

CABINET

20 DECEMBER 2016

FUTURE OF MEDWAY DUKE OF EDINBURGH AWARD SCHEME

Portfolio Holder: Councillor Andrew Mackness, Children's Services
(Lead Member)

Report from: Ian Sutherland, Interim Director Children and Adults
Services

Author: David Dowie, IYSS Head of Service

Summary

This report details the options for the delivery of a sustainable and resilient Duke of Edinburgh Award scheme in Medway, which the Cabinet is asked to consider and approve.

1. Budget and Policy Framework

- 1.1 The decision to reconfigure, and/or outsource, executive functions like the Youth Service and The Duke of Edinburgh Award Scheme (DofE) is a matter for Cabinet. This is particularly relevant as it was stated in the report to Cabinet on 12 January 2016 that the DofE should remain within the Council.
- 1.2 The report to Cabinet in January 2016 also proposed that the budget for the Duke of Edinburgh Award should be reduced to £50,000 per annum from April 2017.

2. Background

- 2.1 The delivery of a Council wide DofE can only be undertaken by two organisations, either a local authority or DofE SE Region (National DofE) Consequently, a commissioning process is not appropriate in the awarding of any contract for the outsourcing of the service (please see paragraph 11.1 for further details).
- 2.2 Since initial discussions took place at the beginning of the year, further meetings have taken place with DofE SE Region, to explore the best arrangement that could be provided to DofE to ensure that schools get the right support package to secure the on-going success of DofE.

- 2.3 The DofE SE Region proposal now offers a solution to the school licence situation. It also provides sustainable staffing support to the Medway DofE programme, the development of a DofE regional centre of excellence and the prospect of a zero funding requirement on Medway Council at the beginning of year 3.
- 2.4 There is a need to ensure that wherever DofE is positioned, that it is sustainable and resilient and provides the best future support and opportunities for young people and Schools in Medway.
- 2.5 This report addresses the DofE SE Region (option 1) and the option of Schools purchasing their own licences (option 2). Whilst option 2 gives greater savings for the next two financial years it carries a significant risk that the DofE scheme will be unsustainable, as the majority of Schools may not be able to manage the programmes on an individual basis.
- 2.6 Any In-house model of DofE provision would not deliver the savings that options 1 & 2 offers and would not be sustainable in the long term.

3. Options

- 3.1 As outlined above, there are now two options for consideration:
- DofE SE Region option (DofE Regional Officer) – option 1
 - Provide Schools with the cost of licences in 2017-18 and thereafter provide no Council funding for DofE from 2018-19 onwards – option 2.

4. DofE SE Region option 1 (Appendix 1)

- 4.1 National DofE has reviewed the way in which local authority DofE programmes are delivered and supported by the national office. This is in the light of reduced central government funding for local authorities and the increased request for support for local DofE schemes. National DofE wants to ensure support is provided for high performing DofE programmes and Medway has been identified for this support.
- 4.2 The DofE SE Region believes that it is best placed to support Medway DofE to ensure the security and consistency of DofE delivery whilst providing Medway Council with a zero financial burden after a period of two years.
- 4.3 The proposal is to offer schools a phased financial approach to becoming full licence holders in year three. The regional team will work with schools to ensure that they are aware of the financial arrangements and will provide programme delivery and administration support to maintain the high level of performance.
- 4.4 Funding can be provided to disadvantaged and vulnerable young people through a National DofE funding grant. Schools also have access to pupil premium to provide funding support to local disadvantaged students who might wish to take up the DofE scheme.
- 4.5 The regional proposal also includes the development of the DofE base at the Strand as a regional centre of excellence for DofE in the south east. The Strand Centre is currently used by the Council to provide the in house

service and it is proposed that these premises would be leased or let to the provider as part of the outsourcing contract. The service provider would deliver and co-ordinate the local Medway DofE delivery of programmes and provide a management and training resource for the wider south east area (Kent, Sussex, Hertfordshire and Essex.)

- 4.6 The SE Regional DofE would require a rent free lease for the duration of the two year contract from Medway Council so that it can develop and use the Strand DofE building.
- 4.7 The Council would minimise the need for compulsory redundancies wherever possible. There is a possibility that the DofE administration role would transfer to SE Region and therefore it is the Council's view that TUPE would apply.
- 4.8 National and Regional DofE have considerable experience of taking over local authority DofE schemes.
- 4.9 The new regional DofE structure will have dedicated DofE delivery and support staff that would have specific Medway roles and responsibilities. This proposal offers a capacity building option for DofE in Medway for minimal financial investment by the Council.
- 4.10 The SE Regional proposal provides greater assurances against a drop in performance levels of Medway DofE awards. In 2015-16, 1075 young people received DofE awards. See Appendix 2 to the report.
- 4.11 In addition, the National DoE have stated that their 5 year strategic objectives includes a target to increase the numbers starting awards to 300,000 by the end of 2016/2017, with a further increase to 500,000 by 2020. For the SE Regional DoE, they are aiming at a growth of 8% per annum.

5. Provide Schools with the cost of licences in 2017-18 and thereafter provide no funding for DofE from 2018-19 onwards – Option 2

- 5.1 The Medway Secondary Schools and education establishments that are currently delivering the DofE award will be provided with their licence fee (£1,030 x18) in 2017-18 and thereafter will receive no further financial support from Medway Council.
- 5.2 This option will provide a degree of financial transition to Schools becoming full licence paying organisations with DofE and deliver savings to Medway Council in 2017-18 in excess of £30,000. This option does not provide a transition in terms of performance and delivery of the Medway DofE award.
- 5.3 To minimise impact on DofE delivery and performance, it would be necessary to work with Regional and National DofE so that they are able to provide the necessary support to Secondary Schools as Medway DofE support staffing is withdrawn and funding support to Schools is reduced.
- 5.4 Appendix 2 shows the current take up and performance of Medway DofE in 2015-16. It is clear that many Schools will not be able to deliver DofE on their own in the immediate future and will require considerable support to ensure that the DofE award is sustained across the Council.

- 5.5 This proposal would also involve redundancies of Medway DofE staff, as the Council would no longer be providing this service and there would be no TUPE provision for the DofE staff.

6. Risk management

Risk	Description	Action to avoid or mitigate risk	Risk rating
Financial	Regional DofE Option 1 Council requires future savings to DofE budget	Savings provided. The SE DofE option does not require future Council funding after year 2	3C
	Provide Schools with funding for Licences in 2017-18 and in 2018-19 remove remaining funding – Option 2 Council requires future savings to DofE budget	A transitional option that provides schools with some support in 2017-18. A saving of approximately £31k will be delivered in 2017-18 and a further £19k in 2018-19.	3D
Organisational	Regional DofE option 1 Redundancies of DofE staff	Staff at risk of redundancy. Medway would be liable for any redundancy costs incurred. Possibility of administrative role transferring to SE Region	4A
	Provide Schools with funding for Licences in 2017-18 and in 2018-19 remove remaining funding – Option 2 Redundancies of DofE staff	Medway DofE staff at risk of redundancy. Regional DofE may be able to pick up the support to secondary Schools if kept sufficiently informed.	2B
Performance	Regional DofE option 1 Current high performance declines due to poor management support	Performance and QA will be provided by National and regional DofE as part of their option.	2E
	Provide Schools with funding for Licences in 2017-18 and in 2018-19 remove remaining funding – Option 2 Current high performance declines due to poor management support	SE Region would need to provide support to Schools to maintain operational delivery. This only provides a financial transition. Performance is likely to drop.	2B

7. Consultation

- 7.1 Informal consultation has begun with Medway DofE staff and SE Regional Office of DofE. Formal consultation will begin with all parties once Cabinet has decided on the future delivery of DofE.
- 7.2 A Diversity Impact Assessment has been carried out on the proposed change in delivery of the DofE Scheme, as set out in Appendix 3 to the report.

8. Implications for Looked After Children

- 8.1 The opportunities for Looked After Children to access the DofE in Medway will not change. Funding is available from National DofE to support disadvantaged young people and Schools have discretion to access Pupil Premium to fund their vulnerable student involvement in DofE.
- 8.2 Medway DofE has targeted Looked After Children and other vulnerable and disadvantaged groups in recruiting to DofE programmes.

9. Financial implications

9.1 SE Regional DofE - option 1

	Year one		Year two		Year three	
	A	B*	A	B*	A	B*
Operational support for DofE centre	£17,600	£5,060	£11,330	£11,330	£0	£22,660
Business support officer	£13,000	£0	£13,000	£0	£0	£0
Summit house	£10,000	£0	£10,000	£0	£0	£0
Expedition management	£7,400	£0	£7,400	£0	£0	£0
Expedition income	-	£0	-	£7,500	-	£25,000
Expedition equipment management	£2,000	-	£2,000	-	£0	-
Training income	-	£6,500	-	£6,500	-	£6,500
Participation Place Income		£20,615		£21,701		£23,873
Totals	£50,000	£32,175	£43,730	£47,031	£0	£78,033
Total income	£82,175		£90,761		£78,033	
A = Medway Council contract value						
B = Income generated by DofE						
* future increases in licence fee will be added to centre licence fees						

- 9.2 **The SE Regional DofE option 1** provides Medway Council with a zero budget requirement in Year 3, with a total financial commitment of £93,730 across years 1 and 2. Staff would be at risk of redundancy under this option. There is a possibility that the DofE administrative role could transfer to SE region
- 9.3 **Provide Schools with the cost of licences in 2017-18 and thereafter provide no funding for DofE from 2018-19 onwards – Option 2**
A saving of approximately £31,000 will be delivered in 2017-18 and a further £19,000 in 2018-19. This option provides a limited financial transition for Schools to becoming full DofE licence payers. Staff would be at risk of redundancy under this option.
- 9.4 Redundancy costs for option 1 (SE Region) are approximately £16,603; this assumes the DofE admin assist could transfer to SE region. Option 2 redundancy costs (Licence payment only) are approximately £19,850.

10. Legal implications

- 10.1 Medway Council has a legal obligation under section 149 Equality Act 2010 to have due regard to the need to eliminate discrimination, advance equality, and foster good relations between those with a protected characteristic (pregnancy and maternity, age discrimination, disability, gender reassignment, marriage and civil partnerships, race, religion or belief, sex and sexual orientation) and those who do not share it.
- 10.2 The Local Authority will need to fully comply with the requirements of TUPE (Transfer of Undertakings Protection of Employment Regulations 2006) if any employees move to a new employer.

- 10.3 The Council is under a duty under S123 of The Local Government Act 1972 to obtain best consideration, when it disposes of properties or lets them for over 7 years. In assessing whether a proposed letting constitutes best consideration, the Council is entitled to take into account of any benefits, which result from sales or lettings, which have a financial value to the Council.

11. Procurement implications

- 11.1 Due to the nature of the service and the funding source proposed, a formal procurement process is not deemed necessary due to a limited and non-existent market to provide this service. The award of this process will be completed through a Voluntary ex-anti Transparency notice, (VEAT), for which we can directly award this contract without the need for competition.
- 11.2 The Duke of Edinburgh scheme will allow the funding of £50,000 to reduce over time to which the service itself will become free to the Council for which we would not gain from another provider.

12. Property

- 12.1 The Summit at the Strand has been developed as an HQ for Medway's DofE offer. It provides both delivery and storage facilities for staff and equipment. The SE region of DofE is looking to capacity build its work in the area. The centre could provide a regional centre of excellence that would reflect Medway's history of support and commitment to DofE.
- 12.2 The Summit at the Strand could be leased rent free to the SE Regional DofE for the duration of the two year contract. Any letting after this is likely to be at a market rent. The SE Region has plans to increase the staffing in the South East and a local Medway base would ensure appropriate and timely support to local Secondary Schools running DofE programmes.
- 12.3 Any lease would be granted at the same time that the contract is awarded and would contain break clauses which would allow the Council to take the premises back if the contract ends.

13. Recommendations

- 13.1 That Cabinet agrees option 1 (the SE Regional option) and the two year associated funding for the future delivery of the Duke of Edinburgh Award Scheme.
- 13.2 That Cabinet agrees to delegate authority to the Chief Legal Officer, in consultation with the Portfolio Holders for Resources and Children's Services (Lead Member), to grant a lease of the Duke of Edinburgh premises at the Strand (The Summit) as part of the outsourcing of the Service.
- 13.3 That Cabinet agrees to delegate authority to the Chief Legal Officer, in consultation with the Portfolio Holders for Resources and Children's Services (Lead Member), to grant leases of the Duke of Edinburgh premises at the Strand (The Summit) after the outsourcing contract has ended.

14. Suggested reasons for decision

- 14.1 This option provides longer term savings for the Council, mitigates the risk of a drop in performance in the delivery of DofE awards and provides the greatest opportunity for sustainability.

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Appendices:

Appendix 1 – SE Regional DofE proposal (DofE Regional Officer)
Appendix 2 – Medway Council DofE Performance 2015-16
Appendix 3 – Diversity Impact Assessment

Background papers:

Future Integrated Youth Support Services Delivery – report to Cabinet 12 January 2016:

<https://democracy.medway.gov.uk/ieListDocuments.aspx?CId=115&MId=3166&Ver=4>
item 7 refers



1. Introduction

In the recent youth service consultation of The Duke of Edinburgh's Award (DofE) it was identified that a move towards directly licensing centres within Medway will result in some not be able to afford the licence fee, they were also confident that the loss of administrative and expedition support would have a detrimental effect on their levels of DofE delivery. Medway Council has recently agreed to keep Medway DofE with a budget of £50,000, however the rest of the youth service will be commissioned out, leaving DofE without a management structure and causing a newly restructured team to be placed into an unfamiliar department requiring additional support, training and management from another department.

The DofE South East Region propose that they are best placed to deliver DofE to the specifications as established as essential in the recent consultation. It is proposed that Medway council should contract DofE South East to deliver the specified additional services, the initial contract should last for two years.

This will ensure security and consistency in the short term, facilitating capacity for significant mid to long term development whilst facilitating the costs to Medway Council to decrease year on year.

2. Proposed model for commissioning

2.1. Operational support

All centres will become licensed with the licence fee being paid for by the contract price and the centre on sliding scale. Centres will be made aware of the fact that their licence fee is being partially funded by Medway Council.

A Licensed Organisation with the South East Regional Office specifically receives:

- Administrative Support
- 9am to 5pm Monday to Friday excluding bank holidays – telephone and email access to Regional Office for on-going support
- Dealing with queries from parents, teachers, young people etc.
- Quality checks and collection and analysis of annual statistics

Operation officer support

- Termly development visits by an Operations Officer
- Advice and guidance on facilitating each section of DofE programmes
- Networking within the DofE and other organisations
- Quality Assurance - Help and advice as a result of expedition and admin audits
- Aligning DofE to Youth Service curriculum and other accreditation
- Aligning DofE to national curriculum, enrichment activity and other accreditation

- Membership of regional secondary schools' consortia (state schools and academies only)
- VIP presence at Gold Award Presentations in St. James' Palace
- Reporting and dissemination of Annual Statistical Report

Regional Office support with training

- eDofE support (inc. eDofE training for DofE Managers)
- Access to 'in-House' bespoke eDofE training – small additional charge
- Subsidised training (Modular Training Framework)
- Subsidised conferences
- Funding, where appropriate
- Access to Regional funding schemes

2.2. Administration

It was identified in the recent consultation that the Medway DofE business support was essential to the continuing success of DofE delivery in Medway. Therefore, this proposal includes business support for Medway centres. This business support will maintain the following essential areas of support to their current specifications; enrolment of participants, Award verification, certification of Awards and administrative support for the Awards celebration event.

2.3. Expedition support

2.3.1. Bronze and Silver expeditions

To develop a memorandum of understanding with the Medway DofE centres to provide a basis from which we will support their expeditions.

2.3.2. Gold expeditions

DofE will oversee the tendering for an outside provider to deliver gold expeditions to the current specifications.

2.3.3. Expedition equipment

The expedition equipment will remain the property of the Medway Panel, the DofE will store and manage the equipment on their behalf.

2.3.4. Minibuses

If it was intended that minibus formed part of this proposal, DofE request that one or both are gifted to us permanently and would be sustained through expedition income.

2.4. Other Services offered

2.4.1. Medway 16-19 strategy

In collaboration with Medway Council we will form a strategy for developing delivery to engage with a greater proportion of disadvantaged young people and meet goals with their 16-19 strategy.

2.4.2. Publicity, promotion and engagement

Communications sub-strategy – As part of the regional communication strategy we will develop a Medway specific sub-strategy in partnership with Medway Council to continuously celebrate and promote our achievements. DofE will maintain and develop its links to local stakeholders such as politicians, local press, the local authority etc.

2.4.3. Reporting

DofE will provide regular reporting and business intelligence to Medway Council to report on delivery, reports include and are not limited to; enrolments, completions, award progression, proportion of disadvantaged participants, mapping of participation, diversity of activities, social value etc.

2.5. Role of Medway Council

To pay the contract price as set out in 2.7

To allow DofE SE access to Summit House to use a regional hub.

To provide a point of contact within the local authority to report to regularly, oversee the contract and maintain links between the DofE and other council departments.

2.6. Regional hub

This proposal presents the opportunity to establish Summit House as a regional hub from which to focus management and training of DofE Centres and Leaders from across Hertfordshire, Essex, Kent and Sussex. This localisation of our wider support and training programme would benefit Medway DofE's future growth. It would also be a flagship for Medway innovation and promote charitable industry in the area.

2.7. Contract price and income generated

	Year one		Year two		Year three	
	A	B*	A	B*	A	B*
Operational support for DofE centre	£17,600	£5,060	£11,330	£11,330	£0	£22,660
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Appendix - 2

Participants by DofE Centres in Medway Council DofE Awards – 2015-16

Local Authority	Centre	Bronze	Silver	Gold	Total by Centre
Medway Council	1. Bradfields Academy	8		1	9
	2. Brompton Academy	40	12		52
	3. Chatham Grammar Boys	34			34
	4. Chatham Grammar Girls	46			46
	5. Fort Pitt	43			43
	6. Greenacre Academy	1			1
	7. Hundred of Hoo	1			1
	8. Inspire Free School	4			4
	9. Kings School	54	10	6	70
	10. Medway UTC	18	8		26
	11. Rainham Mark	92			92
	12. Rainham Girls	83	24		107
	13. Robert Napier		14		14
	14. Rochester Grammar	99			99
	15. Silverbank Park	5			5
	16. St Joseph Williamson's Mathematical School	116	56	48	220
	17. St John Fisher	5			5
	18. Strood Academy	44			44
	19. Walderslade Girls School	31			31
	20. 1 st Gillingham	1			1
	21. Hydra Scouts	6	9	1	16
	22. Medway Open Award		57	21	78
	23. Medway STC	31			31
	24. Parkwood YC	6	4	4	14
	25. Strood YC	3	5	1	9
	26. Woodies YC	8	6		14
	27. Woodlands YC	9			9
Less than 10 DofE Awards					
Total		788	205	82	1075

Diversity Impact Assessment

TITLE <i>Name/description of the issue being assessed</i>	Duke of Edinburgh Award Programme budget and delivery changes - 2017
DATE <i>Date the DIA is completed</i>	November 2016
LEAD OFFICER <i>Name of person responsible for carrying out the DIA.</i>	David Dowie

1 Summary description of the proposed change

Medway Youth service provides/supports open access informal education programmes for young people in Medway focusing on those aged 13 – 19 years (up to 25 years old for those with special needs)

The DofE programme is part of the Youth Service positive activity programme offer to young people in Medway.

From April 2017 it is proposed that the operational delivery of Duke of Edinburgh Award (DofE) is transferred to South East Regional DofE (National DofE) and that the budget is reduced to a maximum of £50k

2 Summary of evidence used to support this assessment

- **DIA DofE February 2014**

3 What is the likely impact of the proposed change?

Is it likely to :

- *Adversely impact on one or more of the protected characteristic groups?*
- *Advance equality of opportunity for one or more of the protected characteristic groups?*
- *Foster good relations between people who share a protected characteristic and those who don't?*
(insert ✓ in one or more boxes)

Protected characteristic groups	Adverse impact	Advance equality	Foster good relations
Age	x		
Disability	x		
Gender reassignment			

Marriage/civil partnership			
Pregnancy/maternity			
Race	x		
Religion/belief			
Sex	x		
Sexual orientation			
Other (e.g. vulnerable or disadvantaged groups)	x		

4 Summary of the likely impacts

AGE

The DofE works with young people 13-19 and to 25 with special needs. The budget reduction is likely to put more pressure on DofE groups to increase the amount of funding they allocate to this work. Individual registrations and expedition work is likely to increase as well. This is likely to reduce the numbers of young people taking part in DofE

DofE have an age group definition 13-20+. Statistics are collected monthly for an annual BVPI

Participation of young people at different ages 13-19 years using Medway DofE service

The principal take up of DofE activities by Medway young people is within the 14 – 17 age group. This age band constitutes 81% of the participants

Age	% Of young people accessing DofE
13	180 – 8%
14	478 – 21%
15	556 - 24%
16	538 – 23%
17	294 – 13%
18	162 – 7%
19	73 – 3%
20+	16 – 1%

Disability

The DofE works with young people 13-19 and to 25 with special needs. The budget reduction is likely to put more pressure on DofE groups to increase the amount of funding they allocate to this work. Individual registrations and expedition work is likely to increase as well. Despite positively targeting vulnerable and at risk groups of young people, the budget reduction is likely to reduce the numbers of young people taking part in DofE that have a disability

Medway Youth Service worked with 497 young people with a disability, which is equal to 13% of the young people participating in Medway Youth Service.

Medway DofE programme worked with 62 young people 13-19 years who were identified as having a disability. This equates to 12.5% of the young people accessing DofE

Race

The DofE works with young people 13-19 and to 25 with special needs. The budget reduction is likely to put more pressure on DofE groups to increase the amount of funding they allocate to this work. Individual registrations and expedition work is likely to increase as well. Despite positively targeting vulnerable and at risk groups of young people, the budget reduction is likely to reduce the numbers of young people taking part in DofE from Black and Minority Ethnic groups

The Youth Service had a participation rate of 9.4% which is inline with the Medway Council BME population which stands at 10.4% of the population

The DofE had a participation rate of 18.77% from the BME population.

SEX

The DofE works with young people 13-19 and to 25 with special needs. The budget reduction is likely to put more pressure on DofE groups to increase the amount of funding they allocate to this work. Individual registrations and expedition work is likely to increase as well. Despite positively targeting vulnerable and at risk groups of young people, the budget reduction is likely to reduce the numbers of girls and young women taking part.

The Youth Service had a participation rate of 43.1% of girls and young women against a total Medway female population of 48.37 % for the council.

The Medway DofE had a participation rate of 61% with 781 girls and young women accessing the programme.

Other (Disadvantaged and vulnerable groups)

The DofE works with young people 13-19 and to 25 with special needs. The budget reduction is likely to put more pressure on DofE groups to increase the amount of funding they allocate to this work. Individual registrations and expedition work is likely to increase as well. Despite positively targeting vulnerable and at risk groups of young people, the budget reduction is likely to reduce the numbers taking part.

DofE take up of young people from the BME population is good as is the involvement in programmes of girls and young women

The take up of young people with a disability is good with a recorded participation of almost 12.5% of the DofE membership 13-19 years against a service wide figure of 13% of 13-19 participants

5 What actions can be taken to mitigate likely adverse impacts, improve equality of opportunity or foster good relations?

- *Are there alternative providers?*
- *What alternative ways can the Council provide the service?*
- *Can demand for services be managed differently?*

The move to SE Regional DofE covering operational support will provide the Council with some efficiency savings over the next two years. This option will ensure continued DofE delivery and the possibility of the development of a Medway DofE centre of excellence.

6 Action plan

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

Action	Lead	Deadline or review date
1. CADMT support for DofE delivery change	DD/PM	Sept 16

2. Report to Cabinet 20 December

DD/PM

Nov 16

3. Transfer to SE Regional DofE April 2017

DD/PM

April 2017

7 Recommendation

The recommendation by the lead officer should be stated below. This may be:

- to proceed with the change implementing action plan if appropriate
- consider alternatives
- gather further evidence

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

In the knowledge that Council budgets are going to come under increasing pressure over the future years, it is recommended that:

1. Duke of Edinburgh programme is transferred to SE Region of DofE for delivery, development and management
2. DofE budget is £50k in 2017-18 and reduced to £43,730 in 2018-19

8 Authorisation

The authorising officer is consenting that:

Assistant Director

Pauline Maddison

Date

December 2016

Contact your Performance and Intelligence hub for advice on completing this assessment

RCC: phone 2443 email: annamarie.lawrence@medway.gov.uk

C&A: (Children's Social Care) contact your normal P&I contact

C&A (all other areas): phone 1481 email: paddy.cahill@medway.gov.uk

BSD: phone 2472/1490 email: corppi@medway.gov.uk

PH: phone 2636 email: david.whiting@medway.gov.uk

Send completed assessment to the Corporate Performance & Intelligence Hub (CPI) for web publication (corppi@medway.gov.uk)