in relation to the benefits of breastfeeding in maintaining a healthy weight. They provided a list of benefits to both the mother and the baby from breastfeeding, which included reducing the incidents of obesity in children and adults, type 2 diabetes and post pregnancy weight problems. The workshop explained that research suggested possible links to: -

- Learned self regulation of energy intake,
- Metabolic programming in early life,
- Effects of hormones present in breast milk only,
- Different growth trajectory in breast fed babies to formula fed,
- duration and dosage of breastfeeding.

6.6.3 The workshop then spoke about peer support programme which had been developed in West Sussex to help increase the number of babies benefiting from breast feeding. Local mothers who have or are currently breastfeeding provide mother to mother support and information in a friendly and relaxed environment. Breastfeeding 'peers' were provided with a 10-12 week training programme, which were broken down in to weekly 2 hour sessions. The peer support scheme had been successful and rates in breastfeeding at 10 days, 6 weeks and 12 weeks had improved.

6.6.4 The benefits in breastfeeding have been recognised by the task group as well as the PCT. Within NHS Medway's Annual Public Health report it states the intention of developing local peer supporter service and equally recognises the health benefits to both mother and baby.

It is important for mums to breastfeed if they can because it is better for them and better for their baby. Research shows breastfeeding protects women against breast and ovarian cancer. It improves babies' immunity and makes them less likely to be obese when they get older.

Source: A year of growing healthier - NHS Medway annual report 2008/9

Allotments and Community Allotment Projects

6.6.5 The Task Group were keen to encourage people to grow their own fruit and vegetables in terms of providing access to cheap healthy foods and also encouraging physical activity in tending to plants. The Members were informed that there was waiting lists for allotments in Medway and were therefore keen for Medway to provide additional allotments where possible.

6.6.6 The Task Group were also made aware of the community allotment project, which was being embarked on by the Public Health Directorate Healthy Weight team in Gillingham (referred to above at paragraph 7.6.10). The group therefore decided to visit a community allotment project in Thanet, which was a charity run project although supported by the local authority.

Windmill Community Allotment Project, Thanet

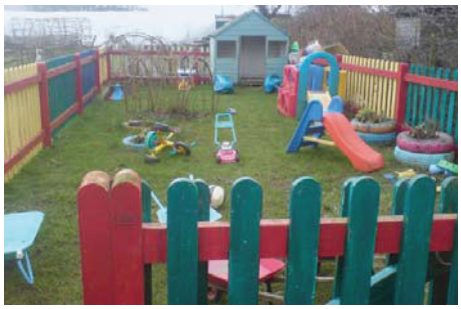
6.6.7 The Windmill Community Allotment Project was six derelict allotments, which have been turned into a thriving community allotment project. This was achieved jointly by volunteers, community service and local schools. The project promoted access to organic, locally grown produce; encouraged healthy eating and provided a beautiful outdoor space where a sense of community prevails.

6.6.8 Children and young families are particularly encouraged to get involved since the project began in 2005, volunteers have successfully grown a full variety of the traditional rotation crops. The project had helped create stronger links with the local community and increased visits to the allotments from local people. It offers tools, seed, training, refreshments, support and advice to all who come along.

6.6.9 The Members spoke to the Community Workers who ran the project and to parents using the project and talked through some of the best practice at the project as well as finding out what things they would do differently.

6.6.10 Provision at the project: -

- Small manageable allotment slots for individuals to use;
- A compost toilet;
- A pond so children and young people can learn about pond life;
- There was also a children's play area on site;
- Sessions were run for parents and toddlers, people woth learning difficulties and disabilities, school children and the community as a whole.
- A covered area to allow some dry learning space;
- A well equipped tool shed to keep equipment;
- Sale of produce.



The play area

6.6.11 Key factors of the project, which make it successful: -

- Close partnership working with various agencies and organisations;
- Sustainability;
- Sheltered learning space available for sessions;
- Good links with the community (via schools, Council, Sure Start Centres etc);
- Good resource in volunteers to help make the project work (although there were issues when the project first began about the paperwork for volunteers not being in place and causing some problems).

Councillors helped the parents and their children to plant water plants in the pond at the allotment.

6.6.12 These findings were reported back to the Public Health Team in order for them to incorporate the ideas and learn from the experiences, when developing the community allotment project at Gillingham.

Working with food retailers

6.6.13 The Medway Obesity Strategy, 2005, states that; "local healthy eating strategies should focus on increasing access to affordable, good quality supplies of fruit and vegetables, particularly in low incomes and isolated rural areas".

6.6.14 The task group were advised that many of the larger supermarkets were already partners of Change 4 Life and similar programmes, however, Members were keen for Public Health to work with smaller, local shops in deprived areas that did not have access to big supermarket chains. They also welcomed the bus service offered weekly from the peninsula to Tesco's, which they learned about when speaking with representatives from the transport department.

"To date, industry has made 'in kind' contributions. I will now be pressing them to provide actual funding behind the campaign. And they need to do more. If we are to reverse the trends in obesity, the commercial sector needs to change their business practices, including how they promote their brands and product reformulation."
Health Secretary Andrew Lansley: 'A new approach to public health' (July 2010)

6.6.15 The task group were keen that, wherever possible, Public Health try to utilise the produce from the allotment in Gillingham to provide healthy foods at an affordable rate to deprived and isolated areas of Medway.

6.6.16 The Public Health Directorate Healthy Weight team have been piloting a project with a local grower to promote the 5-a-day message. Kentish cherries come into season in July and the team have been working with the grower to promote locally sourced produce at locations across Medway whilst also researching communities' interest in local fruit and vegetable schemes.

Reducing temptation

6.6.17 In the government document, *Healthy weight, healthy lives: two years on*, it states that, "adult and teenage levels (of obesity) are still too high and we need to broaden our work to tackle them". It also states, "prevalence of obesity among 11-15 year olds remain high and for boys has significantly risen". The following findings are largely aimed towards the teenage year group.

6.6.18 In recent years there has been much activity in reducing the temptation for young people to access unhealthy, fast food outlets, with guidance from the Government, actions by various local authorities and coverage in the press.

> One of the challenges that we face in promoting healthy eating is the availability of foods high in fat, salt and sugar in local neighbourhoods, including the prevalence of fast food restaurants and takeaways in some communities. Local authorities can use existing planning powers to control more carefully the number and location of fast food outlets in their local area. The Government will promote these powers to local authorities and PCTs to highlight the impact that the can have on promoting healthy weight, for instance, through managing the proliferation of fast food outlets in proximity to parks and schools.
>
> *Healthy weight, healthy lives: a cross-government strategy for England, 2008*

Fast food outlets near schools, leisure centres and parks

6.6.19 While the task group members were carrying out their review, many examples came up in other areas of where local authorities were taking action to prevent fast food outlets from opening near schools and sometimes leisure centres and parks. The most notable was Waltham Forest, who became the first local authority to exercise this and developed a Supplementary Planning Document on the issue. Other authorities have also looked into implementing similar policies, including Barking and Dagenham, who are about to formally adopt a similar policy which also adds a £1000 levy (via section 106 agreements) on each new takeaway approval to "contribute towards initiatives to tackle childhood obesity in the Borough such as providing facilities in green spaces to encourage physical activity and improvements to the walking and cycling environment". In addition, recently, there was a high court judgement, which banned a takeaway from opening near a secondary school in London. This encourages councils to take into account the health and well-being of children and young people when making planning decisions.

6.6.20 The following link will take you to an article by the Daily Mail about a high court decision to refuse a takeaway from opening near a secondary school which had been approved by the local authority but objected to by parents and teachers who feared the decision jeopardised the near-by schools healthy eating policy. It was ruled that the local authority 'acted unlawfully' by allowing the fast food outlet to open on the site of a former grocery shop:
http://www.dailymail.co.uk/news/article-1285939/Judge-declares-fast-food-takeaway-near-school-unlawful.html

6.6.21 The task group discussed this issue with representatives from the Planning Department. Officers explained that the Council would need to implement a

policy, for planning applications to then bear such issues as the proximity of a school to a take away outlet into account.

> The (School Food) Trust recently ran a high-profile campaign to highlight the number of fast food outlets operating around schools, a situation which often undermines the drive towards healthier eating.
> *Eat better, do better – School Food Trust's Annual Review 2008*

Stay on site policies in schools

6.6.22 To complement the actions detailed above in relation to limiting fast food outlets from operating near schools and parks, there has also been interest, from both members of the group and nationally, to encourage schools to operate stay on site policies at lunchtime, to further prevent children and young people from having access to unhealthy foods outside of school and encouraging them to access foods within the school which are then regulated under the nutritional standards.

6.6.23 A study was carried out in London which took a snapshot of popular menu items bought by secondary school children from takeaways near schools. Meals chosen included burgers, kebabs, pies, fried chicken and other fast foods which were analysed for salt, fat, saturated fat, trans fat and calorie content. In response to the results, the Schools Food Trust called for a ban on children leaving schools during their lunch period. The following link is an article on this by the Daily Telegraph:
http://www.telegraph.co.uk/health/healthnews/7730386/Pupils-should-be-locked-in-school-at-lunchtime.html

Increasing school meal uptake

6.6.24 The task group recognised that schools meals provided children and young people with a guaranteed nutritionally balanced meal and were keen to look at ways to increase the uptake further. A study by Leeds University, commissioned by the Foods Standards Agency in 2009, found that 82% of children's lunchboxes contained foods high in saturated fat, salt and sugar – items including crisps, sweets and biscuits. Only 20% contained any vegetables or salad and around 50% included a piece of fruit – yet most of these fell below the standards used for school dinners.

- Free school meals pilot

During the review officers made a bid for funding to provide free school meals to all children in primary schools within the three most deprived areas. However, the funding for this was retracted and therefore officers re-assessed and went ahead with the scheme but with only providing free school meals to four of the schools, which were based in Luton and Wayfield Ward and Gillingham North. All children attending the selected schools will receive free school meals for a year, from September 2010. The task group are very supportive of this and keen to see the impact in uptake the scheme has.

- Increased advertisement

The task group were also keen to encourage school meal uptake generally in all areas of Medway and suggested a number of options to promote the facility, such

as the Benefits Team sending out flyers with their information and caterers advertising the promotional activities they do, such as birthday parties.

In response to the request from the task group for written evidence from local authorities who had achieved good performance results against rates of children in reception year and year 6 who were overweight and obese and on uptake of school meals, they received a response from Bury Council with some good ideas in terms of promoting school meals, which included: -

- Menus are sent to all parents twice a year;
- Intake packs are sent to all new reception parents promoting the benefits of a school lunch;
- Contract managers and caterers attend parent evenings where they set up stands/meal samples;
- There is a school meals website;
- Advertise in the Council's magazine to residents;
- Set up stands in the main shopping centre to speak to parents and had out promotional material;
- Theme days are held;
- A students forum is held where the catering service talk to students about meals.

- <u>Provision of inviting dining facilities</u>

The task group were made aware of the importance of inviting dining space to encourage young people to eat their lunch at school premises and use the canteen facility to buy their lunch. During the review the task group met with representatives from the Medway Youth Parliament's Health Sub-Committee and it was made clear that a new diner, which had been installed in one of their schools, had made a huge impact on where they bought and ate their lunch. One of the MYP representatives stated that in the last year the diner was operating, she had used the canteen more than in the previous six years she had attended the school. Members are therefore very keen for thought to be given to this as much as possible when schools are built or refurbished.

- <u>Collaborative working and the role of governors</u>

In June 2010 Ofsted published *Food in schools*, its second report on the progress schools are making in encouraging healthy eating and in meeting the Government's food-based and nutrient-based standards. Their key findings included the following two points: -

- The most successful provision resulted from effective planning by local authorities and their partners and close collaboration between schools and a range of agencies locally;
- A major weakness in the schools visited was the lack of monitoring of provision to ensure that the school food standards were fully met. Governors were often unaware of their responsibilities in this respect.

The Ofsted report also recommends headteachers and governing bodies to : -

- Coordinate food provision and monitor compliance with the madatory standards for all food served in school;
- Consider easy ways to monitor food choices;
- Use the information to identify changes needed to food provision and choices made to encourage healthier lifestyles;
- Work closely and sensitively with parents to develop policies on food which will be reinforced at home.

The task group welcomed these recommendations, which would complement the group's own recommendations to help reduce obesity and support more children and young people, and their families, to maintain a healthy weight.

More access to advice for teenagers

6.6.25 During discussions between the task group and the Youth Manager it was explained that there could be ways to do more to provide healthy eating information and advice, such as: -

- Improve information on the mixit online web pages and work with the Public Health Directorate to provide signposting to other services;
- Utilise the cooking facilities in youth clubs to help promote the importance of following a nutritionally balanced diet and to teach young people how to cook simple, healthy foods;
- Youth workers to be better equipped to deal with queries about healthy eating, whether that be providing some advice or signposting to other areas/services;
- To make links with the Youth Service's new member of staff specialising in sports development and increase advice on being active as well as other aspects of leading a healthy lifestyle;
- To suggest that 'healthy eating' could be the subject of a future Medway Youth Parliament Conference;
- Work more closely with colleagues from the Public Health Directorate Healthy Weight Team to provide more information to young people about the benefits of maintaining a healthy weight and advice on following a nutritional diet.

6.6.26 The task group also met with two representatives from the Medway Youth Parliament's Health Sub-Committee and they also commented that advice and guidance on healthy foods and maintaining a healthy weight was aimed at younger ages and therefore discouraged teenagers to access the information. They suggested some changes to the web pages, to make them less patronising and more accessible for older young people, which included: -

- Including recipes that were easy, cheap and healthy – particularly ideal for young people about to go to university;
- Information about portion sizes and nutritional values (such the eatwell plate below)
- Suggested daily intakes;
- Links to supermarkets for deals on healthy choices.

"2 in 3 boys and 3 in 4 girls accurately report that five portions of fruit and vegetables should be consumed each day. However only 22% of boys and 21% of girls can correctly identify a portion size".
National Obesity Observatory

6.6.27 The young people also agreed that youth workers being better equipped to either provide advice on healthy diets or signposting would be very useful as often young people confided in their youth workers as a responsible, trust-worthy figure who they got to know.

6.6.28 In addition, according to Medway's most recent TellUs Survey, 22% of children and young people answering the survey stated that better information and advice was needed in relation to healthy eating.

7. Conclusions and recommendations

The task group came to the following conclusions and recommendations:

Starting as you mean to go on

The task group acknowledged the importance of encouraging mothers to breastfeed, not only in terms of healthy weight but also to increase the child's protection against infectious disease. At the South East Annual Healthy Weight Conference Members also learned about a successful peer support group where breastfeeding mothers became mentors and helped support others to breastfeed their children. Medway is setting up a similar scheme here which the task group is supportive of.

1.	The Public Health Directorate work with Health Visitors and the Family Nurse Partnership to ensure they are referring and signposting to the breastfeeding peer support programme and Sure Start Centres which often provide sessions and support relating to breast feeding, weaning and healthy eating for young children.

The statutory Early Years Foundation Stage currently ensures that children's physical well-being and health are promoted through opportunities for physical activity and the requirement that all meals, snacks and drinks that are provided for children must be healthy, balanced and nutritious.

2.	The Public Health Directorate work with early years providers who are delivering healthy eating related sessions to children and their families, to ensure they are delivering the correct nutritional information.

Uptake of school meals

The task group acknowledged that due to school meals being compliant to the nutritional food standards, school dinners were a healthy balanced meal for children to receive. Members were therefore keen to increase the uptake of school meals generally and, for those eligible, of free school meals, particularly due to the link demonstrated between deprivation and obesity.

3.	The Contract Manager for school catering explore further options to provide low income families with information about free school meals and ask the Benefits Team if it is possible to include leaflets with this information when mailing out to claimants and for schools (Headteachers in particular) to further encourage, where possible, families who qualify to take up the free school meals.

4.	Encourage school meal caterers to promote school meals such as providing tasting opportunities to encourage children to try food without wastage, promoting school meals in Medway town centres and attending parents evenings.

Another way of encouraging students, particularly at secondary school age, to use the school canteen facilities is to provide an inviting dining space that has a relaxing environment in which they can enjoy their lunch while socialising with friends. This was demonstrated following visits to some of Medway's schools and speaking to some secondary school students.

5.	When new schools are developed in Medway the buildings are designed and built, where possible, to include inviting dining room facilities to provide a relaxed environment for students to enjoy their lunchtimes.

Other developments at schools

It was also felt that school cooking facilities at schools should be used to help teach children and young people, as well as their families, how to cook healthy, nutritionally balanced meals and particularly on a budget. Members also wanted schools to incorporate opportunities for activities outside P.E. lessons and to provide secure space for storing bicycles.

6.	Schools are developed to include food technology facilities which can be used for extra curricular activities after school for students and the whole community to help teach young people and families how to cook easy, healthy meals on a budget and that when new schools are built they are designed to encourage activities outside P.E. lessons and provide space for storing bicycles.

'Healthy schools'

The task group learned about the benefits of schools obtaining 'healthy school' status and how this impacted positively on teaching students about maintaining a healthy weight. However, the task group were made aware that following the new Government, there was some uncertainty as to whether this initiative will continue and Members were keen for Medway to support its retention.

7.	The Portfolio Holder for Children's Services write to the Government to request that they maintain the national Healthy Schools programme, explaining its benefits.

8.	That post the completion of current school reorganisations, all schools are encouraged to obtain healthy schools status, if the initiative is continued.

9.	The Healthy Schools Team and Public Health Directorate develop a more co-ordinated approach to working together with schools.

Working together

The task group, along with representatives of various departments across the Council considered whether or to what extent officers were working together to help promote and support the community to follow a nutritionally balanced diet and maintain a healthy weight. They discovered some good practice along with areas where significant improvements could be achieved through better partnership working.

10.	The Social Regeneration and Public Health Directorate work together to help provide families with information and support on how to eat healthily, particularly on a low budget. Some of this work should focus specifically to help young people to make informed healthy choices.

11. The Youth Service work closer with the Public Health Directorate, and in particular, ensure youth workers access the Healthy Weight team for their expertise in ensuring they are providing accurate, coherent advice on healthy eating and healthy lifestyles.

12. The Public Health Directorate work with GPs in particular, but also Leisure Centres and schools, to be more proactive in either referring or signposting to Public Health Services, such as MEND.

Leisure centres have a key role in encouraging the community to maintain a healthy weight mainly through exercise but also with regards to nutrition. The Task Group met with representatives from the Leisure department who explained what they currently did to support healthy eating and showed the Task Group a copy of the menu being used at Medway Park. However, it was admitted that more could be done to support the healthy eating agenda.

13. All of Medway's Leisure Centres work more closely with Public Health, with particular focus on the following issues: -

a) to make better choices on the healthy options in vending machines (learning from ways in which this has been done in schools and hospitals) and in the cafes;
b) to offer and advertise free water;
c) to ensure Leisure Centres are able to sign-post children, young people and their families to Public health services for advice on nutrition and healthy lifestyles;
d) To provide, where possible, space for Public Health Directorate to operate in leisure centres to give advice and guidance.

Raising the agenda with young people

The task group were informed that a lot of the initiatives available were aimed at younger children and early years, as opposed to children of secondary school age. In addition, the task group learned from the Medway Youth Parliament representatives that they too felt that there was little information in relation to healthy eating that was appropriate for her age group (secondary school age) and was not something that many teenagers were consciously aware of.

14. The Public Health Directorate are invited to participate in developing relevant and appropriate pages on the mixit website to provide young people with further information and sign-posting about healthy eating and healthy lifestyles.

15. The Youth Service explore with Medway Youth Parliament the possibility of 'healthy eating' being the subject of a future MYP conference.

Reducing temptation

The Committee learned about other local authorities that had taken action to prevent takeaways from opening near schools, parks or leisure centres or in areas where there was already a high concentration of fast food outlets. The task group discussed this with the planning department who advised that applications could only be refused on

such grounds of proximity near schools if there was a policy in place. They gained information from Waltham Forest local authority who have had a Supplementary Planning Document in place for over a year and have been refusing applications using the policy, along with Barking and Dagenham, who are about to formally adopt a similar policy which also adds a £1000 levy (via section 106 agreements) on each new takeaway approval to "contribute towards initiatives to tackle childhood obesity in the Borough such as providing facilities in green spaces to encourage physical activity and improvements to the walking and cycling environment". This is supported in Government guidance also as within Healthy Weight, Healthy Lives, it states; "Local authorities can use existing powers to control more carefully the number and location of fast food outlets in their local areas…for instance through managing the proliferation of fast food outlets, particularly in proximity to parks and schools".

16. The Council investigate the possibility of developing a Supplementary Planning Document restricting fast food outlets from operating near schools, parks and leisure centres or at areas that are already highly concentrated with fast food outlets.

To complement this many schools operated a stay on site policy over the lunchtime period to ensure that young people buying lunch were doing so within school on food, which is compliant with the nutritional standards. This also is compliant with Government guidance. Healthy weight, healthy lives states; "schools should consider the length of time available for lunch, and whether adopting a stay-on-site policy at lunchtime would be helpful in ensuring that all children are eating healthy food".

17. Schools are encouraged to enforce stay on site policies at lunchtimes to help ensure young people are only buying food in school, which is restricted to nutritional standards.

Allotments and growing your own

The task group were informed of the current waiting lists for allotments in Medway and also of how much cheaper and healthier it was to grow your own produce rather than buy from supermarkets. The task group were keen to provide additional allotment plots, where possible, in Medway as well as improvements being made, where needed, to the management, maintenance or facilities of existing sites.

18. The Council investigate the opportunity of adding a requirement for contributions to allotment provision, where appropriate, to the Developer Contribution Guide Supplementary Planning Document.

The task group were made aware of a community allotment project, which was being embarked on in Gillingham and therefore visited a similar project in Thanet (Windmill Community Allotment Project), which had been running for five years. The visit was very informative and enabled the task group to report back on the best practice and learning from the project.

19. The Public Health Directorate be encouraged to develop the allotment in Gillingham using the best practice identified at the Windmill Community Allotment Project in Thanet and that it is used, along with the produce grown there, for community cookery programmes and learning to grow your own.

8. References

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August 2010

MEDWAY COUNCIL

Employment Land Review Consolidation Study

Final Report

BAKER associates
planning consultants

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1 Introduction

1.1 Background

1.1.1 This study has been prepared by Baker Associates for Medway Council. The work has involved a critical appraisal of the Council's Employment Land Study (ELS) and Employment Land Accommodation Study (ELAS), to produce a Consolidation Study (August 2010), that provides further analysis to strengthen the conclusions drawn from the existing employment evidence base.

1.1.2 Medway Council has completed several steps of the Employment Land Review (ELR) process as defined by ODPM guidance Planning Employment Land Reviews 2004. The guidance sets out a three stage process with a series of steps for each. The three ELR stages include:

- Stage 1: Taking Stock of the Existing Situation
- Stage 2: Creating a Picture of Future Requirements
- Stage 3: Identifying a New Portfolio of Sites

1.1.3 The Council has defined the current position as:

- ELR Stage 1: completed.
- ELR Stage 2: Steps 7-9 complete, steps 6 and 10 require review
- ELR Stage 3: Step 11 completed; steps 12-14 not started.

1.1.4 From the initial review and discussion it was clear that the Council wishes to ensure that the employment evidence base provides a robust and credible assessment of employment demand and land availability within Medway, to inform the allocation of land and development of planning policy in the Local Development Framework.

1.1.5 The main output of the study was to provide the Council with clear recommendations regarding the quantum of employment floorspace and land required to ensure a good fit with projected sectoral demand.

1.2 Objectives

1.2.1 The following objectives for the study were identified to focus work towards key analysis areas:

a) Review existing information and identify areas of weakness and collate and improve supply analysis

b) Investigate demand evidence, including proposed economic interventions and qualitative consultation responses

c) Improve the job to floorspace/land translation model

d) Provide recommendations on site proposals and policies

1.2.2 The methodology set out in section 2 illustrates how these objectives have been addressed.

2 Methodology

2.1 Introduction

2.1.1 This section sets out in detail the methodology followed to deliver the output sought from the Employment Land Review Consolidation Study. Baker Associates developed a methodology that was driven by our understanding of the Council's requirements and informed at the outset of the project through discussions at an inception meeting.

2.1.2 The process followed is best explained as a series of steps relating to each of the three stages outlined in ODPM guidance "Employment Land Reviews: Guidance Note". The steps have been identified to strengthen the analysis in each stage of the Employment Land Study, namely

- Stage 1: Taking stock of the existing situation;
- Stage 2: Creating a picture of future requirements;
- Stage 3: Identifying a new portfolio of sites.

2.2 Inception meeting

2.2.1 An initial meeting was held on 3rd June 2010 to establish a client-consultant partnership that will achieve success. The meeting was used to confirm the objectives of the study and to finalise the methodology, agree working arrangements and the programme, including submission of reports.

2.3 Consolidation of Stage 1

2.3.1 ELR Stage 1, takes stock of the existing situation. For the Consolidation Study these steps essentially involved assessing work on the existing supply to ensure an appropriate level of understanding. The initial review identified that the Council has a large amount of information on the existing stock including information on premises size, vacancy, change in use and SIC code.

2.3.2 The steps reviewed existing information and analysis of stock and revealed demand and involved site visits to familiarise the team with existing employment supply.

Analysis of existing land stock and demand assessment

2.3.3 The first step of the study was to assess the areas of analysis contained in the ELS and ELAS and determine the level of detailed findings within that information. This looked at all areas of analysis containing in the studies and specifically including:

- existing employment supply land by sector (SIC) and location
- recent take up rates and losses of employment land

- vacancy rates
- business premises enquiries
- premises size and use class

2.3.4 It was important that the Consolidation Study provided a strong analysis of a variety of information sources to establish the quantity and location of existing employment areas, vacancy, take up rates loss, past employment trends and business premises demand. The analysis sought to add value through better interpretation of information, e.g. providing planning orientated findings.

Review of sites

2.3.5 This step involved site visits to familiarise the team with previous site survey work. To inform the LDF and ensure that adequate policy protection is provided for existing employment areas, a clear understanding of the existing employment portfolio was required to allow Baker Associates to understand the sites and ensure a strong fit between future use of sites and sectoral demand projections.

2.3.6 The outcome of the Stage 1 appraisal was a greater level of interpretation and analysis of existing primary evidence to provide greater understanding and more specific recommendations on sites.

2.4 Consolidation of Stage 2

2.4.1 The steps involved in appraising and consolidating Stage 2 were concerning with reviewing the picture of future employment requirements created by the ELS and ELAS. The aim was to understand the economic forecasts used to identify future job growth and assumptions used to translate potential job growth into floorspace and land requirements.

2.4.2 Through the study a two pronged approach was identified to build up a full picture of potential floorspace requirements using existing forecasts and Medway employment targets to generate indicative requirements.

2.4.3 To inform the Core Strategy, this stage sought to determine how the economy is likely to perform in the future and the implications for employment land supply in terms of the spatial location of floorspace, premise type and land requirements. The Consolidation Study identified two scenarios to support future consideration of employment land provision relative to demand.

Analysis of employment demand

2.4.4 Similar to the Stage 1 analysis, a large amount of information had been gathered on economic potential and sectoral demand by the Council and its partners. This step sought to re-examine this information to provide a greater level of interpretation. Evidence

examined was primarily used to inform assumptions made within the translation model and included:

- results of existing business surveys and other consultation
- review of existing travel to work patterns
- historic ABI employment growth trends
- Economic Strategy and identified regeneration interventions/investments

2.4.5 The analysis of employment demand was supported by telephone surveys to provide qualitative information. The work examined identified initiatives within the Economic Strategy, regeneration frameworks and other masterplan documents. This assessment was presented in a SWOT analysis of the economy identifying strengths, weaknesses opportunities and threats for Medway.

2.4.6 A key outcome of this step was to enable the Consolidation Study to provide clear assumptions for use within the translation model.

Employment translation model (jobs into land & floorspace requirements)

2.4.7 A key component of the study was to provide a clear and robust translation model of jobs into floorspace and land. ODPM Planning Employment Land Review Guidance provides a series of assumptions to assist in this translation. These include:

- Employment Sector (SIC code) to Use Class;
- Employment to Floorspace (Jobs per sq m);
- Building Height and Plot Ratio;
- Existing Employment Space Capacity.

2.4.8 Baker Associates' experience has led us to develop a more sophisticated approach to employment forecast translation and therefore our approach was beneficial for Medway Council in terms of strengthening the assumptions on employment demand for specific employment sectors with regards to use class, location and premises type.

2.4.9 This task was conducted in two parts to address shortcoming of existing employment forecasts based on past trends and reflect the strategic growth of Medway as part of the Thames Gateway. The outcome of this task was a detailed translation model which provided spatial demand recommendations.

2.5 Consolidation of Stage 3

2.5.1 Stage 3 of the Study sought to bring together the parallel issues of supply and demand and confirm a new portfolio of employment sites to meet future employment demand requirements in a spatially sustainable way.

Review of spatial proposals

2.5.2 The step involved the examination of results from Stages 1 and 2 to establish a view on the suitability of site recommendations in terms of meeting demand. Existing site proposals such as Rochester Riverside were examined to establish whether future requirements are being addressed by the employment site portfolio. The objective of this step was to scrutinise the employment portfolio to ensure that market demand and development viability are well fitted with existing supply and a desirable spatial strategy. The Consolidation Study needed to provide evidence to support sites that are suitable in planning terms, attractive to the market, meet an identified demand and contribute to a more sustainable development pattern.

Assessment of policy recommendations

2.5.3 The main purpose of the study was to help in the preparation of the LDF Core Strategy and other DPDs, that will play a part in the economic, social and environmental development of Medway and specifically to be effective in providing for the full economic potential of the area to be met. It is important that planning policy is put in place to protect and promote economic development and therefore the output from the study includes both proposals for land allocations and development management policies, together with the justification for this material on the basis of evidence gathered.

2.5.4 This step examined the updated policy context including PPS 4. At this point in the study we considered:

- the form of allocations used, linked to policies to achieve particular performance from different types of development;
- dealing with the maintenance, improved infrastructure redevelopment of employment sites and resisting their loss to other uses;
- appropriate phasing mechanisms if these were appropriate in any areas, with links between rate of economic change and housing provision;

Reporting

2.5.5 The content of the report includes:

- a description of the objectives and methodology of the study;

- an assessment of existing employment stock and revealed demand;
- an assessment of demand evidence, forecasts and SWOT analysis of economic growth potential by sector;
- a robust employment translation model;
- proposals for the quantity, type and locational criteria of sites that could be needed, and proposals for land to be considered;
- recommendations on the types of policies required to achieve what is wanted from employment land in Medway in the future.

3 Stage 1

3.1 Introduction

3.1.1 Stage 1 is concerned with the review of existing evidence and sites. This involved, reviewing previous studies, analysis of past employment take up and site visits.

3.1.2 The main objective of this stage of the methodology was to take stock of the existing employment situation, as defined as stage 1 in the "Employment Land Reviews: Guidance Note" (ODPM, 2004). Given the large quantity of existing data available and the scope of this report, the replication of this evidence has been kept to a minimum.

3.1.3 Planning Policy Statement 4 (PPS4) provides the current and national guidance about planning for the economy. It states that "The Government's overarching objective is sustainable economic growth. To help achieve sustainable economic growth, the Government's objectives for planning are to":

- "build prosperous communities by improving the economic performance of cities, towns, regions, sub-regions and local areas, both urban and rural"
- "reduce the gap in economic growth rates between regions, promoting regeneration and tackling deprivation "
- "deliver more sustainable patterns of development, reduce the need to travel, especially by car and respond to climate change"
- "promote the vitality and viability of town and other centres as important places for communities. To do this, the Government wants":
  a. *"new economic growth and development of main town centre uses to be focused in existing centres, with the aim of offering a wide range of services to communities in an attractive and safe environment and remedying deficiencies in provision in areas with poor access to facilities"*
  b. *"competition between retailers and enhanced consumer choice through the provision of innovative and efficient shopping, leisure, tourism and local services in town centres, which allow genuine choice to meet the needs of the entire community (particularly socially excluded groups)"*
  c. "the historic, archaeological and architectural heritage of centres to be conserved and, where appropriate, enhanced to provide a sense of place and a focus for the community and for civic activity"
- raise the quality of life and the environment in rural areas by promoting thriving, inclusive and locally distinctive rural communities whilst continuing to protect the open countryside for the benefit of all"

3.1.4 Planning Policy Statement 1 (PPS1) Delivering Sustainable Development states that "the government is committed to promoting a strong, stable and productive economy which aims to bring jobs and prosperity for all. It considers that planning authorities should:

- "recognise that environmental and social benefits can be delivered and
- "ensure that suitable locations are available for industrial, commercial, retail, public sector (e.g. health and education), tourism and leisure developments, so that the economy can prosper;
- "actively promote and facilitate good quality development, which is sustainable and consistent with plans";
- "ensure that infrastructure and services are provided to support new and existing economic development and housing";
- "identify opportunities for future investment to deliver economic objectives".

3.2 Spatial planning for employment

3.2.1 To assist in the spatial planning of Medway and inform the production of the Core Strategy and subsequent development plan documents. The Consolidation Study has categorised employment areas spatially in line with the Core Strategy spatial distribution. Box 3.1 below sets out the objectives of the draft Medway Core Strategy.

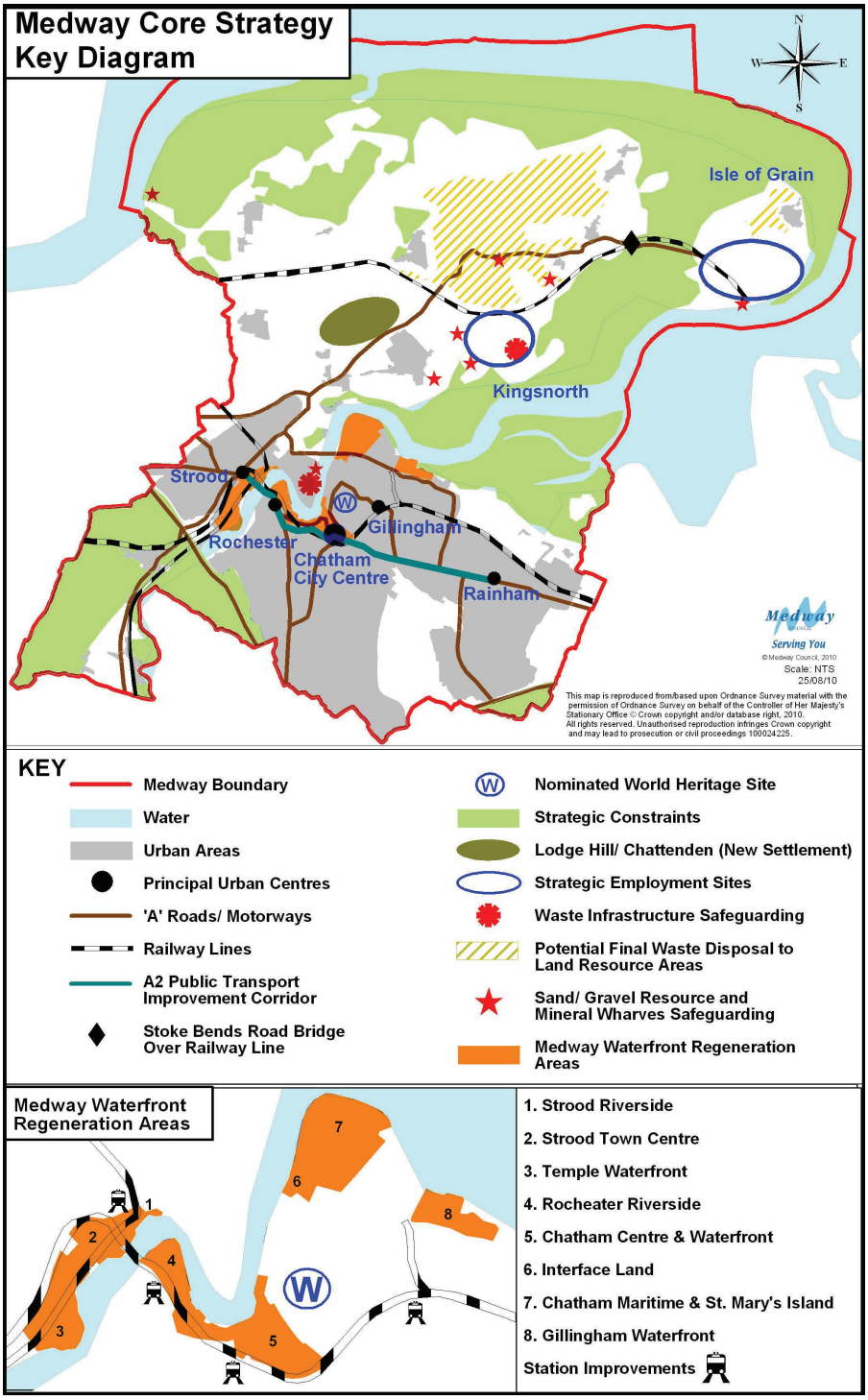
Box 3.1: Draft Medway Core Strategy Spatial Strategy

Spatial Strategy Objectives

- To effectively realise Medway's role within the Thames Gateway and associated growth requirements largely through effective physical regeneration and the reuse of previously developed land.
- To develop Chatham as a city centre of regional significance with its role complemented by thriving and attractive district centres in Strood, Rochester, Gillingham and Rainham together with a network of strong neighbourhood centres serving local communities.
- To substantially improve the performance of the local economy and reduce the current reliance on out commuting, in particular by nurturing higher value activities.
- To focus employment growth in Chatham Centre, within the major mixed use regeneration sites, through re-investment within the established employment areas and at Rochester Airport, Lodge Hill, Kingsnorth and Grain.
- To maximise the development opportunities associated with the four universities and Further Education College to create a centre of excellence of national significance.

- To radically improve the quality of the townscape and public realm within the central urban area and along the urban waterfront.
- To significantly reduce deprivation in Medway, including through the implementation of tailored strategies for target neighbourhoods and the development of a network of strong neighbourhood centres providing a range of local services and acting as community hubs.
- To work proactively to minimise the effects of climate change through efficient resource use, high quality buildings, improved biodiversity, the effective management of open land and other mechanisms.
- To make the new settlement at Lodge Hill a model for modern living, exhibiting the highest standards of design and sustainability and complementing existing villages on the Hoo Peninsula.

3.2.2 The spatial strategy identified is illustrated in the draft Medway Core Strategy Key Diagram, see overleaf:


Medway Core Strategy
Key Diagram
N
W
E
S
Isle of Grain
Kingsnorth
Strood
Gillingham
Rochester
Chatham
City Centre
Rainham
Medway
Serving You
© Medway Council, 2010
Scale: NTS
25/08/10
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KEY
Medway Boundary
Water
Urban Areas
Principal Urban Centres
'A' Roads/ Motorways
Railway Lines
A2 Public Transport Improvement Corridor
Stoke Bends Road Bridge Over Railway Line
Nominated World Heritage Site
Strategic Constraints
Lodge Hill/ Chattenden (New Settlement)
Strategic Employment Sites
Waste Infrastructure Safeguarding
Potential Final Waste Disposal to Land Resource Areas
Sand/ Gravel Resource and Mineral Wharves Safeguarding
Medway Waterfront Regeneration Areas
Medway Waterfront Regeneration Areas
1
2
3
4
5
6
7
8
1. Strood Riverside
2. Strood Town Centre
3. Temple Waterfront
4. Rocheater Riverside
5. Chatham Centre & Waterfront
6. Interface Land
7. Chatham Maritime & St. Mary's Island
8. Gillingham Waterfront
Station Improvements

3.2.3 Based on the broad spatial distribution of development identified in the Core Strategy, the following six spatial areas have been identified for employment analysis:

- Chatham and Rochester Town Centres/Waterfronts.
- Medway Waterfront
- M2 Motorway Access,
- Peninsula
- Other Urban Employment Areas and Town Centres
- Rural and Peripheral Employment Areas

3.2.4 The existing industrial areas identified in ELAS have been aggregated into each spatial area. These include:

Chatham and Rochester Town Centres/Waterfronts

- Rochester Riverside/Castle View

Medway Waterfront

- Chatham Maritime
- Chatham Historic Dockyard
- Chatham Port
- Pier Road
- Gad's Hill
- Medway City Estate
- Commissioners Road

M2 Motorway Access

- Bridgewood Business Park
- Rochester Airfield
- Gillingham Business Park
- Courteney Road
- Medway Valley Park

- Commercial Road
- Ballard Business Park
- Temple Industrial
- Cuxton Road

Peninsula:

- Isle Of Grain
- Kingsnorth

Urban:

- Railway Street
- Jenkins Dale
- Hopewll Drive
- Second Avenue
- Lower Twydall Lane
- Beeching Way
- Fort Horsted

Rural and Peripheral:

- Elm Court
- Otterham Quay
- Otterham Quay Lane
- Hoo Industrial Estate
- Fenn Street
- Lordswood Industrial Estate
- Cuxton Industrial Estate
- Formby Road, Halling
- Thameside Cliffe

3.3 Analysis of existing land stock and demand assessment

3.3.1 The focus of the Stage 1 review was to familarise the team with the existing employment situation in Medway and use existing data to help allow the analysis of supply and demand in stage 3. Analysis tended to focus on the distribution and key characteristics of employment land within Medway to support its spatial interpretation and potential to meet future needs. Stage 1 analysis included:

- Existing employment supply by sector and location
- Recent take up rates and losses
- Vacancy rates
- Premises size
- Changes in use class

Existing employment supply by sector and location

3.3.2 Information from the annual business inquiry (ABI) for Medway has been used to broadly identify the existing location of particular employment sectors in the area. Data from 2008 was examined on a ward basis. Figures have been rounded to the nearest hundred to ensure confidentiality of businesses in line with national statistics guidelines. The analysis below and maps in appendix 1 provide a broad spatial distribution for existing employment provision and the specific distribution of the following employment sectors:

- Manufacturing
- Electricity gas and water supply
- Construction
- Wholesale and retail trade; repair of motor vehicles,
- Hotels and restaurants
- Transport, storage and communication
- Financial intermediation
- Real estate, renting and business activities
- Public administration and defence; compulsory social security
- Education
- Health and social work

- Other community, social and personal service activities

3.3.3 The analysis shows the distribution of growth sector employment across the area. The largest concentrations of this employment are found in River, Strood Rural, Gillingham South, Strood South, Peninsula and Rochester South & Horstead.

3.3.4 Analysis of twelve employment sectors showed the waterfront as a significant location for employment. The exceptions were for the health and electricity, gas and water supply sectors, which identified Gillingham South and Peninsula as the primary locations for existing businesses.

3.3.5 The information also showed that other wards located with good access to the M2 Motorway e.g. Strood South, Watling and Luton & Wayfield contained high levels of employment activity. Beyond those areas the five town centres represent reasonably sized employment destinations. Table 3.1 below shows the broad location of existing employment sectors. Primary location/s contain the largest quantity of employees within each sector.

Table 3.1: Location of existing employment by sector

Sector	Primary Location	Secondary Locations	Other
Manufacturing	1) Rochester South and Horstead 2) Rainham Central	1) Watling 2) Lordswood & Capstone 3) River 4) Strood South	1) Peninsula
Electricity, Gas and Water Supply	1) Peninsula	1) Rochester West	1) Luton and Wayfield 2) Gillingham North
Construction	1) Strood Rural	1) Peninsula 2) Luton and Wayfield	1) Watling 2) River
Wholesale and retail trade; repair of motor vehicles,	1) River 2) Strood South	1) Hempstead & Wigmore 2) Strood Rural	1) Watling 2) Rochester South and Horstead
Hotels and restaurants	1) River 2) Strood Rural	1) Strood South 2) Rochester South and Horstead	1) Rochester West 2) Gillingham North
Transport, storage and communication	1) River 2) Gillingham North 3) Peninsula	1) Rochester West 2) Strood Rural	1) Watling 2) Strood South
Financial intermediation	1) River	1) Watling	
Real estate, renting and business activities	1) River 2) Strood Rural	1) Gillingham South	1) Rochester South and Horstead 2) Rochester West 3) Strood South 4) Lordswood & Capstone
Public administration	1) River	1) Rochester West 2) Rochester East	1) Strood South

Education	1) River 2) Luton & Wayfield	1) Rochester West 2) Rainham Central 3) Chatham Central	1) Rochester South and Horstead 2) Gillingham South
Health and social work	1) Gillingham South	1) River 2)Watling	1) Rochester South and Horstead
Other service activities	1) Gillingham North 2) Rochester West	1) River 2) Luton & Wayfield 3 Strood Rural 4) Strood South	2) Lordswood & Capstone 3) Chatham Central

Take up rates and losses

3.3.6 Take up and loss of employment land in recent times can provide an indication of market activity in Medway and an idea of the pressure that existing employment sites are under for redevelopment. Table 3.2a shows the take up of employment floorspace over the 2004-2009 period.

Table 3.2a: Take up of Employment Land

Year	B1 sq m	B2 sq m	B8 sq m	Mixed B sq m	Total sq m
2004-2005	11,773	15,440	20,664	21,482	69,359
2005-2006	5,995	3,940	4,975	0	14,910
2006-2007	11,818	5,646	10,290	212	27,966
2007-2008	2,326	4,454	1,415	0	8,195
2008-2009	6,771	1,842	5,293	8,617	22,523
Total	**38,683**	**31,322**	**42,637**	**30,311**	**142,953**

3.3.7 Average take up of employment floorspace was 28,591 sq m per annum over the 2004-2009 period. Table 3.2b shows the loss of floorspace over the same period:

Table 3.2b: Loss of employment land

Year	B1 sq m	B2 sq m	B8 sq m	Mixed B sq m	Total sq m
2004-2005	-14767	-33496	-10524	-3437	-62,224
2005-2006	-7134	-10806	-40217	0	-58,157
2006-2007	-5808	-13780	-11227	0	-30,815
2007-2008	-5855	-8418	-9994	-3503	-27,770
2008-2009	-8851	-3571	-7083	0	-19,505
Total	**-42415**	**-70071**	**-79045**	**-6940**	**-198,471**

3.3.8 The average loss of employment floorspace was 38,694 sq m per annum. The findings indicate that over the five years there has been an overall loss in employment floorspace of 55,518 sq m. The Medway economy has clearly been restructuring over the last decade and it is likely that this will continue in the future. If Medway is to provide sufficient employment floorspace then the Council needs to ensure that it is confident that employment land within defined estates can be protected against quantitive arguments of oversupply.

Vacancy

3.3.9 Information has been reviewed to identify vacancy issues. The ELAS identifies changes in vacancy levels on employment sites between 1999 and 2006. Analysis has highlighted that vacancy levels on sites have moved in both directs with some sites showing higher vacancy levels whilst some sites have seen reductions in the quantity of vacant units.

Table 3.3: Vacancy by location/site

Chatham and Rochester Town Centres/Waterfronts	Total Area 1999	Vacant 1999	Total Area 2006	Vacant 2006	% Change
Rochester Riverside	46,634	15759	6,517	894	-20.1
Total	**46,634**	**15759**	**6,517**	**894**	**-20.1**
Medway Waterfront	**Total Area 1999**	**Vacant 1999**	**Total Area 2006**	**Vacant 2006**	**% Change**
Chatham Maritime	123,301	33627	254,441	40000	-11.6
Chatham Port	-	-	-	-	-
Pier Road	1,135	180	1,151	32	-13.1
Gad's Hill	4,860	0	3,340	0	0.0
Chatham Historic Dockyard	-	-	-	-	-
Medway City Estate	184,454	26151	179,487	20341	-2.8
Commissioner's Road	91,563	20859	92,494	6543	-15.7
Total	**451,947**	**96,576**	**537,430**	**67,810**	**-7.3**
M2 Motorway access					
Courtney Road	86,671	5638	85,600	20000	16.9
Gillingham Business Park	145,803	20084	169,575	16315	-4.2
Rochester Airfield	101,564	4290	97,490	1360	-2.8
Bridgewood Business Park	6,021	0	8,916	0	0.0
Medway Valley Park	32,375	0	27,190	2000	7.4
Temple	146,811	2335	143,511	5805	2.5
Ballard Business Park	5,544	1300	5,551	0	-23.4
Commercial Road	3,981	0	6,243	36	0.6
Cuxton Road	2,395	800	1,760	0	-33.4
Total	**531,165**	**34,447**	**545,836**	**45,516**	**1.9**
Peninsula					
Kingsnorth Industrial Estate	11,560	950	62,940	9907	7.5
Isle of Grain	-	-	93,739	0	-
Total	**11,560**	**950**	**156,679**	**9,907**	**-1.9**
Urban					
Railway Street	4,005	0	3,696	843	22.8
Jenkins Dale	3,473	0	3,920	800	20.4
Hopewell Drive	12,188	354	18,211	850	1.8
Second Avenue	22,051	2746	23,292	225	-11.5
Lower Twydall Lane	1,056	102	1,780	412	13.5
Beechings Way	33,278	6852	36,256	1100	-17.6

Fort Horsted	-	-	-	-	-
Total	**76,051**	**10,054**	**87,155**	**4,230**	**-8.4**
Rural/Peripheral					
Elm Court	3,175	337	7,227	632	-1.9
Otterham Quay	-	-	-	-	-
Otterham Quay Lane	-	-	10500	0	-
Hoo Industrial Estate	14,935	1230	16,127	0	-8.2
Fenn Street	2,315	0	2,116	0	0.0
Lordswood Industrial Estate	32,462	335	36,584	3652	9.0
Cuxton Industrial Estate	6,180	425	6,090	970	9.1
Formby Road, Halling	31,595	0	31,795	0	0.0
Thameside, Cliffe	-	-	1,250	0	
Total	**90,662**	**2,327**	**111,689**	**5,254**	**2.1**

3.3.10 The results indicate that overall vacancy rates have been declining in several areas including the urban area and the town centre/waterfront. Rates have increased in the M2 area but this appears to be largely down to two sites in Strood.

Size of premises

3.3.11 Premises information provided by Locate in Kent illustrates the size of premises for industrial and office premises in Medway. Table 3.4 below illustrates the size of industrial unit supply over the 2006-2009 period:

Table 3.4: Industrial enquiries

Sq ft	2006/2007	2007/2008	2008/2009
0-1,000	38	167	87
1,001-5,000	501	545	388
5,001-10,000	173	148	81
10,001-20,000	66	67	35
20,001-30,000	12	52	23
30,001-40,000	8	8	13
40,001-50,000	5	9	1
50,001-60,000	11	0	0
60,001-70,000	12	0	0
70,001-80,000	0	0	0
80,001-90,000	0	0	0
90,001-100,000	0	0	0
100,001+	18	4	0

3.3.12 Table 3.4 highlights that the majority of units are smaller premises in the 1,000 sq ft to 5,000 sq ft and 5001 to 10,000 sq ft brackets. It will be important for future provision to provide sufficient business space for both start up businesses and companies looking for grow-on space.

3.3.13 Locate in Kent data suggests that there are no industrial units at all of 60,000 sq. ft. or more, whilst the number of units up to 10,000 sq. ft. has fallen by

more than a third (35.3%). Table 3.5 provides the results of the office enquiries:

Table 3.5: Office enquiries

Sq ft	2006/2007	2007/2008	2008/2009
0-1,000	289	326	239
1,001-5,000	308	327	207
5,001-10,000	32	65	40
10,001-20,000	23	26	6
20,001-30,000	0	9	0
30,001-40,000	1	7	8
40,001-50,000	0	7	7
50,001-60,000	21	7	0
60,001-70,000	0	0	0
70,001-80,000	0	0	0
80,001-90,000	0	0	0
90,001-100,000	0	0	0
100,001+	0	0	0

3.3.14 Table 3.5 highlights a similar finding in that the majority of units are for smaller office premise in the two smallest categories of 0-1,000 sq ft and 1,001 to 5,000 sq ft. Locate in Kent data suggests that there are no office units at all of 50,000 sq. ft. or more, whilst the number of units up to 10,000 sq. ft. has fallen by just under a third (32.3%).

3.3.15 Within future provision it is important to provide a range of units sizes for small offices for start up to larger head flagship office buildings.

Changes in use classes

3.3.16 Changes in use classes can provide an indication of the changing patterns of employment demand. Table 3.6 and 3.7 illustrate the use class breakdown for each spatial area. Table 3.6 shows employment by use class in 1999:

Table 3.6: 1999 Use class

Chatham and Rochester Town Centres/Waterfronts	B1	%	B2	%	B8	%	Other*	%	Total
Rochester Riverside	3,305	7	3,642	8	39,307	84	380	1	46,634
Total	**3,305**	**7**	**3,642**	**8**	**39,307**	**84**	**380**	**1**	**46,634**
Medway Waterfront	**B1**	**%**	**B2**	**%**	**B8**	**%**	**Other***	**%**	**Total**
Chatham Maritime	56,515	46	8,940	7	8,265	7	49,581	40	123,301
Chatham Port	-		-		-		-		-
Pier Road	473	42	470	41	192	17	0	0	1,135
Gad's Hill	215	4	4,645	96	0	0	0	0	4,860
Chatham Historic Dockyard	-		-		-		-		-
Medway City Estate	77,182	42	29,734	16	71,894	39	5,644	3	184,454
Commissioner's Road	9,811	11	28,914	32	52,463	57	375	0	91,563
Total	**144,196**	**36**	**72,703**	**18**	**132,814**	**33**	**55,600**	**14**	**405,313**
M2 Motorway access	**B1**	**%**	**B2**	**%**	**B8**	**%**	**Other***	**%**	**Total**
Courteney Road	1,063	1	72,284	83	8,047	9	5,277	6	86,671
Gillingham Business Park	35,609	24	37,969	26	55,799	38	16,426	11	145,803

Rochester Airfield	40,102	39	53,519	53	4,225	4	3,718	4	101,564
Bridgewood Business Park	5,033	84	0	0	988	16	0	0	6,021
Medway Valley Park	3,095	10	11,206	35	18,074	56	0	0	32,375
Temple	12,047	8	71,943	49	61,518	42	1,303	1	146,811
Ballard	0	0	300	5	2,668	48	2,576	46	5,544
Commercial Road	358	9	1,618	41	1,105	28	900	23	3,981
Cuxton Road	1,330	56	665	28	400	17	0	0	2,395
Total	**98,637**	**19**	**249,504**	**47**	**152,824**	**29**	**30,200**	**6**	**531,165**
Urban	**B1**	**%**	**B2**	**%**	**B8**	**%**	**Other***	**%**	**Total**
Railway Street	0	0	1,706	43	2,299	57	0	0	4,005
Jenkins Dale	1,803	52	300	9	0	0	1,370	39	3,473
Hopewell Drive	3,389	28	6,774	56	2,025	17	0	0	12,188
Second Avenue	8,404	38	6,072	28	6,435	29	1,140	5	22,051
Lower Twydall Lane	658	62	165	16	166	16	67	6	1,056
Beechings Way	5,074	15	25,988	78	508	2	1,708	5	33,278
Fort Horsted	-								
Total	**19,328**	**25**	**41,005**	**54**	**11,433**	**15**	**4,285**	**6**	**76,051**
Rural/ Peripheral	**B1**	**%**	**B2**	**%**	**B8**	**%**	**Other***	**%**	**Total**
Elm Court	283	9	1,344	42	413	13	1,135	36	3,175
Otterham Quay	-		-		-		-		
Otterham Quay Lane	-		-		-		-		
Hoo Industrial Estate	545	4	12,190	82	2,200	15	0	0	14,935
Fenn Street	290	13	930	40	1,095	47	0	0	2,315
Lordswood Industrial Estate	9,895	30	13,339	41	8,948	28	280	1	32,462
Cuxton Industrial Estate	1,370	22	4,340	70	470	8	0	0	6,180
Formby Road, Halling	2,350	7	25,710	81	3,535	11	0	0	31,595
Thameside, Cliffe	-		-		-		-		
Total	**14,733**	**16**	**57,853**	**64**	**16,661**	**18**	**1,415**	**2**	**90,662**
Peninsula	**B1**	**%**	**B2**	**%**	**B8**	**%**	**Other***	**%**	**Total**
Kingsnorth Industrial Estate	1,260	11	5,100	44	5,090	44	110	1	11,560
Isle of Grain	-		-		-		-		
Total	**1,260**	**11**	**5,100**	**44**	**5,090**	**44**	**110**	**1**	**11,560**

3.3.17 Table 3.7 shows employment by use class in 2006:

Table 3.7: 2006 Use class

Chatham and Rochester Town Centres/ Waterfronts	**B1**	**%**	**B2**	**%**	**B8**	**%**	**Other***	**%**	**Total**
Rochester Riverside	2,668	41	2,106	32	1,713	26	30	0	6,517
Total	**2,668**	**41**	**2,106**	**32**	**1,713**	**26**	**30**	**0**	**6,517**
Medway Waterfront	**B1**	**%**	**B2**	**%**	**B8**	**%**	**Other***	**%**	**Total**
Chatham Maritime	97,028	38	35,261	14	22,408	9	99,744	39	254,441
Chatham Port									
Pier Road	329	29	362	31	338	29	122	11	1,151
Gad's Hill	240	7	3,100	93	0	0	0	0	3,340
Chatham Historic Dockyard									
Medway City Estate	71,708	40	27,135	15	6,681	4	13,833	8	179,487
Commissioner's Road	15,319	17	31,164	34	43,099	47	2,912	3	92,494
Total	**184,624**	**35**	**97,022**	**18**	**72,526**	**14**	**116,611**	**22**	**530,913**

M2 Motorway access	B1	%	B2	%	B8	%	Other*	%	Total
Courtney Road	27,510	32	32,000	37	23,720	28	2,370	3	85,600
Gillingham Business Park	69,871	41	21,542	13	65,020	38	13,160	8	169,575
Rochester Airfield	37,958	39	45,611	47	8,483	9	5,438	6	97,490
Bridgewood Business Park	2,516	28	0	0	6,400	72	0	0	8,916
Medway Valley Park	10,665	39	760	3	15,765	58	0	0	27,190
Temple	24,648	17	10,913	8	100,042	70	7,908	6	143,511
Ballard	567	10	21,120	380	150	3	2,714	49	5,551
Commercial Road	1,632	26	1,895	30	2,390	38	326	5	6,243
Cuxton Road	976	55	544	31	120	7	120	7	1,760
Total	**176,343**	**32**	**134,385**	**25**	**222,090**	**41**	**32,036**	**6**	**545,836**
Urban	**B1**	**%**	**B2**	**%**	**B8**	**%**	**Other***	**%**	**Total**
Railway Street	1,666	45	851	23	1,005	27	174	5	3,696
Jenkins Dale	1,795	46	1,095	28	680	17	370	9	3,920
Hopewell Drive	4,395	24	6,030	33	5,430	30	2,356	13	18,211
Second Avenue	10,653	46	5,373	23	7,176	31	90	0	23,292
Lower Twydall Lane	616	35	224	13	880	49	60	3	1,780
Beechings Way	12,603	35	15,441	43	6,804	19	1,408	4	36,256
Fort Horsted	-		-		-		-		-
Total	**31,728**	**36**	**29,014**	**33**	**21,975**	**25**	**4,458**	**5**	**87,155**
Rural/ Peripheral	**B1**	**%**	**B2**	**%**	**B8**	**%**	**Other***	**%**	**Total**
Elm Court	1,076	15	0	0	3,209	44	2,942	41	7,227
Otterham Quay	-		-		-		-		-
Otterham Quay Lane	0	0	1250	12	9250	88	0	0	10500
Hoo Industrial Estate	4,500	28	4,955	31	6,336	39	336	2	16,127
Fenn Street	519	25	761	36	836	40	0	0	2,116
Lordswood Industrial Estate	13,258	36	11,029	30	12,260	34	37	0	36,584
Cuxton Industrial Estate	2,255	37	1,715	28	2,120	35	0	0	6,090
Formby Road, Halling	2,150	7	26,110	82	3,535	11	0	0	31,795
Thameside, Cliffe	404	32	630	50	216	17	0	0	1,250
Total	**24,162**	**22**	**46,450**	**42**	**37,762**	**34**	**3,315**	**3**	**111,689**
Peninsula	**B1**	**%**	**B2**	**%**	**B8**	**%**	**Other***	**%**	**Total**
Kingsnorth Industrial Estate	5,640	9	44,470	71	4,303	7	8,527	14	62,940
Isle of Grain	810	1	56209	60	36720	39	0	0	93,739
Total	**6,450**	**4**	**100,679**	**64**	**41,023**	**26**	**8,527**	**5**	**156,679**

3.3.18 Table 3.8 identifies the percentage change in use classes across the spatial areas:

Table 3.8: Percentage change 1999- 2006

Chatham and Rochester Town Centres/Waterfronts	B1*%	B2%	B8%	Other* %
Rochester Riverside	33.9	24.5	-58.0	-0.4
Total	**2.2**	**1.6**	**-24.3**	**9.3**
Medway Waterfront	**B1*%**	**B2%**	**B8%**	**Other* %**
Chatham Maritime	-7.7	6.6	2.1	-1.0
Chatham Port				
Pier Road	-13.1	-10.0	12.4	10.6

Gad's Hill	2.8	-2.8	0.0	0.0
Chatham Historic Dockyard				
Medway City Estate	-1.9	-1.0	-35.3	4.6
Commissioner's Road	5.8	2.1	-10.7	2.7
Total	**-1.1**	**0.0**	**-19.0**	**8.0**
M2 Motorway access	**B1*%**	**B2%**	**B8%**	**Other* %**
Courtney Road	30.9	-46.0	18.4	-3.3
Gillingham Business Park	16.8	-13.3	0.1	-3.5
Rochester Airfield	-0.5	-5.9	4.5	1.9
Bridgewood Business Park	-55.4	0.0	55.4	0.0
Medway Valley Park	29.7	-31.8	2.2	0.0
Temple	9.0	-41.4	27.8	4.6
Ballard	10.2	375.1	-45.4	2.4
Commercial Road	17.1	-10.3	10.5	-17.4
Cuxton Road	-0.1	3.1	-9.9	6.8
Total	**13.7**	**-22.4**	**11.9**	**0.2**
Urban	**B1*%**	**B2%**	**B8%**	**Other* %**
Railway Street	45.1	-19.6	-30.2	4.7
Jenkins Dale	-6.1	19.3	17.3	-30.0
Hopewell Drive	-3.7	-22.5	13.2	12.9
Second Avenue	7.6	-4.5	1.6	-4.8
Lower Twydall Lane	-27.7	-3.0	33.7	-3.0
Beechings Way	19.5	-35.5	17.2	-1.2
Fort Horsted				
Total	**11.0**	**-20.6**	**10.2**	**-0.5**
Rural/ Peripheral	**B1*%**	**B2%**	**B8%**	**Other* %**
Elm Court	6.0	-42.3	31.4	5.0
Otterham Quay				
Otterham Quay Lane	0.0	11.9	88.1	0.0
Hoo Industrial Estate	24.3	-50.9	24.6	2.1
Fenn Street	12.0	-4.2	-7.8	0.0
Lordswood Industrial Estate	5.8	-10.9	5.9	-0.8
Cuxton Industrial Estate	14.9	-42.1	27.2	0.0
Formby Road, Halling	-0.7	0.7	-0.1	0.0
Thameside, Cliffe	32.3	50.4	17.3	0.0
Total	**5.4**	**-22.2**	**15.4**	**1.4**
Peninsula	**B1*%**	**B2%**	**B8%**	**Other* %**
Kingsnorth Industrial Estate	-1.9	26.5	-37.2	12.6
Isle of Grain	0.9	60.0	39.2	0.0
Total	**-6.8**	**20.1**	**-17.8**	**4.5**

3.3.19 Table 3.8 illustrates that:

- Chatham and Rochester Town Centre/Waterfronts has seen a decline in B8 warehouse use and growth in B1 office, B2 general industrial and miscellaneous other uses, (probably A class).

- Medway Waterfront has seen a decline in B8 warehouse use and a slight decline in B1 office, B2 general industrial has remained relatively static whilst miscellaneous other uses, (probably A class) have increase.

- The M2 motorway access, and urban and rural/peripheral areas have all seen a decline in B2 general industrial use and strong growth in B1 office and B8 warehouse uses.

- Peninsula has seen growth in B2 general industrial uses and a decline in B1 office and B8 warehouse uses.

3.3.20 Changes in use classes are a useful indication of changing locational preferences over time. This information combined with the location of existing employment has helped to inform the translation model by providing an indication of location preferences for employment sectors and an understanding of recent changes.

4 Stage 2

4.1 Introduction

4.1.1 Section 4 discusses the economic background of Medway, analyses past economic trends and discusses the economic strategies and evidence that has informed the production of existing economic forecasts and job targets. A key aim of the ELR Consolidation Study has been to utilise this information to inform the detailed distribution of future employment growth undertaken in section 5.

4.1.2 Considerable employment work has been undertaken to date to inform the Core Strategy and to provide a picture of past economic performance. Rather than simply reinvent the wheel, this study has used information already available to illustrate past trends and potential future demand. The analysis presented below is sourced primarily from the following documents:

- The Medway Employment Land Study 2009 (ELS)
- Employment Land & Accommodation Study 2007 (ELAS)
- Medway Economic Development Strategy 2009 (EDS)

4.2 Analysis of Employment Demand

4.2.1 Similar to the stage 1 analysis, a large amount of information had been gathered on economic potential and sectoral demand by the Council and its partners. This step sought to re-examine this information to provide a greater level of interpretation. Evidence examined was primarily used to inform assumptions made within the translation model and included:

- The Medway Economy SWOT Analysis
- Previous consultation and business surveys
- Existing economic forecasts
- Economic Job targets based on travel to work patterns, economic activity and population projections

The Medway Economy SWOT Analysis

4.2.2 The Medway Economic Development Strategy identifies the top ten sectors in terms of number of jobs in 2008 as:

- Retail & Distribution
- Business Services
- Health

- Education
- Construction
- Other Personal Services
- Hotels & Catering
- Transport & Communications
- Public Admin. & Defence
- Financial Services

4.2.3 In terms of future growth, just 8 of the 26 sectors are projected to expand in the period to 2013. The sectors expected to deliver the greatest increases in employment between 2008-13 are Health, Other Personal Services and Hotels & Catering. The biggest sectors in terms of employment in 2008, Retail & Distribution and Business Services, are forecast to struggle however, with the former expected to contract by 0.3% and the latter grow by just 0.7% or around 90 jobs between 2008-13. It should be noted that the Nathaniel Lichfield Retail Study forecasts capacity for the expansion of retail floorspace.

4.2.4 However, it should be noted that the above analysis does not take into account possible interventions by Medway Council and/or its partners. There is therefore significant scope to arrest decline/support development within sectors and thereby achieve more encouraging levels of growth in some sectors than are forecast.

4.2.5 The Standard Industrial Classifications (SICs) is used to define employment sectors however there are other prospectively important sectors, notably tourism and creative industries, whose definition runs across a number of SICs.

4.2.6 The following paragraphs seek to summarise the strengths, weaknesses, opportunities and threats for the 8 growth sectors and other potential sectors that spread across SIC definitions.

4.2.7 **Business Services**, have been identified as a future growth sector. Although 47% of new businesses in Medway are in the business service sector, current employment in the sector only amounts to 17.9% of jobs in the area. This reflects the large number of very small businesses operating within the sector, something that ought to be borne in mind in terms of demand for business space. Growing rapidly in UK and Medway [prior to recession], the sector includes large employers such as Lloyds TSB, Xchanging, RBS, Halifax and Kent Reliance Building Society. Spatially there are three main groupings of back office financial services, at Medway City Estate, Chatham Maritime and at Chatham Central Business District, which could be built on. Chatham Maritime is attractive because of land use classification attractive to this sector, and modern 'campus' style development. Also, Chatham

Maritime has enterprise zone relief and high quality BT telecommunications infrastructure.

4.2.8 **Retail and Distribution** - A lack of business or retail units of suitable quality in Chatham Town Centre is a clear weakness and is considered to be exacerbated by access issues, contributing to the area's decline. Retail is however a key element of regeneration plans in Chatham where retail floor space will be doubled. Elsewhere new retailers coming into Strood is a positive sign, especially in the current climate. The Lower High Street connecting Chatham and Rochester is an obvious opportunity for new bars and restaurants.

4.2.9 **Financial Services -** are largely represented by contact centres and administration offices, as well as the usual retail banking/insurance offers. To date redundancy announcements have been limited in the sector, although consultations undertaken as part of the study have indicated the likelihood of a reduction in staff numbers over the next 12 months. Nevertheless, some of those consulted as part of this study thought it possible that some financial services companies may seek cheaper premises as part of the process of downsizing and cutting costs. In this context, the high speed rail link with London and lower land values may make Medway an attractive proposition.

4.2.10 **Health and Social Care** - all elements key to establishing a robust sector are present: large hospital, large care sector, training facilities, a pharmaceutical faculty and health instrumentation manufacturers. Medway is well placed to take advantage of the growing health sector.

4.2.11 **Construction** - there are more than 1,000 VAT-registered construction companies in Medway. There is also a projected demand due of around 5,000 more jobs by 2026, mainly as a result of the Thames Gateway sponsored development programme. Groups are found in Medway City Estate and Knights Road. Smaller groupings are found in the Hoo Peninsula and the southern Medway border. In the future higher levels of construction are likely after the recession and Medway could be well placed to increase employment in this area and retain more of existing residents who work in this sector.

4.2.12 **Education** - the development of a higher education sector has been a major success story and there is now great potential to encourage more local graduates to remain in the Borough. Higher Education is a strong sector with five higher education providers.

4.2.13 **Tourism** - the day visitor market has grown to a significant level and there is now an opportunity to boost the number of staying visitors, primarily by improving and increasing the accommodation on offer. In terms of visitor attractions, Medway is in a good and strengthening position, though it must continue to pay due regard to the maintenance of its considerable historic assets.

4.2.14 **Cultural and Creative Industries** - these have been developing over the past few years, albeit from a low base. That having been said, creative

businesses have begun to make their mark and there is a long tradition of learning provision and, in the University of the Creative Arts, Medway has a major asset, with huge potential both to expand learning provision and as a source of a plethora of business start ups, provided the support infrastructure is in place to exploit these opportunities.

4.2.15 **Specialist Manufacturing/Engineering** - the sector is dominated by the BAe Systems plant in Rochester, which is the biggest private sector employer in the area, with around 1,750 staff. Around half of its staff are software engineers, in respect of whom there are reported to have been recruitment/retention difficulties in the past. Pressures in terms of skills are thought to be exacerbated by relative house prices, which make engineering jobs in the north more attractive for staff and young people in particular.

4.2.16 The high tech manufacturing sector supports over 900 jobs in Medway, with a £1bn before turnover per annum collectively. The Council could build on clusters of niche manufacturing in Medway, such as automotive and instrumentation and software development. There is a particular concentration of manufacturing businesses on Medway City Estate. This site may be preferred as it is on the London side of Medway, and also became popular following the opening of the Medway tunnel. There are also three companies grouped at Laker Road Industrial Estate – two of which are involved in defence and aerospace manufacturing. Both examples illustrate the potential for successful manufacturing clusters in Medway.

4.2.17 **Marine** - On the opening of the Isle of Grain British Gas Terminal, Medway became the 11th largest port in the country. The Council has undertaken research on the River Medway to determine its commercial value, and marine engineering specialisms are being developed at the University of Greenwich. The Port and Logistics sector is being highlighted by the CLG as a key Thames Gateway sector. A recent study noted the poor quality of most marina sites (with the notable exception of that at Chatham Maritime), in terms of both river and land-based facilities, in spite of which most were found to have nearly 100% occupancy. There is considerable scope for additional high quality marina development, possibly linked to waterfront residential development. Given the finite amount of employment land with existing or potential wharfage, if this sector is to be pursued then suitable sites will have to be provided.

4.2.18 **Energy and Environmental Technologies -** Transco's new LNG plant is reputed to be the largest in the world, whilst *e.on* currently occupy 2 sites in Medway, employing 190 people direct and 170 contractors. A planning application has been submitted for a replacement coal fired power station on the existing site in Kingsnorth, which could result in a £2 billion investment, creating around 3,000 jobs during the construction phase. In addition, *e.on* is looking to develop a carbon capture plant at Kingsnorth, which would involve an investment of around £1billion and generate a further 1,000 jobs during the construction phase. Finally, Medway is well located to provide a construction and/or servicing base for the 'London Array' wind farm proposed for the Thames Estuary and there is potential for Isle of Grain to be a biomass site as identified by Defra). All of these proposals could catalyse

further job creation in energy and/or environmental industries through the development of a cluster of related businesses. Furthermore, the development of this sector would be entirely consistent with the Thames Gateway's 'eco-region' concept.

Existing business surveys

4.2.19 Volume 4 of the ELAS, includes responses from a series of interviews undertaken. The main findings are replicated below:

- Need for small short-lease premises for start-ups with still small move on units and standard leases.
- Demand for smaller units – difficult letting larger 'sheds' that are often owned by overseas consortia
- Business parks around shipping centres of Chatham, Rochester and Gillingham are of poor quality – needs modernisation
- Medway City Estate poorly managed - multi-ownership brings in structural problems – looks a mess – needs dedicated manager
- Office space quality is poor – lack flexibility (Big Blue – Chatham Maritime) or not designed for modern IT (Sun Pier) – many have unattractive lease structures
- Need for new purpose built office campus
- Medway has poor quality of life – poor restaurants, homes, shops etc
- Kent Science Park in Sittingbourne is often chosen over Medway sites.
- Medway Council sites offer good premises for start-ups: Hopewell Business Centre, Pier Road Industrial Estate and Twydall Enterprise Centre.
- Have been homegrown successes in light industrial sector – growing locally but changing sites in Medway – next expansion step might be a problem though (local workforce also) - possibly part of mixed-use site at Rochester Riverside.
- Small service sector and light industrial companies are looking for flexible accommodation in a variety of locations, on the whole these needs are not being met in Medway.
- Offices on Medway City Estate suffer from a poor image and Chatham Maritime are good but not for small businesses
- Medway City Estate takes ages to leave at 4:30pm

- Business units should be built near wharfs not housing – due to amenity issues and the need for wharfs to operate 24hrs.
- Rochester Airfield: seen as ideal for 'edge of urban' businesses with good transport links. Preferred option for the expansion of allocations across all B1 to B8 sectors.
- Kingsnorth poor location for businesses that rely on urban infrastructure – better for heavy industry
- Rochester Riverside: mixed use only suitable for some types of business
- Office Campus: need for 50,000-100,000 square feet of office space. Some office campuses planned at Rochester Riverside, Chatham Station Gateway and Chatham Waterfront, Gillingham Business Park – possible at Corporation Street, Rochester.
- manufacturing companies often need small space than previously as they now do assembly from overseas parts rather than full manufacture.
- Infrastructure needs – rail – freight and passenger improvements; roads – ring road within M2; wharfage sites on Medway – support, retain, use; air – Rochester Airport – retain light aircraft and helipad.
- Wharfage sites: review including Halling how they might contribute to sustainable transport and waste management
- Need modern public transport nodes at Chatham, Gillingham and Strood Stations

4.2.20 The ELAS also conducted a series of telephone survey (43 businesses). The main findings are replicated below.

- Gillingham Business Park and Rochester Airfield IE access to the motorway is good.
- Knight Road, Strood is congested – impacting on business parks in this area – Medway City Estate and others
- Manufacturing, service and distribution companies covering the South East or needing to get to the Midlands are experiencing long delays – despite proximity to M2, M20 and M25
- Some distribution companies consider moving north of the river to be closer to distribution bases in the Midlands
- Poor public transport service – need for improvements at rail stations – perception of poor transport

- Most business (except distribution) increasing mobile and less dependent on geographical location
- Quality of life for employees in Medway is mediocre (46.5% although 30% thought it was high – these were mainly edge of centre / rural locations)
- Business clusters for locally based engineering companies – strong reliance on networking clusters both now and in the future (unlike IT dependent businesses) e.g. 3 hydraulic engineering companies on Medway City Estate
- Quite consistent views on the type of business location need – with good access to transport links a high priority (93%), edge of town location (80%), only 10% want a central location (only 4 office based respondents), few favoured large business parks, but few want to be stand alone, respondents unclear on what locating on a mixed use development would mean to them.
- 46.5% want more flexible space options
- Many employees throughout Medway are used to no local services, with short lunch breaks, mobile snack bars, driving to work the norm.
- Half of the businesses considered they will soon be looking for additional floorspace and only 9.3% think they will shrink [nb before recession].
- Attractive setting is important for many business (46%)

Economic forecasts

4.2.21 Defining Medway for forecast purposes is relatively straightforward as existing forecasts are generally produced on a local authority basis. At present there are employment forecasts by Oxford Economics.

4.2.22 Oxford Economics have produced economic forecasts to 2026. This economic forecast model robustly projects forward past trends of economic growth and its spatial distribution by local authority. This forecast for 2026 has identified the top ten sectors in Medway. Table 4.1 below shows the projected economic growth for the ten largest employment sectors.

Table 4.1: Oxford economics top ten employment sectors 2008 to 2026

Sector	2008	2026	Change
Retail and Distribution	16,569	17,141	572
Business Services	13,054	15,407	2,353
Health	12,898	14,703	1,805
Education	10,080	9,892	-188
Construction	9,325	10,030	705
Other Personal Services	7,366	9,645	2,279

Hotels and Catering	5,998	6,361	363
Transport and Communications	5,897	5,814	-83
Public Administration and Defence	4,171	3,800	-371
Financial Services	3,310	2,501	-809
Medway Top Ten Total	**88,668**	**95,294**	**6,626**

4.2.23 Table 4.1 shows that, like past trends, the economy is likely to growth in several sectors, such as business services, health and hotels and other personal services. In addition growth potential exists within retail and distribution and the construction sector. Declining sectors are likely to include public administration and financial services.

4.2.24 The standard approach for an Employment Land Review would be to feed economic forecasts into a translation model to identify floorspace and land requirements. The complication with the employment forecasts for Medway is similar to other authorities in the UK. Lower rates of past employment growth are used as the basis to forecast future growth. Given the scale of planned growth for the Thames Gateway, these forecasts do not represent the level of growth and investment planned.

4.2.25 Through the study process consideration was given to undertaking a new employment forecast, however it was considered that at the present time, given the level of uncertainty nationally and the potential implications of the Governments comprehensive spending review in October, it would be very difficult to generate an unconstrained employment forecast utilising known interventions identified in the Economic Development Strategy.

4.2.26 Baker Associates does recognise the benefit of local forecasts, particularly in instances where regionally aggregated models have projected low levels of economic growth based on poor past performance. In these cases there is considerable justification to challenge these forecasts on the basis that a settlement should not continue to plan for poor levels of future growth, when an aspirational, but realistic target would be more beneficial.

4.2.27 The Medway Consolidation Study has therefore used a two pronged approach to employment translation to overcome this shortfall using identified economic job targets. An alternative approach has been used in conjunction with the existing employment forecast to provide an overall picture of future requirements in a building block approach.

4.2.28 In Medway a key objective is to increase employment, reduce out commuting and improve economic activity rates to levels closer to the South East average. Baker Associates' analysis has lead to the conclusion that planning for lower economic growth would not deliver the strategic objectives for the wider area and undermine sustainability objectives in Medway and ultimately be self fulfilling by limiting supply and undermining potential economic growth.

Economic job targets

4.2.29 The Government's Sustainable Communities: Building for the Future (2003) sets out several key requirements for the creation of sustainable communities to be facilitated by the Local Development Framework process including:

- A flourishing local economy to provide jobs and wealth;
- A safe and healthy local environment with well designed public and green space;
- Good public transport and other transport infrastructure both within the community and linking it to urban, rural and regional centres;
- A well integrated mix of decent homes of different types and tenures to support a range of household sizes, ages and incomes;
- Good quality local public services, including education and training opportunities, health care and community facilities, especially for leisure.

4.2.30 The action plan of Sustainable Communities in the South East refers to the need to accelerate development of new communities in the Thames Gateway, including Medway. The document states that the Thames Gateway has unique features which give it a national significance. It:

- Offers the opportunity to regenerate existing deprived communities through access to **300,000 new jobs** that could be accommodated by 2031;
- Has one of the largest concentrations of brownfield sites in the country;
- Is in a strategic location on major transport links to the continent and is close to London.

4.2.31 Medway is part of the Thames Gateway Regeneration Programme. This is the largest development project in Europe and will create new opportunities for business expansion and inward investment. The South East Regional Spatial Strategy identified that the Thames Gateway alone is anticipated to deliver 58,000 jobs to 2026.

4.2.32 Over the period 2006 to 2021, Medway is required to provide for 12,225 new dwellings and Medway Council has identified that three main components could have a significant impact on job creation. These are:

- Natural demographic change (facilitated by housing development)
- Improved employment rate
- Reduced out commuting

4.2.33 2006 population projections show a relatively static working age population through to 2026, with growth till 2016 followed by decline. Medway's growth is largely going to be seen in the retired population with an increase in excess of 50% in retirees. The Annual Population Survey (APS) carried out by the Office of National Statistics (ONS) identifies 121,100 population by occupation for over 16's compared to a 117,300 working age population. This identifies that in 2006, 9.5 % of the retired population are active in the job market. Table 4.2 sets out natural population change.

Table 4.2: Demographic change

	2006	2011	2016	2021	2026
Working age population (000's)	158.4	162.9	166.7	163.4	158.6
Retired population (000's)	39.8	45.5	51.3	55.8	60.2
Retired as % of pop	15.8	17.5	18.9	20.3	21.9
Retired Workers (9.5% rate)	3.8	4.3	4.9	5.3	5.7
Extra jobs required for retired workers	-	0.5	1.1	1.5	1.9
Working age population (000's)	158.4	162.9	166.7	166.7	166.7
plus active retired workers	3.8	167.3	171.5	172.0	172.4
% increase	-	3.1	5.6	5.7	5.9
Jobs requirement		**2,930**	**5,254**	**5,383**	**5,602**

4.2.34 Looking at the degree to which an expanding economically active retired population will have on the future job requirement, it looks as if via APS 2008 the retired population accounts for around 3,800 jobs (3% of all jobs i.e. 121,100 less 117,300). 3,800 post retirement age workers equates to 9.5% of that population age group If the retired population were to increase by 59%, this would equate to an extra 1,900 jobs required by this age group in 2026.

4.2.35 While the population projection shows a growing working age population to 2016 then a contraction through to 2026, the Council has considered that because of wider regeneration and investment in the Thames Gateway working age population will peak at 2016 and continue through to 2026 rather than decline. If Medway was to deviate from the principle project towards a higher variant the equivalent extra job requirement based on accounting for all workers (included retired workers) would be 5,600 jobs. This is based on a 6% increase in workers overall.

4.2.36 The Regional Economic Strategy identified smart growth as an important part of economic growth in the South East and this is particularly important for Medway. Table 4.3 below shows that Medway has a lower economically active rate that the National Average and the South East Average.

Table 4.3: Economic activity rate

	All employed	Working age population	Employment rate
Medway	114,400	157,500	72.6
England and Wales	24,577,500	33,573,300	73.2
South East	3,957,800	5,066,100	78.1

4.2.37 Table 4.3 shows the number of workers relative to the working age population to identify an economic activity rate. If interventions identified in the Medway Economic Strategy Action Plan are successful in improving the economic activity rate and getting residents back into work through improved skills training, this would result in additional workers. An improved employment rate to SE level of 78.1% would support 8,600 jobs whilst a lower improved employment rate to National Level of 73.2% would support 900 jobs.

4.2.38 The existing economic forecasts highlight a similar level of employment growth to that required due to natural change and the lower increase in economic activity. This level is approximately 6,500 jobs. (5,600 + 900). The remaining 7,700 jobs to support an economically active rate in line with the South East average need to be considered alongside out-commuting and economic growth through interventions identified in the Economic Development Strategy.

4.2.39 Baker Associates considers that the 6,500 jobs would represent a low scenario for testing and that a higher target scenario will require the identification of an indicative breakdown of employment growth by sector for:

- Reducing out commuting
- Sectoral growth through intervention

Reducing out commuting

4.2.40 Data from the Census 2001, identifies that approximately 48,300 residents travel from Medway to work outside Medway. In contrast, in commuting into Medway stood at approximately 19,200 people, resulting in an overall net commuting level of 29,100 people. Medway Council has identified an ambitious but achievable target of reducing net out-commuting by 25% or 7,300 people. A lower target of a 10% reduction in net out commuting of 2,900 people has also been identified.

4.2.41 The 2001 census identifies the employment sectors existing Medway residents work in. If this is compared with employment (jobs) provision it provides an indication of employee demand. Table 4.4 below sets out the information:

Table 4.4: Comparison of jobs and residents employed by sector

Employment Sectors	Residents Employed	Jobs In Medway	Difference
A. Agriculture, hunting and forestry	888	706	-182
B. Fishing	10	0	-10
C. Mining and quarrying	170	88	-82
D. Manufacturing	15715	11,933	**-3,782**
E. Electricity, gas and water supply	1231	635	-596
F. Construction	12056	3,972	**-8,084**
G. Wholesale and retail trade, repairs	21387	16,854	**-4,533**
H. Hotels and restaurants	4324	5,172	848
I. Transport, storage and communications	9740	3,498	**-6,242**
J. Financial intermediation	7598	3,524	**-4,074**
K. Real estate, renting and business activities	13178	11,040	**-2,138**
L. Public administration and defence, social security	8268	3,949	**-4,319**
M. Education	8143	9,178	1,035
N. Health and social work	10708	9,247	**-1,461**
O. Other community, social and personal service activities	5730	5,132	-598
P. Private households with employed persons	83	0	-83
Q. Extra-territorial organisations and bodies	31	0	-31
Totals	**119260**	**84,927**	**-34,332**

4.2.42 Table 4.4 identifies an in-balance of -34,332 residents compared to job opportunities. A better ratio of jobs and residents in each sector is not guaranteed to reduce out-commuting, but the information provides a good indication of the disparities between employees in each sector and the opportunities for them to work in that sector in Medway.

4.2.43 If Medway is to achieve its target of reducing out-commuting then it would have to retain 7,300 existing out commuters by providing a greater number of employment opportunities. It would appear prudent for new employment provision to take advantage of opportunities to allow residents employed in specific sectors to work within Medway. Sectors highlighted in bold in the table represent the best opportunity to maximise the reduction in out-commuting. Interestingly these include many of the sectors already identified for growth. The sectors include:

- Manufacturing
- Construction
- Wholesale and Retail
- Transport and Communication
- Financial Services
- Business Services

- Public Admin
- Health and Social

4.2.44 Table 4.5 below takes the identified disparities in job opportunities for residents and identifies the number of jobs required to provide a better match of residents and jobs by sector. The number of jobs has been generated based on the information in Table 4.4, using the percentage of residents within each sector without a comparable employment opportunity. The objective is to target sectors with the strongest chance of allowing residents to live and work in Medway. This is the first of the two building blocks used to supplement the economic growth forecast and allow the translation of the highest 21,500 job scenario proposed by the Council.

Table 4.5: Job requirements to maximise a reduction in out-commuting

Sectors	Jobs
A. Agriculture, hunting and forestry	37
B. Fishing	2
C. Mining and quarrying	17
D. Manufacturing	762
E. Electricity, gas and water supply	120
F. Construction	1,630
G. Wholesale and retail trade, repairs	914
H. Hotels and restaurants	0
I. Transport, storage and communications	1,258
J. Financial intermediation	821
K. Real estate, renting and business activities	431
L. Public administration and defence, social security	871
M. Education	0
N. Health and social work	294
O. Other community, social and personal service activities	121
P. Private households with employed persons	17
Q. Extra-territorial organisations and bodies	6
Total	**7,300**

4.2.45 Table 4.5 identifies which sectors would need to grow to match the target reduction of 25% in out-commuting over the plan period.

Sectoral growth through intervention

4.2.46 The final part of the approach is to identify an indicative breakdown of economic growth related to interventions. The Economic Development Strategy identifies that the economic forecast does not reflect any public sector intervention or investment programmes. The Consolidation Study has used the identified economic growth sectors, set out in paragraphs 4.2.7 to 4.2.17 to identify an indicative breakdown of the remaining jobs growth to be fed in to the translation model.

4.2.47 This final building block to reach the 21,500 target is to identify an indicative breakdown of the remaining 7,700 jobs (6500+7,300+7,700=21,500), based on assumptions on the level of growth in each sector. An equal split of 9.1% would result in 700 jobs per sector. Baker Associates has varied this assumption based on the consideration of each sector in terms of its relative scale and opportunity set out in Appendix 6 of the Economic Development Strategy (see Appendix 3). Table 4.6 below sets out the indicative job split by sector:

Table 4.6: Economic potential through interventions

Employment Sector	Assumption %	Job Growth
Business Services	26.0	2000
Retail and Distribution -	13.0	1000
Financial Services	0.0	0
Health and Social Care	6.5	500
Construction	3.9	300
Education	5.2	400
Tourism	10.4	800
Cultural and Creative Industries	9.1	700
Specialist Manufacturing/Engineering	10.4	800
Marine	3.9	300
Energy and Environmental Technologies	11.7	900
Total	**100.0**	**7,700**

Scenarios

4.2.48 The existing economic forecast accounts for approximately 6,500 jobs and this is considered as a low level of economic growth. The higher scenario uses the economic forecast as the basis and builds on this with the two building blocks to identify an indicative job breakdown by sector for the highest job target of 21,500. The two scenarios represent:

- High Scenario - Natural change, increase in economically active and high commuting reduction = 21,500 (i.e. 5,600 for Natural change 8,600 for increased economic activity and + 7,300 for reduced out-commuting)

- Low Scenario - Natural change and low increase in economically active = 6,500 (i.e. 5,600 for natural change and + 900 for a low increase in economic activity)

4.2.49 For the translation process the high scenario has been used to identify the extent of future employment land requirements. It will be important in the future for the Council to monitor economic growth and the take of employment floorspace to ensure adequate provision has been made and a vast oversupply avoided if the economy underperforms. It is important to note that the take-up of floorspace should not be confused with hectares of employment land because of the large variety of employment densities and therefore job numbers supported by different employment sectors on sites of comparable size.

4.3 Translation of jobs into land and floorspace

4.3.1 The second component of Stage 2 is the translation of economic forecasts into land and floorspace requirements. Baker Associates has used a translation model making several assumptions building on government guidance "Employment Land Reviews: Guidance Note" (ODPM, 2004).

4.3.2 As set out in section 3, the ELR has endeavoured to undertake analysis and provide information in a spatial way to inform LDF document production. Translating employment job growth into employment land and floorspace requirements requires a number of assumptions to be made. These include the location, type of premises, job density and plot ratios for individual sectors to be identified.

4.3.3 The first consideration has been spaceless growth. All new jobs will not directly generate a requirement for new employment floorspace. With increased home working and flexible employment premises a degree of future employment growth will be spaceless growth. For the jobs to floorspace translation it has been assumed that 10% of all future employment growth will be spaceless. It must be noted that for sectors such as education and health, a large proportion of future growth will occur within existing or new community facilities. We have assumed that 80% of future growth will occur in this way.

4.3.4 A similar concept is that of spaceless decline. Job redundancies do not always result in the immediate availability of floorspace and therefore land for alternative purposes. Production efficiencies and existing rent/lease agreements can all lead to firms maintaining existing premises. Premises and land will become available, but generally at a slower rate than the equivalent land and floorspace required to support new growth. For the jobs to floorspace translation it has been assumed that 70% of all future employment decline will be spaceless and not result in surplus employment land. Overall figures for high employment growth scenario (21,604) have been adjusted accordingly and are presented in Table 4.7 on spaceless growth. The scenario represents the components of the higher scenario identified in paragraph 4.2.48.

Table 4.7: High scenario spaceless growth

Employment Sector	Job Growth 2001 - 2026	Spaceless	Jobs Requiring New Floorspace
A : Agriculture, hunting and forestry	37	100%	0
B : Fishing	2	100%	0
C : Mining and quarrying	17	100%	0
D : Manufacturing	1,562	10%	1,406
E : Electricity, gas and water supply	1,020	10%	918
F : Construction	2,635	50%	1,318
G : Wholesale and retail trade; repair of motor vehicles etc	2,486	10%	2,237
H : Hotels and restaurants	1,163	10%	1,047
I : Transport, storage and communication	1,175	10%	1,058

J : Financial intermediation	12	10%	11
K : Real estate, renting and business activities	4,784	10%	4,306
L : Public administration and defence; compulsory social security	500	10%	450
M : Education	312	50%	156
N : Health and social work	2,499	50%	1,250
O : Other community, social and personal service activities	3,400	10%	3,060
Total Future Job Growth	**21,604**		**17,215**

4.3.5 Table 4.7 identifies that approximately 17,215 jobs will require new employment provision. This masks a potential gain of 21,604 jobs of which 4,389 could occur within existing floorspace. It should be noted that these are predominately in the health, education and construction sectors that tend to utilise existing facilities or work on a mobile basis around the area.

4.3.6 Whilst including retail within the translation model it should be noted that the Consolidation Report has excluded retail floorspace required. For further information on the demand for retail provision please see the Medway Retail Study by Nathaniel Litchfield and Partners.

Locational preferences

4.3.7 The second step is to determine the locational preferences of each employment sector and therefore the breakdown of future employment growth by specific locations, as this influences the type of premises, plot ratios and floorspace per worker which translates jobs to land. Locational preferences are considered the key determinate of the translation model and this has been informed in three ways:

- Location of existing business
- Market demand for sectors and locations
- Sustainability and regeneration objectives

4.3.8 The first approach has been to establish a baseline view of employment distribution based on the existing situation. This analysis has been undertaken in section 3 and incorporated into the spatial area summaries. The second area has been informed by consultation with the market to get a view on the desirability of particular locations, their attractiveness for particular employment sectors and what premises might be required to facilitate growth. The third area has been to take a view on the sustainability of particular locations in terms of the desirability to support a sustainable spatial strategy for Medway.

4.3.9 It is important to note that market demand and a sustainable spatial strategy are not entirely complimentary, e.g. high market demand for business park locations with good access to the M2 may undermine the planning objective to enhance Chatham town centre/waterfront and build on the existing public transport network. The issue is one of balance, without market demand the

strategy cannot be delivered, but left unchecked what the market might deliver may not be sustainable.

4.3.10 The locations identified in Table 4.8 have been established by analysis of existing employment sectors by location, responses made through the consultation exercise and examination of the emerging Medway Core Strategy objectives. Appendix 2 contains the consultation questionnaire used in telephone interviews to inform this process. These factors together have informed the assumptions required within the translation model and reflect an achievable spatial distribution to meet future employment requirements. Table 4.8 shows the specific locational preferences for each sector, the assumption on the level of future employment growth that could/should occur in each location, and the likely premises type requirement.

Table 4.8 Locational preference assumptions

Sector	Locational Preferences	% of Growth	Likely Premises
D : Manufacturing	M2 access Waterfront Peninsula	40% 30% 30%	Lower density industrial, flexible small to medium sized units.
E: Energy and Utilities	Peninsula M2	60% 40%	Large scale industrial and business park
F : Construction	Existing employment areas M2 access	60% 40%	Storage yards and depots, low density industrial
G : Wholesale and retail trade; repair of motor vehicles etc	Town Centres (retail) M2 (distribution and motor trade)	80% 20%	Retail units (excluded) Low rise double height distribution and 2 storey car showroom units
H : Hotels and restaurants	Town Centre/Waterfront	100%	High density with active ground floor uses
I : Transport, storage and communication	Town Centre/Waterfront M2	55% 45%	High density office Low density industrial/low density office
J : Financial intermediation	Town Centre/ Waterfront	100%	High density office
K : Real estate, renting and business activities	Town Centre/Waterfront M2	55% 45%	High density office Low density office
L : Public administration and defence; compulsory social security	Town Centre/Waterfront M2	55% 45%	High density office Low density office
M : Education	Town Centre/Waterfront M2	55% 45%	High density office Low density office
N : Health and social work	Town Centre/Waterfront M2	55% 45%	High density office Low density office
O : Other community, social	Town Centre/Waterfront	55%	High density office

and personal service activities	M2	45%	Mid density hybrid units

4.3.11 The key assumption has been the split between particular locations for each sector, as this has determined the overall land requirement. For example, business services would require both town centre/waterfront and M2 business park locations, with different plot ratios. It must be noted that retail provision must be tested through a specific retail assessment process which is beyond the remit of this study.

Floorspace per worker and plot ratios

4.3.12 With spatial distribution of jobs determined the final series of assumptions used in the translation model have been made to convert jobs by location into floorspace and then land requirements. Assumptions on the level of floorspace required per worker and the building plot ratios in each location have been made. Table 4.9 shows, by premises and location, the floorspace and plot ratios used to translate employment growth into floorspace and land requirements.

Table 4.9: Floorspace and plot ratio assumptions by location

Premises by location	Floorspace per Worker	Site Plot Ratio
Town Centre, 3 storey office or hotels etc	20 sq m	0.5
Town Centre, 2 storey office/workshops	32 sq m	0.4
Business Park, 2 storey Office	20 sq m	0.3
Industrial Park, 2 storey industrial units	32 sq m	0.4
Warehousing 1 storey double height units	65 sq m	0.5
Heavy Industrial and Motor Trade units	45 sq m	0.4

4.3.13 Table 4.10 below summarises the floorspace and land requirements for the high growth scenario of 21,500 jobs (excluding retail) by broad spatial location. The most important findings are the floorspace requirements to support this level of employment. The land requirement is indicative and will largely be determined by the employment density of development proposals as they come forwards.

Table 4.10: Location of floorspace and land requirements

Location	Floorspace	Land
Town Centre/Waterfront	93,493 sq m	6.68 ha
M2	193,570 sq m	32.32 ha
Peninsula	36,604 sq m	4.58 ha
Other Urban Areas	25,296sq m	6.32 ha
Overall Gross Gain	**348,963 sqm**	**49.9 ha**

4.3.14 Table 4.10 identifies an overall requirement for 348,963 sq m of provision and this is likely to equate to 49.9ha of employment land. It is likely that overall

employment growth masks employment loss. Dependant on the view of supply, then this could represent sites released for alternative uses or sites suitable for redevelopment for employment purposes. This issue will be discussed in section 5.

4.3.15 Table 4.11 illustrates the requirements In terms of premises type:

Table 4.11: Indicative use/unit type breakdown

Location	Floorspace	Land
B1 Office Park	123,469 sq m	20.58 ha
B1 Central	46,117 sq m	3.09 ha
B1c Hybrid	33,660 sq m	2.24 ha
B2 Industrial	130,954 sq m	21.08 ha
B8 Warehousing	14,543 sq m	2.91 ha
Overall Gross Gain	**348,963 sq m**	**49.9 ha**

5 Stage 3

5.1 Introduction

5.1.1 Sections 3 and 4 have taken stock of the existing employment situation and assessed the demand of future provision. Section 5 is the culmination of these two stages to identify gaps in future provision and confirm sites to be retained.

5.2 Future requirements

5.2.1 Section 4 identified a requirement for 388,743 sq m of provision from economic forecasts, reduction in out-commuting and economic potential through intervention. Table 5.1 below summarises the floorspace and land requirements for each broad spatial location:

Table 5.1: Location floorspace and land requirements

Location	Floorspace	Land
Town Centre/Waterfront	93,493 sq m	6.68 ha
M2	193,570 sq m	32.32 ha
Peninsula	36,604 sq m	4.58 ha
Other Urban Areas	25,296sq m	6.32 ha
Overall Gross Gain	**348,963 sq m**	**49.9 ha**

5.2.2 The ELAS identified that all existing employment sites are considered to have continued value in employment use and therefore should continue to be protected from loss in the first instance.

Existing supply

5.2.3 Tables 5.2 to 5.4 below illustrate the distribution of potential land identified in the ELAS that could contribute to Medway's employment requirements. Table 5.2 illustrates potential land in the Town Centre/Waterfront area:

Table 5.2: Town/Centre Waterfront

Location	Land Potential
Chatham Maritime	3.2 ha
Historic Dockyard	0 ha
Chatham Port	0 ha
Pier Road, Gillingham	0 ha
Gad's Hill	0.3 ha
Medway City Estate	5.76 ha
Total	**9.53 ha**

5.2.4 The ELS has identified that the existing employment areas in this area can potentially provide an additional 9.53 ha of commercial land. Table 5.3 shows potential floorspace with M2 Access.

Table 5.3: M2 Access

Location	Floorspace Potential
Bridgewater Business Park	0 ha
Rochester Airport Estate	0 ha
Gillingham Business Park	3.75 ha
Courtney Road Gillingham	0 ha
Cuxton Road	0 ha
Ballard Business Park	0 ha
Commercial Road	0 ha
Temple Industrial Estate	0 ha
Medway Valley Park	0 ha
Total	**3.75 ha**

5.2.5 The ELAS has identified that the existing employment areas in the M2 area can potentially provide an additional 3.75 ha of commercial land. Table 5.4 below provides the results for the Peninsula.

Table 5.4: Peninsula

Location	Floorspace Potential
Isle of Grain	279 ha
Kingsnorth	92 ha
Total	**371 ha**

5.2.6 The Peninsula area has a vast amount of employment supply and as a consequence the supply is more than sufficient to accommodate all of the employment growth in Medway. Table 5.5 below provides the supply findings for other urban areas:

Table 5.5: Urban Areas

Location	Floorspace Potential
Railway Street	0 ha
Jenkins Dale	0 ha
Hopewell Drive	0 ha
Second Avenue	0 ha
Lower Twydall Lane	0 ha
Beechings Way	0 ha
Fort Horstead	0 ha
Total	**0 ha**

5.2.7 Sites within the existing urban area have no potential for additional land.

Summary of existing supply

5.2.8 Based on this summary of existing supply, it is considered that existing employment sites/allocations could provide 384.28 ha of land. Table 5.6 provides a summary of the identified gaps in future provision by broad spatial location:

Table 5.6: Identified gaps in floorspace and land requirements by 2021

Location	Land Required	Potential Within Existing Supply	Future Demand Gap
Town Centre/Waterfront	6.68 ha	9.53 ha	2.85 ha
M2	32.32 ha	3.75 ha	-28.57 ha
Peninsula	4.58 ha	371 ha	366.42 ha
Other Urban Areas	6.32 ha	0 ha	-6.32 ha
Total	**49.9 ha**	**384.28 ha**	334.38 ha

5.2.9 Table 5.6 illustrates that demand for land in M2 locations and Other Urban Areas will require new supply or redevelopment of existing sites at a greater density. The supply and demand in the Town Centre/Waterfront areas appears to have surplus land, but this of course masks the distinct demand for the Town Centre locations from hotels and tourism rather than Waterfront industrial areas with available supply. The Peninsula area provides a vast quantum of employment land and it is clear that this is in excess of demand. The Peninsula provides a unique asset for Medway, but it is important that its managed release over the long term is given due consideration through monitoring.

Future supply

5.2.10 The three main areas for future demand are Town Centre/Waterfront, (specifically Chatham and Rochester Centres/Waterfronts), M2 access and Other Urban Areas. Considerable work has already been undertaken on future development proposals for these areas including:

- Medway Waterfront Regeneration Strategy
- Chatham Centre and Waterfront Development Brief
- Temple Waterfront Development Brief
- Rochester Riverside Development Brief
- Corporation Street Adopted Framework

5.2.11 The following paragraphs set out the current planned proposals to identify future sites to meet forecast demand.

Future Town Centre and Waterfront sites

5.2.12 The Chatham Centre and Waterfront Development Brief sub divides the Town Centre into three sub areas. Employment proposals for each sub area are presented in Table 5.3 below:

Table 5.7: Development Brief Floorspace Provision

Use	Station Gateway	Waterfront	The Brook	Total
Business/Office (B1)	30,500 sq m	7,500 sq m	13,500 sq m	51,000 sq m
Hotel	3,250 sq m	5,750 sq m		9,000 sq m
Cultural Facilities		3,500 sq m		3,500 sq m
Mixed Use		1,500 sq m		1,500 sq m
Total	33,750 sq m	18,250 sq m	13,500 sq m	65,500 sq m

5.2.13 The development brief identifies that Chatham Centre could provide up to 65,500 sq m of business, hotel and cultural floorspace (Retail has been excluded). Based on a town centre employment density of 20, building height of 3 and plot ratio of 0.5 it is estimated that the floorspace could equate to a maximum of 4.36 ha of employment land.

5.2.14 The Rochester Riverside Development Brief and Corporation Street Framework identify that these areas will also contain levels of employment provision and Rochester Riverside is identified specifically for approximately 750 jobs in office and hotel uses. The table below illustrates the indicative findings of the SLAA:

Sub Area	Employment Elements	Indicative floorspace
Rochester Riverside	Small scale office, live/work units and hotel	12,000 sq m
Boulevard Quarter Station Quarter City Walls Quarter	Flexible small scale commercial floorspace comprising min ¼ of floorspace Largely commercial development Limited retail, office, leisure and hotel use	2,014 sq m

5.2.15 These developments will support employment growth on a small scale as part of large mixed used developments. Based on 3 storey building heights and a high plot ratio of 0.5 equates to 0.93 ha of employment land.

Future M2 Access sites

5.2.16 Rochester Airfield has been promoted to the Council as a potential option for intensification of use building on the strength of existing business (BAES) and the recent success of the Council Innovation Centre. The SLAA identifies that the area has the capacity to support 21,607 sq m of new employment on 6.4 ha of employment land.

5.2.17 Lodge Hill is a former MOD site approximately 300 ha in size with reasonable m2 access. The site has become available for development and the emerging Core Strategy currently identifies 43,353 sq m of potential floorspace within a mixed use urban extension including employment. Based on a business park plot ratio of 0.3 and two storey building heights this would equate to approximately 7.22 ha.

5.2.18 The Temple Waterfront Development Brief identifies that the development should contain approximately 15,000 sq m of commercial space. Based on a business park employment density of 20, building height of 2 and plot ratio of

0.4 it is estimated that the site would equate to a maximum of 1.87 ha of employment land.

Summary of future supply

5.2.19 Future employment proposals could provide 20.78 ha of future requirements. Based on projected demand this will be an undersupply of provision (excluding Peninsula sites). Table 5.8 provides a summary of the identified gaps in future provision by broad spatial location.

Table 5.8: Identified gaps in floorspace and land requirements by 2021

Location	Future Demand Gap	Future Development Supply	Oversupply /Shortfall
Town Centre/Waterfront	2.85 ha	5.29 ha	8.14 ha
M2	-28.57 ha	15.49 ha	-13.08 ha
Peninsula	366.42 ha	0 sq m	366.43 ha
Other Urban Areas	-6.32 ha	0 sq m	-6.32 ha
Total	**334.38 ha**	**20.97 ha**	**-313.41 ha**

5.2.20 Table 5.8 illustrates that future supply proposals will result in an oversupply of 8.14 ha in the Town Centre/Waterfront area. Some Medway waterfront sites that are already coming under pressure for redevelopment for a mix of uses and the Council will need to ensure that the oversupply does not undermine the Council's ability to defend appeals against the loss of valuable employment sites.

5.2.21 There is a current undersupply of 13.08 ha of employment land with M2 access. The proposals at Lodge Hill/Chattenden, Temple Waterfront and Rochester Airfield make a significant contribution towards meeting demand. Baker Associates consider that there is scope for the redevelopment of existing employment areas in the Strood area with higher vacancy and poorer quality premises and this has the potential to address some or all of this demand.

5.2.22 Table 5.8 identifies that there is unmet demand for 6.32 ha of provision in urban areas. This demand is predominately generated by the construction industry which generally tends to favour sites located north of the River Medway to enable easier access to London and the rest of the Thames Gateway. Available supply in the waterfront area, such as the 3.75 ha on Medway City estate has the potential to contribute towards meeting this demand, if the Council decides it's desirable for the image of Medway City Estate.

5.2.23 It is important to note that employment land figures are indicative only and are dependent on the employment density of development proposals. The recommended approach to employment monitoring is to ensure that sufficient employment floorspace is provided in the right location.

5.2.24 Overall the study identifies that this is an undersupply of employment land (excluding Peninsula) under the higher growth scenario. The following bullet points summarise the main site specific actions:

- The Council needs to consider the balance between the Town Centre uses and Waterfront uses to ensure there isn't an oversupply of land in the waterfront locations. Sites such as Chatham Port have been promoted for development and an oversupply will increase pressure for alternative uses. The Council should determine this balance and define acceptable losses to mixed use redevelopment schemes that will improve the quality of employment provision.

- Over the long term the Council needs to ensure that employment provision with M2 access keeps pace with demand through careful monitoring.

- Phasing of Lodge Hill/Chattenden is required to support the regeneration and redevelopment of poorer but valuable employment sites in the Strood area.

5.3 Assessment of policy recommendations

5.3.1 Implementation should be taken forward as part of the LDF process and in line with site specific design and development briefs. The Council should ensure appropriate monitoring and phasing to support the regeneration objectives of the Council and avoid undermining delivery in particular spatial locations. The strategic issues which will need to be considered by the Council as a result of this report include:

- Identification of growth areas and strategic locations

- Achieving town centre growth and regeneration

- Proposals for the use of vacant and underused land

- Management and phasing of land release

- Mixed use sites and linking new housing with employment

5.3.2 The specific policy issues that will need to be addressed include:

- Safeguarding sites for employment uses

- Use of and requirement for developer contributions

- Redevelopment of employment sites for employment purposes

- Restriction on uses at certain sites to cater for specific growth sectors

5.3.3 Supporting economic growth and stimulating regeneration in the growth employment sectors is a complex task. This will require comprehensive and coordinated use of all the available tools to achieve the necessary outcomes. An important aspect of delivering the right growth within Medway will be achieved by setting objectives at the strategic level that can be combined with the use of policy tools and techniques which encourage and support

appropriate types of new and alternative development at the right locations across the area.

5.3.4 The issue of protecting employment sites needs further comment in the context of an overall likelihood of a few declining employment sectors against the likely land requirement to enable the economic potential of the area to be achieved. The issue is more complex than simple numbers. The consideration of development proposals that would result in the loss of a site currently or previously used for employment must be made according to policies that are to take forward the overall economic development strategy. This means that proposals that would lead to the loss of smaller poorer quality employment areas, including those targeted by residential developers because of their location are no longer dealt with on a piecemeal basis, but relate to a wider context. Appropriate policies for the LDF will need to:

- provide for decisions to be made in the context of an economic development strategy which sets out to deliver what economic potential exists, which recognises the role of land and premises as part of the delivery of that strategy and which recognises the role of smaller as well as larger sites;
- include tests relating to accessibility to employment opportunities from residential areas;
- require a variety of types of site to be part of the overall portfolio, including sites suitable for lower cost base operations, and perhaps relate this requirement to different parts of the Local Authority in the spatial strategy.

5.3.5 Overall, clear direction is required to ensure that there is no over or under supply of employment provision. Through the supply and demand analysis we have considered that a variety of employment sites are provided to enable market choice and improve/maintain existing resident's opportunities to work locally. With these broad requirements on future proposals considered, there would presumably be other tests to do with the suitability for other uses of a site in its context, as part of the more generic criteria policies in the plan.

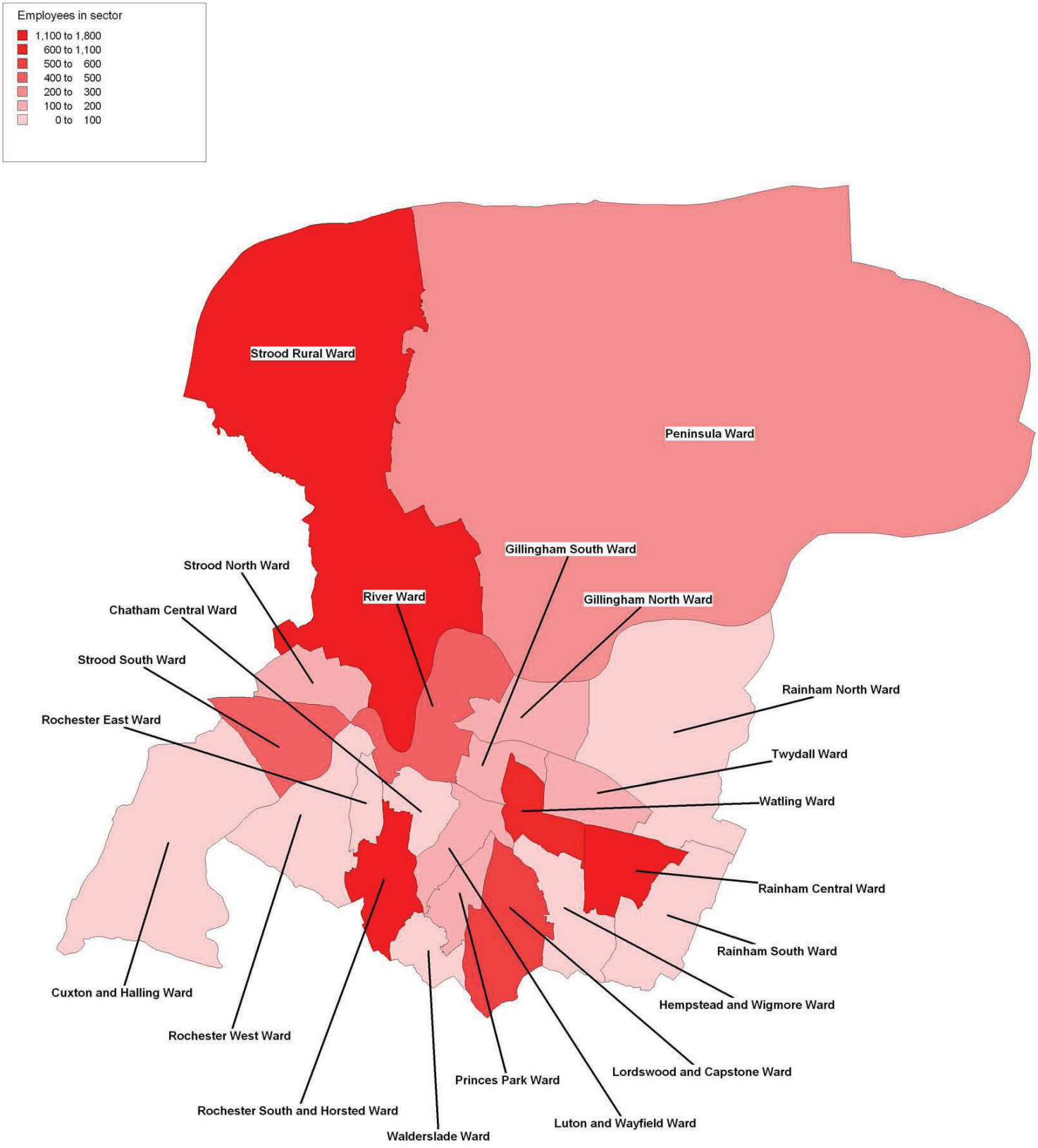
5.3.6 The use of phasing and managed release mechanisms will be an essential part of achieving the preferred spatial vision for Medway. These mechanisms can offer a valuable tool in achieving co-ordinated and sustainable development. Importantly, for Medway to achieve higher economic growth and to co-ordinate regeneration initiatives at Chatham Centre/Waterfront, existing employment sites and on the Peninsula, it is essential that there is a managed development of sites and that monitoring manages the achievement of outcomes related to the strategic objectives and essential targets set out in the Core Strategy.

5.3.7 There are a number of different policy approaches that can be used to set up a robust phasing or management process which creates a direct relationship between allocations, actual built development and monitoring. It will be important to establish what is to be achieved and clarify the opportunities

offered by these techniques and their appropriate use in different parts of the LDF.

6 Appendix 1: Location of existing employment by sector

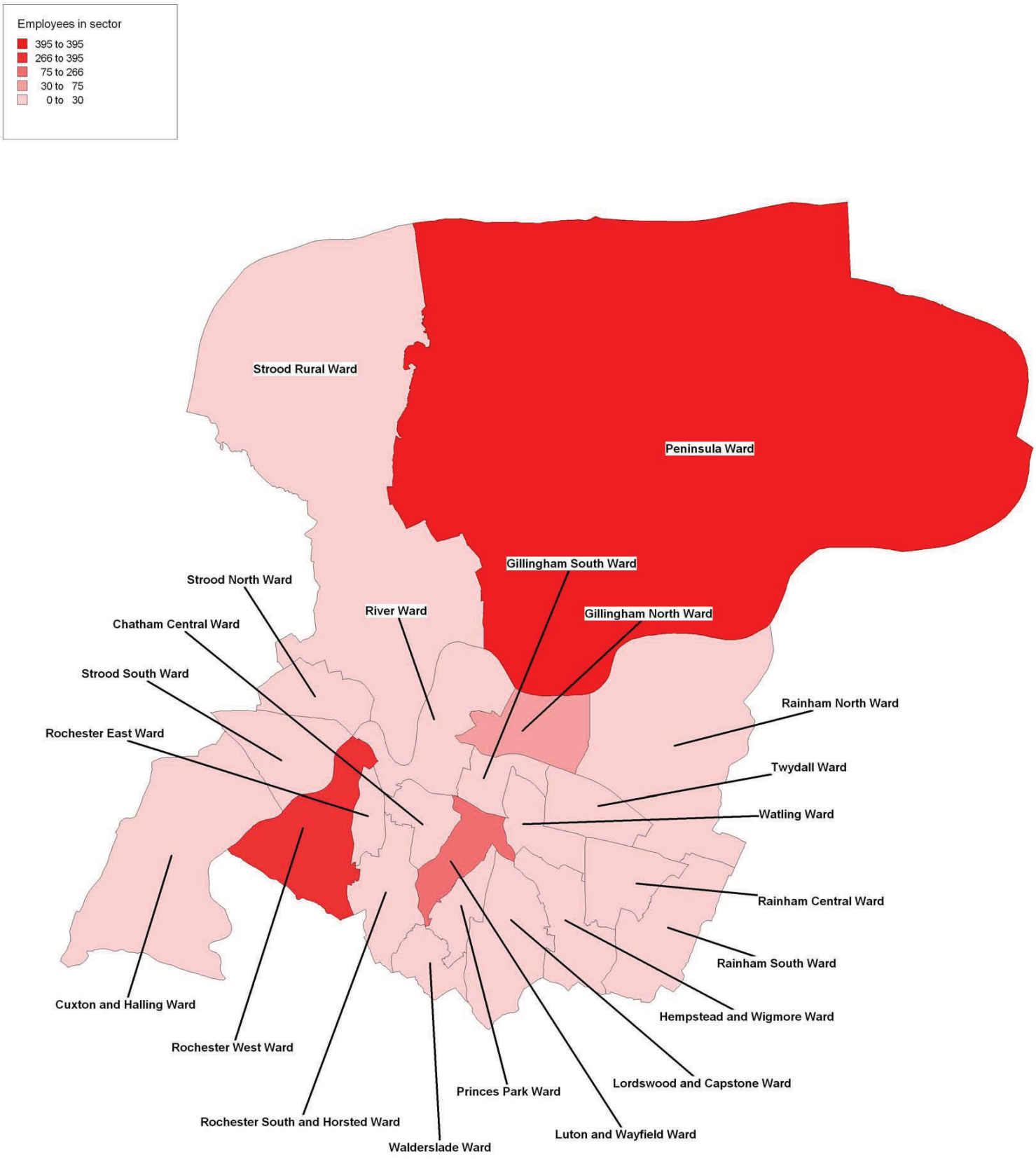
6.1.1 Appendix 1 sets out the distribution of existing employment by sector.



Medway Employment Distribution: Manufacturing

Scale: 1:90,000

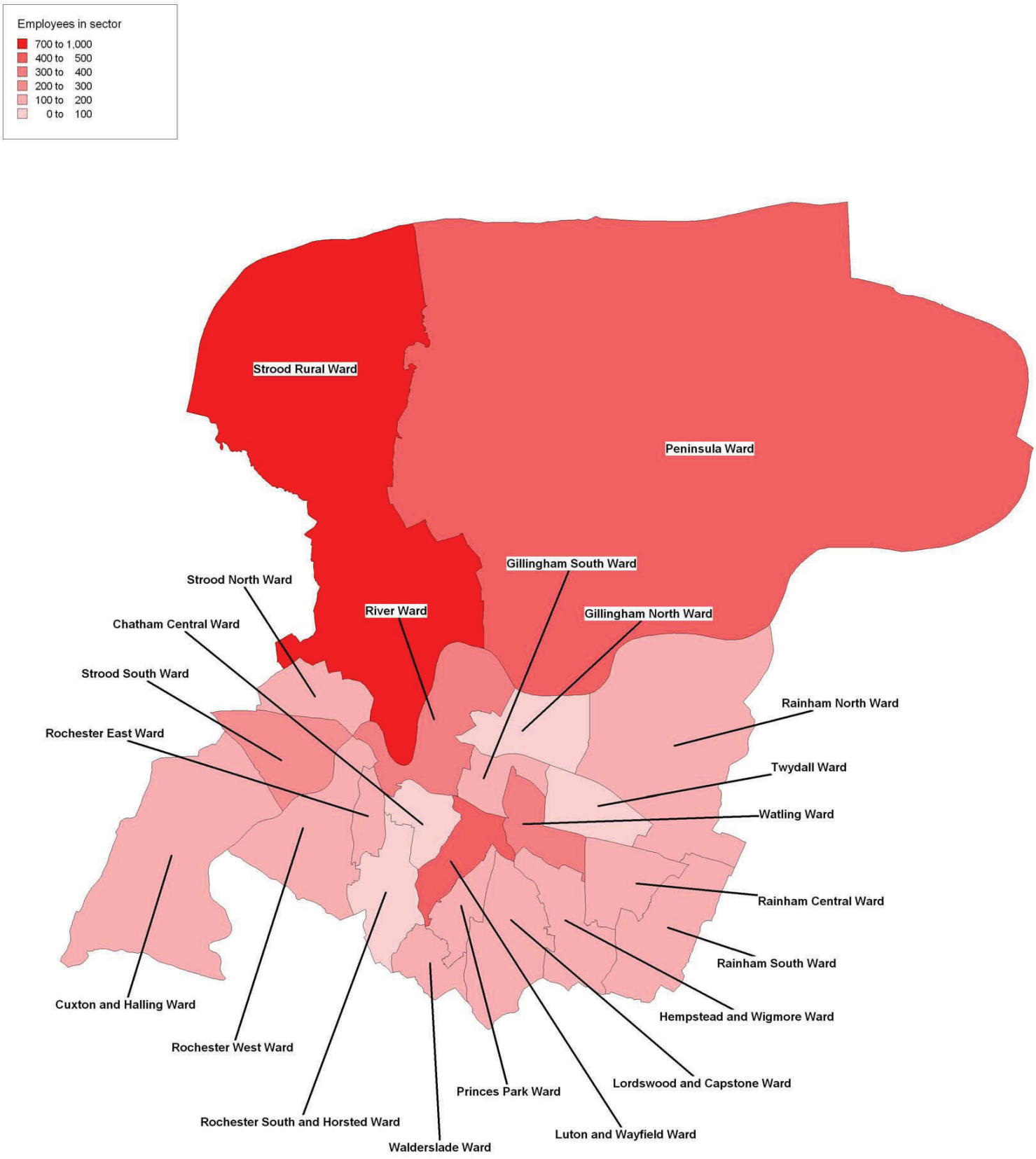
BAKER associates planning consultants



Medway Employment Distribution: Electricity, Gas and Water Supply

Scale: 1:90,000

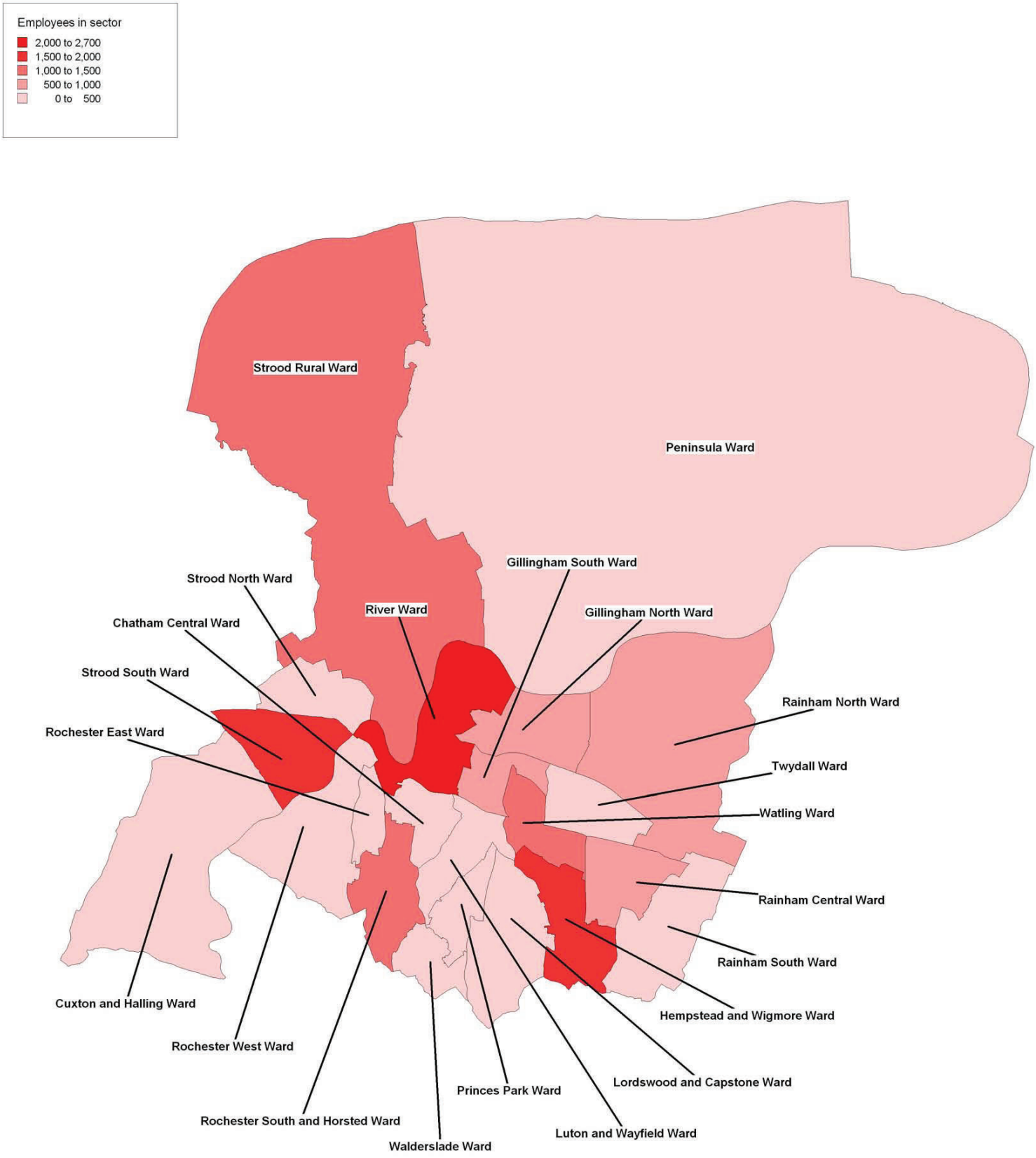
BAKER associates planning consultants



Medway Employment Distribution: Construction

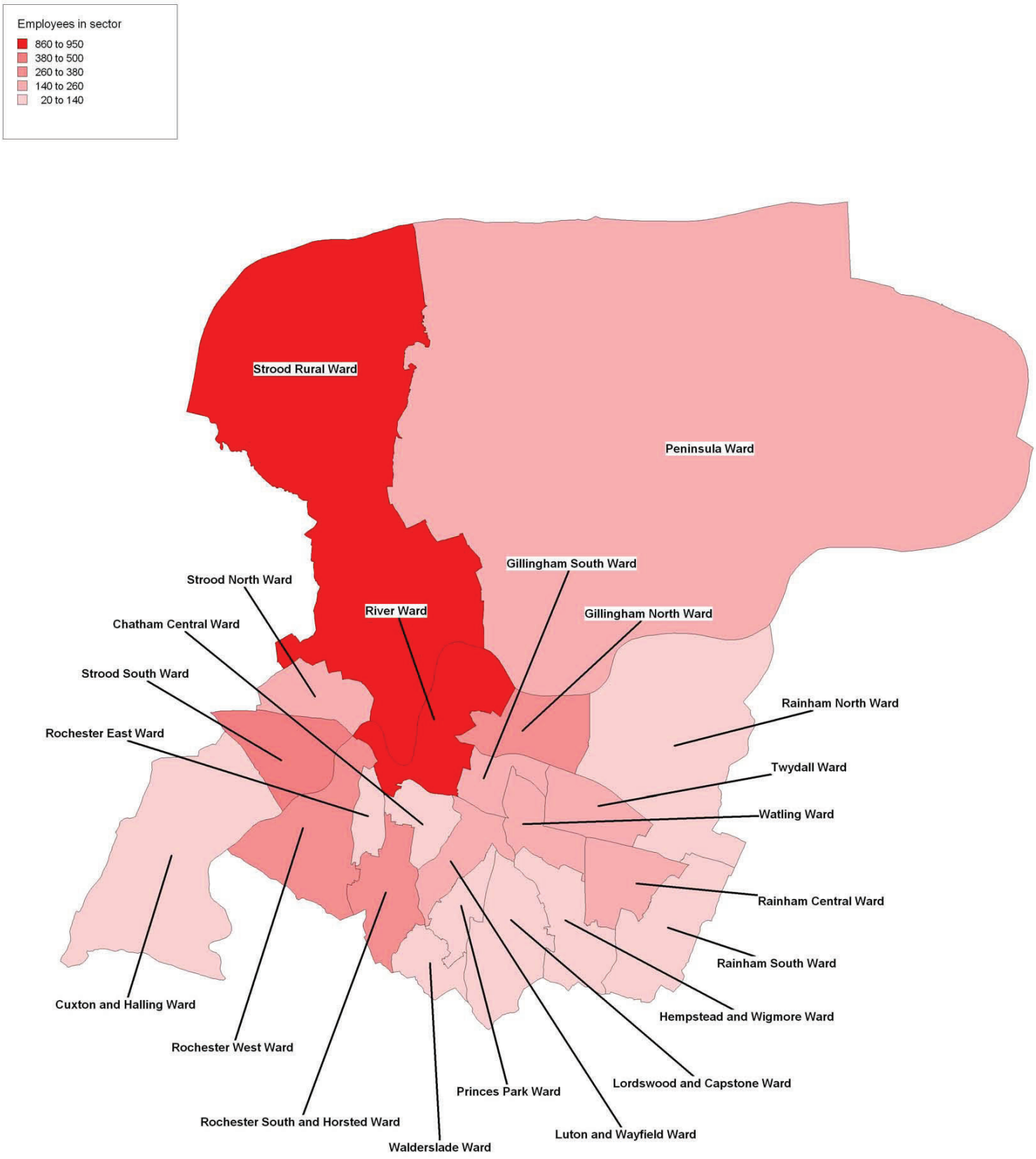
Scale: 1:90,000

BAKER associates planning consultants



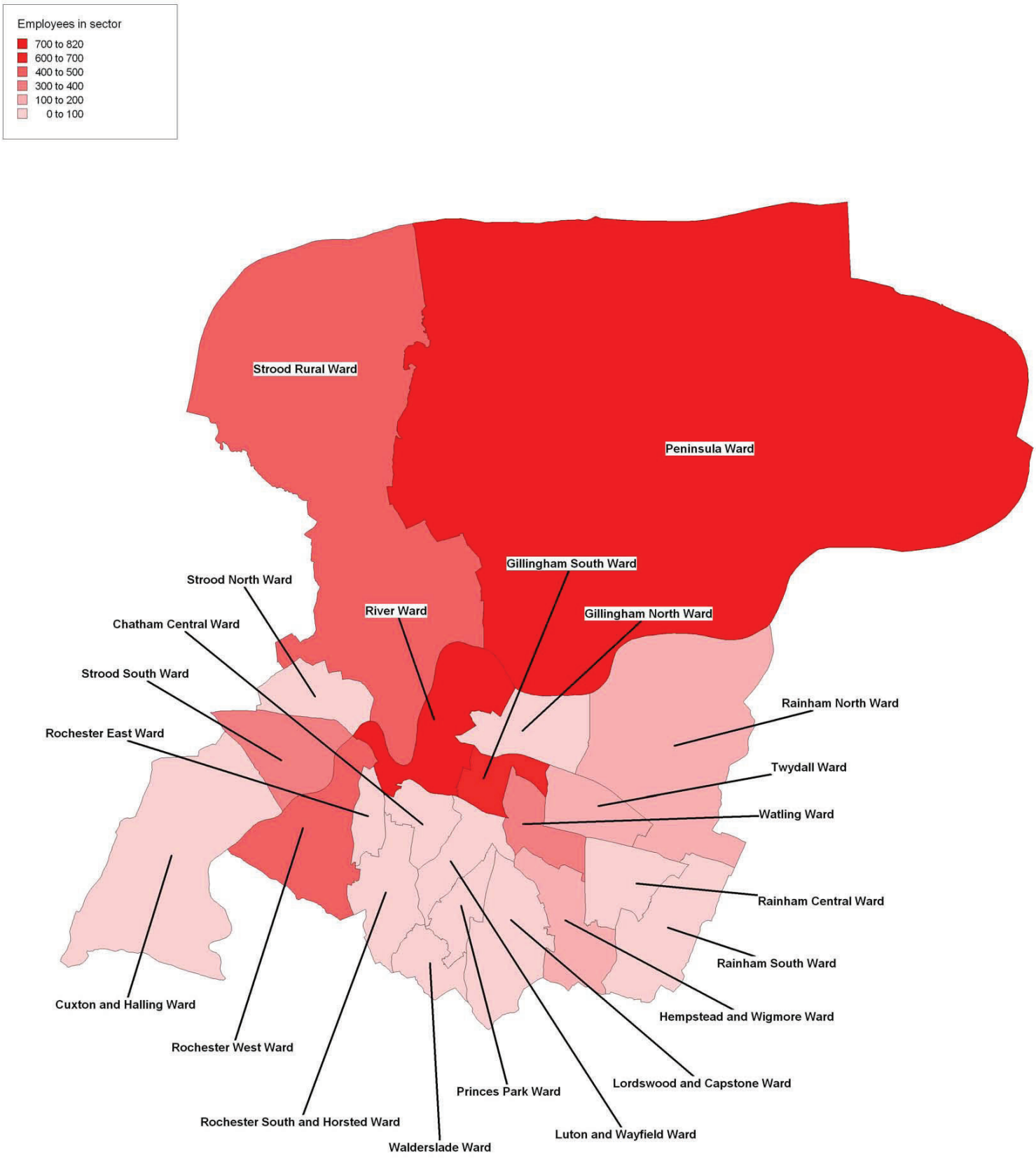
Medway Employment Distribution: Wholesale and Retail Trade; Repair of Motor Vehicles, Motorcycles and Personal and Household Goods

Scale: 1:90,000



Medway Employment Distribution: Hotels and Restaurants

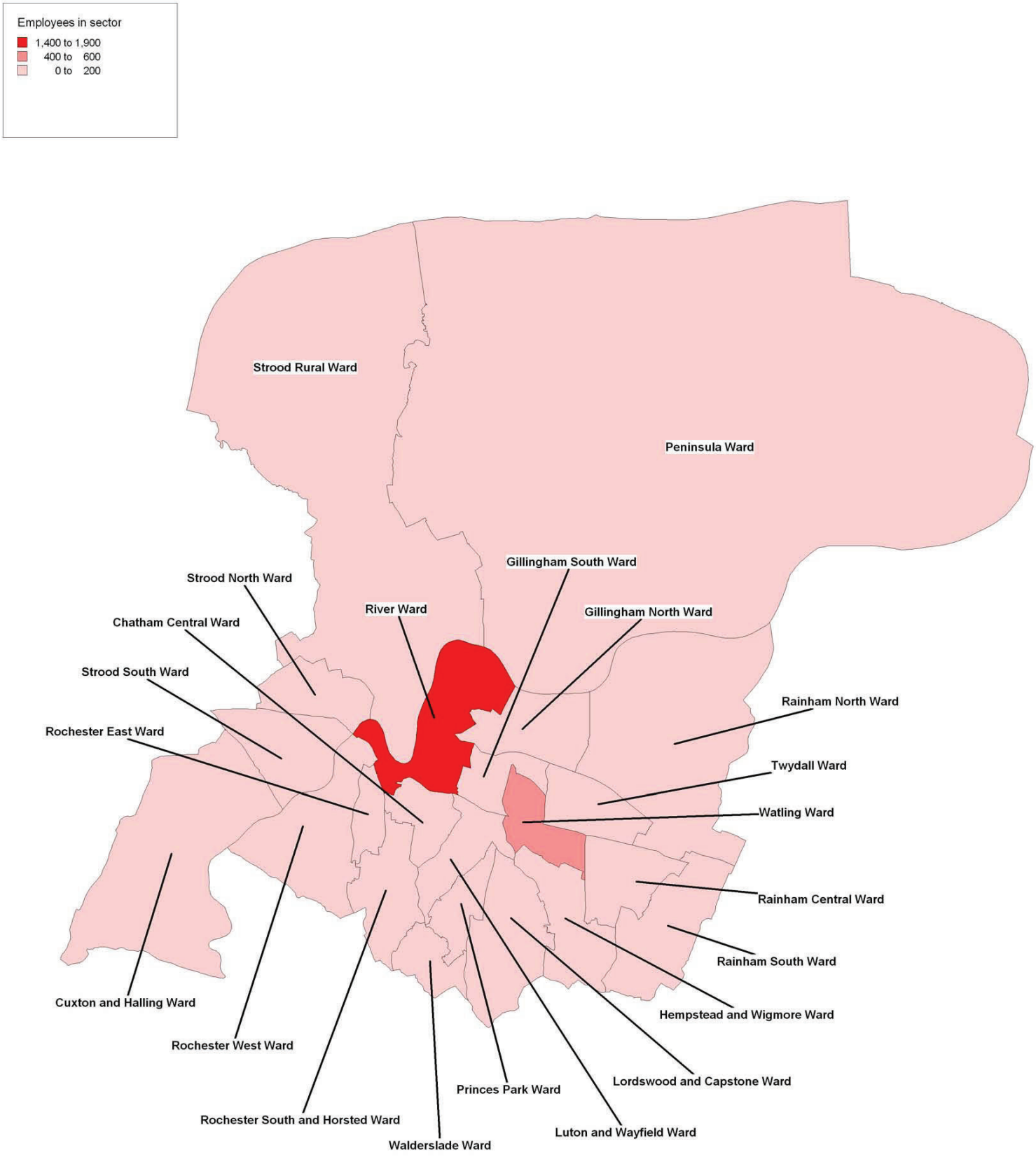
Scale: 1:90,000



Medway Employment Distribution: Transport, Storage and Communications

Scale: 1:90,000

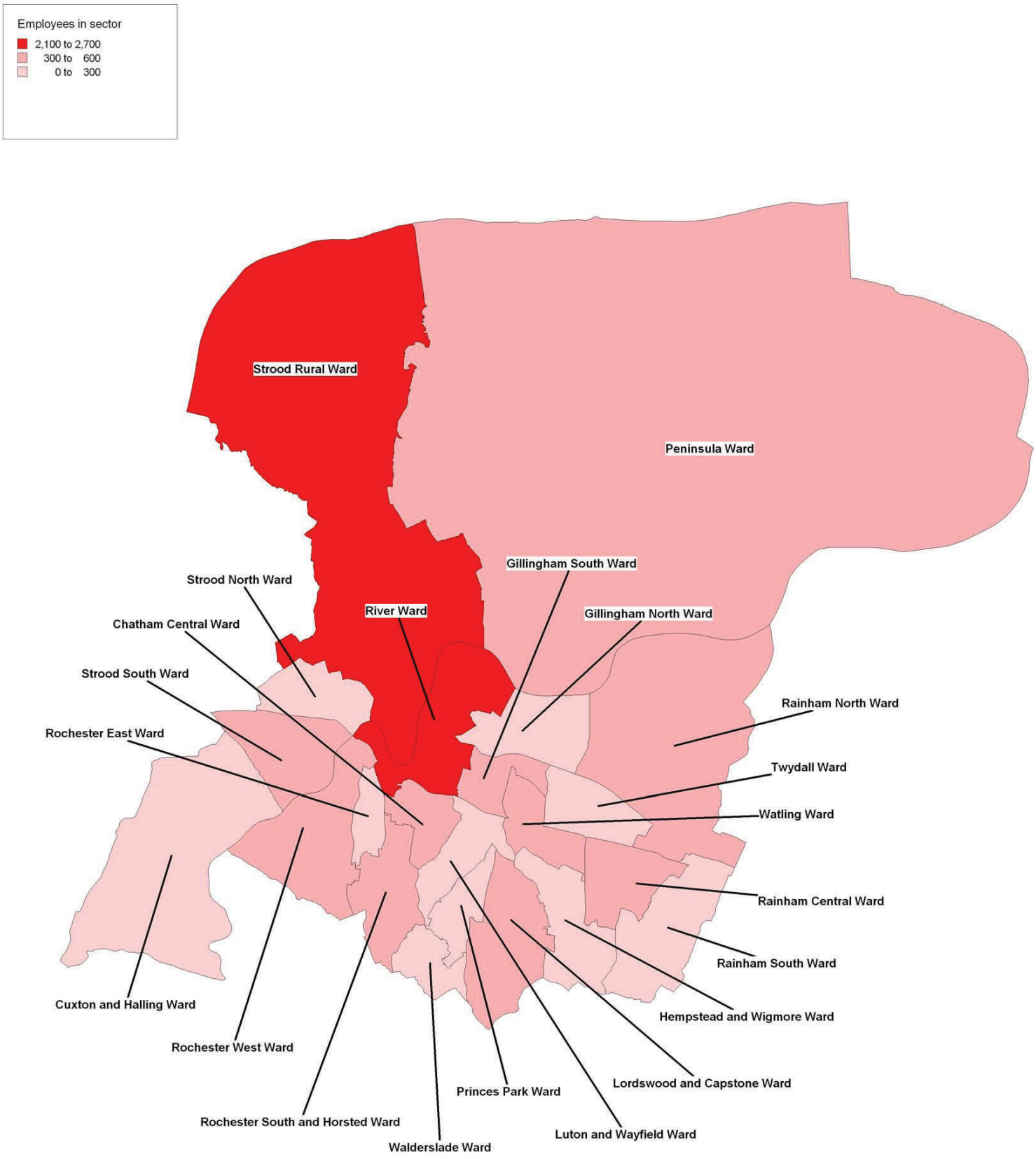
BAKER associates planning consultants



Medway Employment Distribution: Financial Intermediation

Scale: 1:90,000

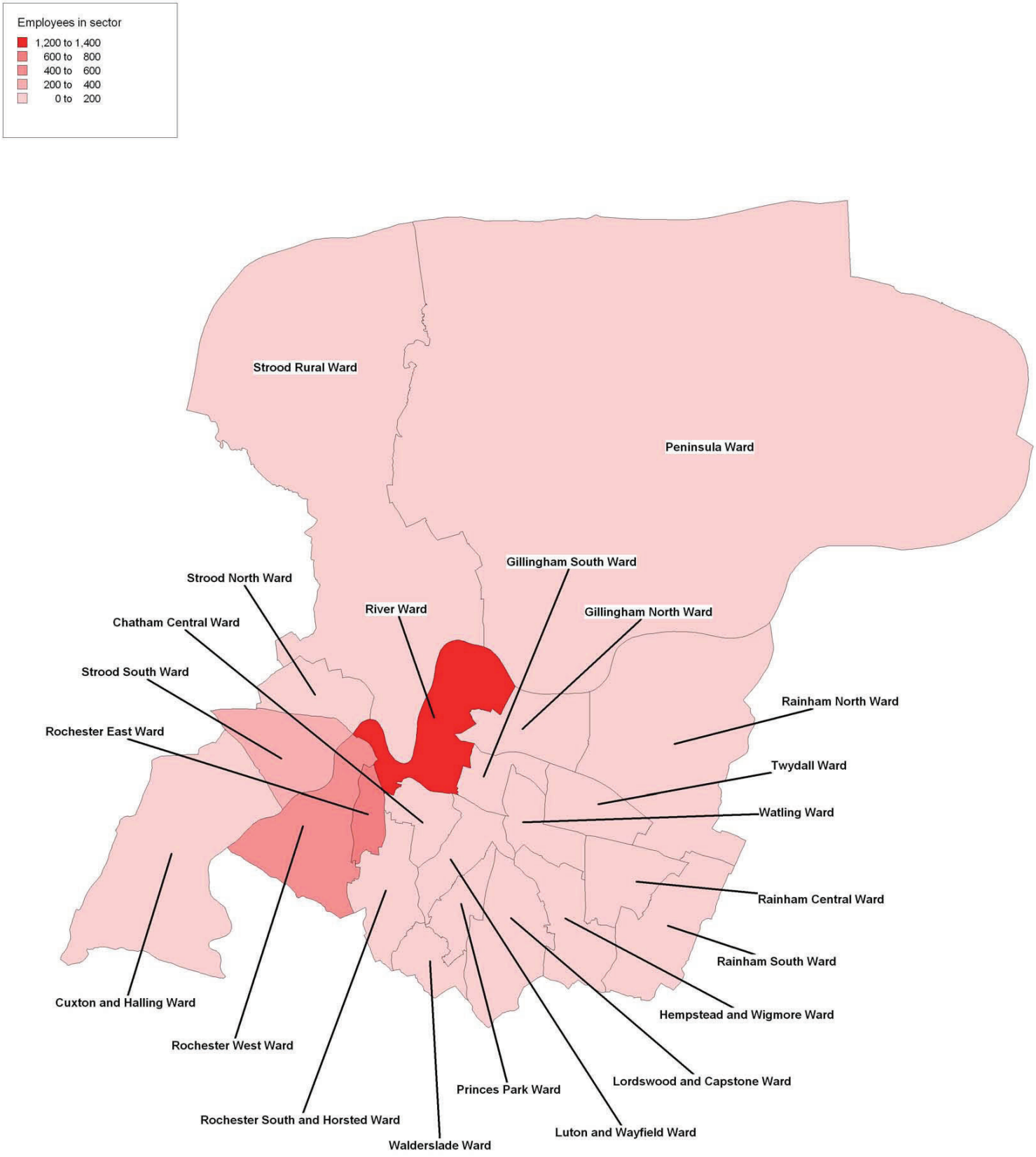
BAKER associates planning consultants



Medway Employment Distribution: Real Estate, Renting and Business Activites

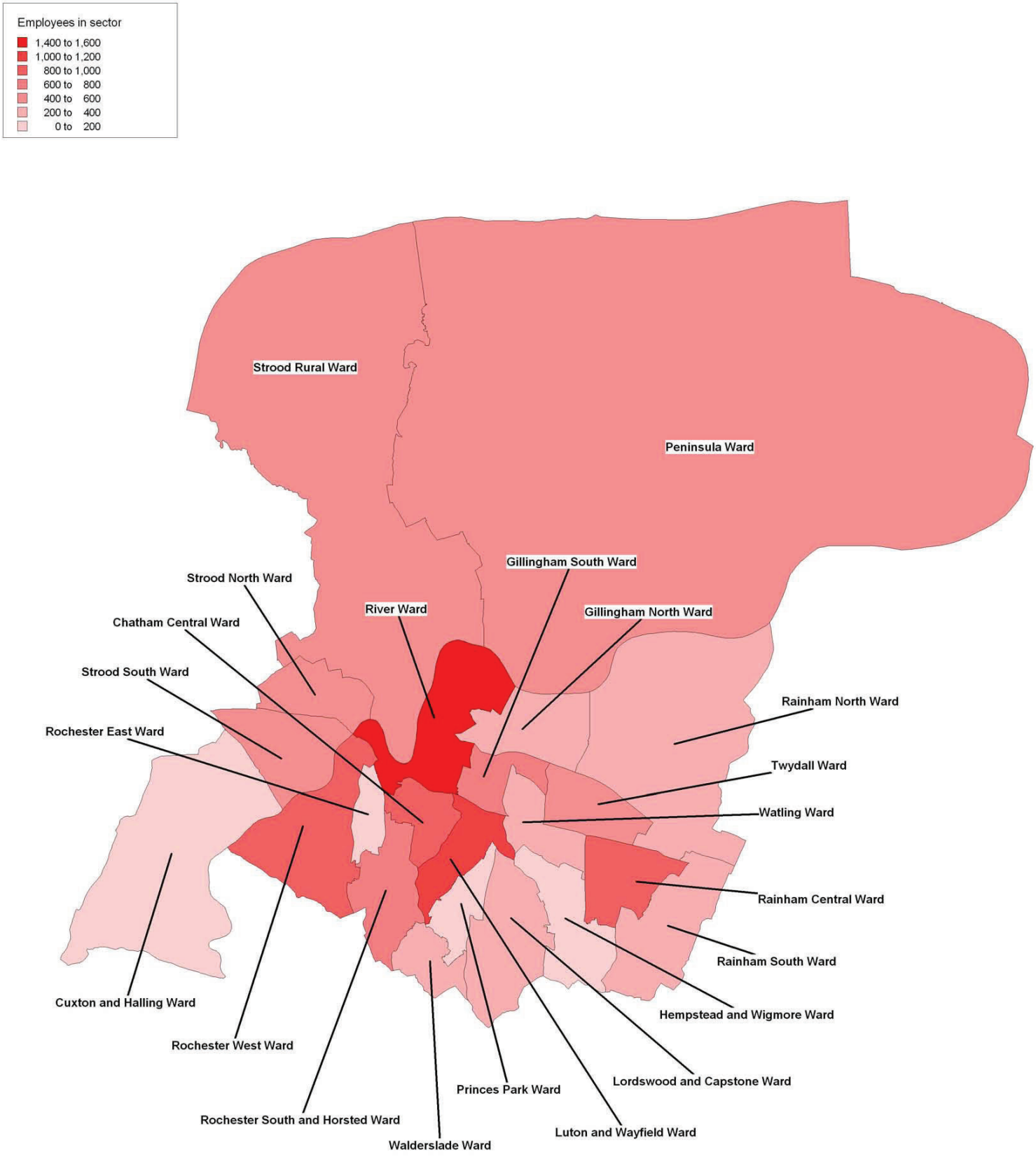
Scale: 1:90,000

BAKER associates planning consultants



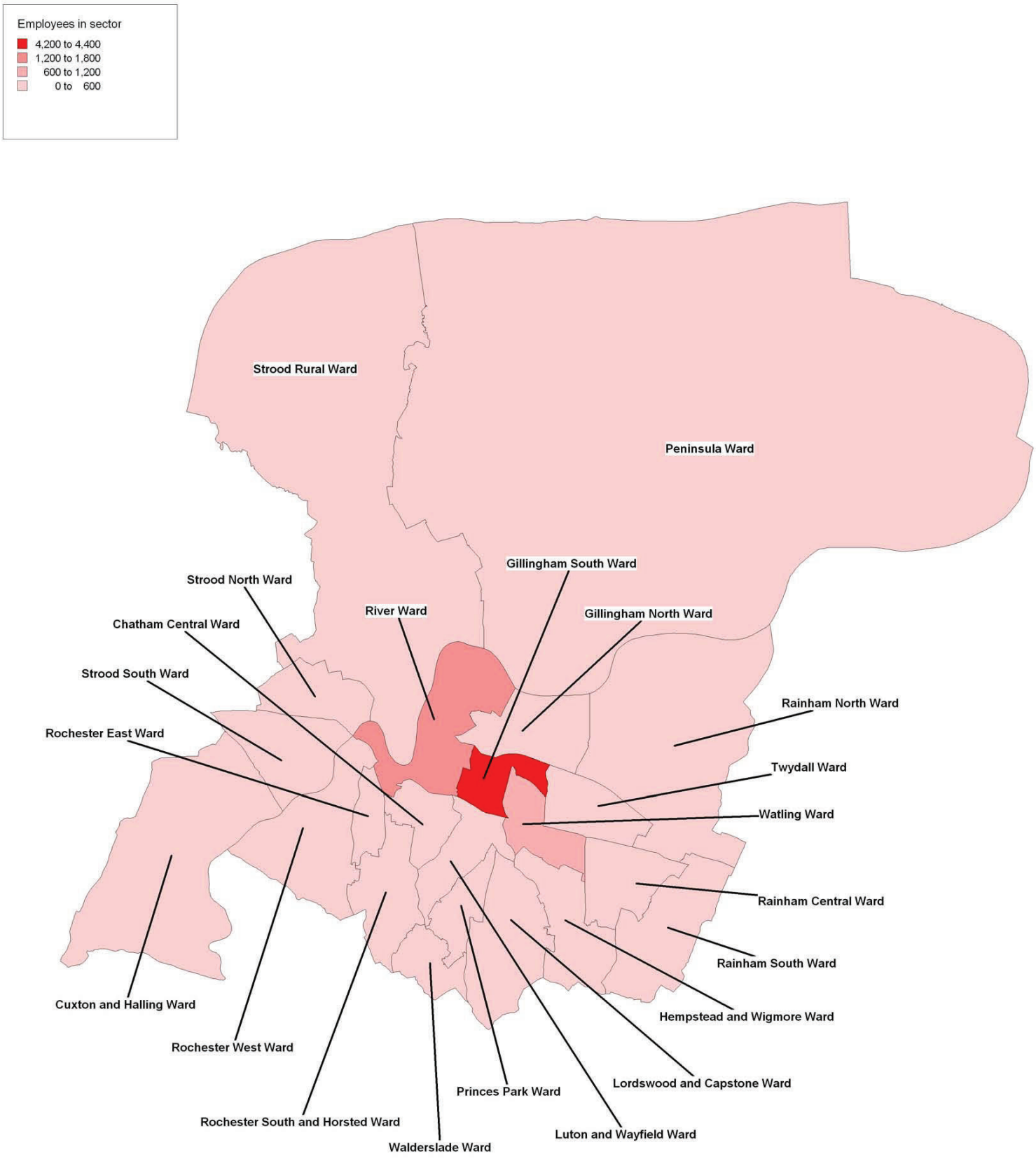
Medway Employment Distribution: Public Administration and Defence; Compulsory Social Security

Scale: 1:90,000



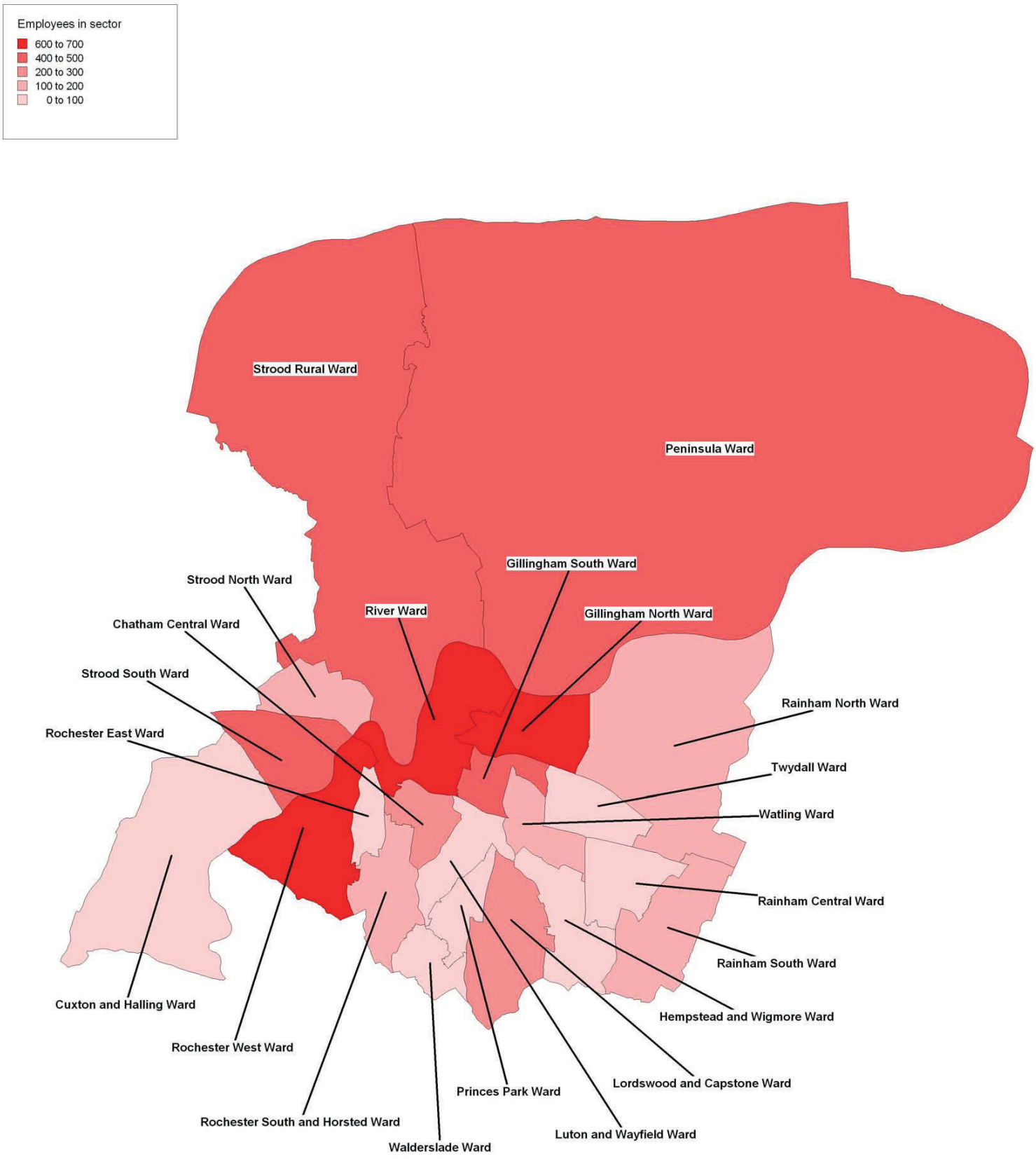
Medway Employment Distribution: Education

Scale: 1:90,000



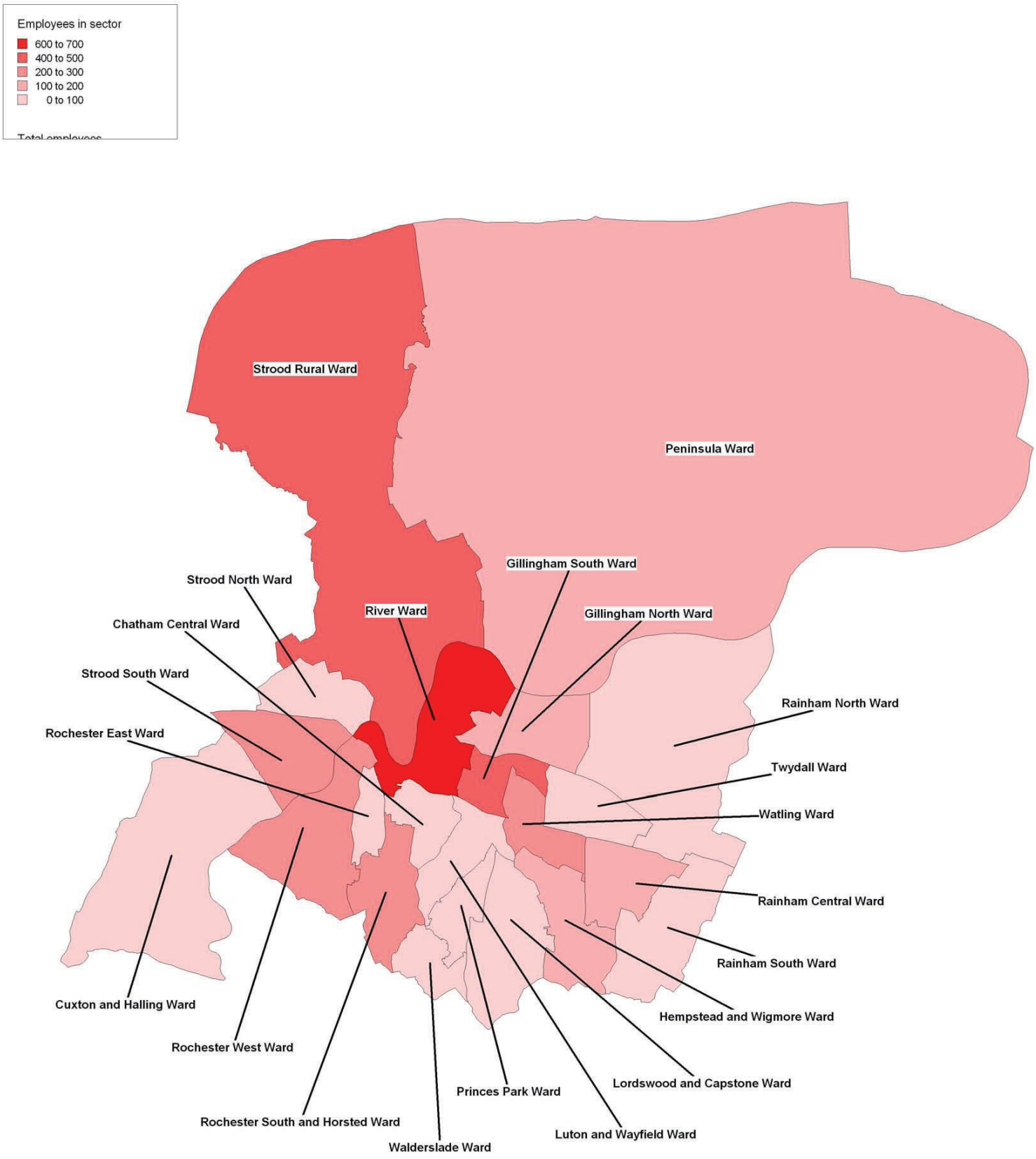
Medway Employment Distribution: Health and Social Work

Scale: 1:90,000



Medway Employment Distribution: Other Community, Social and Personal Service Activities

Scale: 1:90,000



Medway Employment Distribution: Total Employees

Scale: 1:90,000

7 Appendix 2: Consultation questionnaire

7.1.1 Appendix 2 sets out the Consultation question used to guide the semi structure telephone interview used to inform the translation model.

Details:

Company Name

Phone

Contact name and position

Explain purpose of survey and emphasise confidentiality

Medway Overview:

Main positive factors of Medway economy?

Main negative factors of Medway Economy?

Future growth prospects:

What employment sectors do you think have potential to grow?

What are the key employment sectors?

Locational Assumptions:

For the sectors identified where would they want to locate and why?

Premises Requirements:

What type and size of premises?

Are there other areas of Kent/Thames gateway that would be preferable or as good?

Other views

Views on economic Development strategy/action plan?

8 Economic Development Strategy - Appendix 6

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