



BUSINESS SUPPORT OVERVIEW AND SCRUTINY COMMITTEE

12 APRIL 2018

ATTENDANCE OF THE LEADER OF THE COUNCIL

Report from: Neil Davies, Chief Executive
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Summary

This report sets out activities and progress on work areas within the Portfolio of the Leader of the Council, which all fall within the remit of this Committee. This information is provided in relation to the Leader of the Council being held to account.

1. Background

1.1 The areas within the terms of reference of this Overview and Scrutiny Committee and covered by the Leader of the Council are:

- Strategic leadership of the Council
- Communications and marketing
- Finance

2. Strategic Leadership of the Council

Achievements for 2017/2018

2.1 Over the last year we have continued to strive towards our vision for Medway to be a great place to live, work, learn and visit.

2.2 We have a diverse and vibrant waterfront city emerging here in Medway, celebrating our iconic, nationally important open spaces, our unrivalled heritage as well as looking to our great future; supporting business opportunities and continued growth in Medway.

- 2.3 Our monumental regeneration programme continues with pace and we are working to our 'Growth for all' ambition, ensuring all our residents benefit from regeneration wherever they live in Medway and that regeneration reaches everyone in the community.
- 2.4 We have continued to work with Government to secure improvements to Medway's Infrastructure and have been successful in getting through the first round of a major funding bid which could bring millions of pounds of investment to unlock potential growth on the Hoo Peninsula.
- 2.5 The Housing Infrastructure Fund is a government capital grant programme of up to £5billion, which will help to deliver a potential 600,000 new homes in England.
- 2.6 On Wednesday, 21 March the Ministry of Housing, Communities and Local Government announced we are one of 45 local authorities which has moved to the next stage of the bid, which involves producing a business case outlining plans for potential development. Funding will be awarded to local authorities on a highly competitive basis, providing grant funding for new infrastructure that will unlock new homes in the areas of greatest housing demand.
- 2.7 If we are successful, the funding could help transform the Hoo Peninsula and support our ambitious vision of delivering growth for all across Medway over the next 20 years. The funding would also be used to significantly improve roads and rail connections, as well as provide investment in local healthcare, schools, sports facilities and country parks on the Hoo Peninsula. This will deliver sustainable growth across Medway, at the same time as providing new homes as required by central government.
- 2.8 In the past year, we have started the Chatham Placemaking works (£4m) and these are progressing at pace, with completion by summer 2018. The train station improvement works are due to start in summer 2018, with completion by December 2018, which will improve the sense of arrival for visitors and commuters. We are marketing the old fire station arches for café/restaurant provision, similar to what has been achieved at Waterloo Road in London.
- 2.9 Works have recently started to improve Strood Town Centre (£9m) with the initial works taking place at Tolgate Lane car park. We have officially opened Innovation Studios Medway, which have attracted a number of new businesses and the office space is at full capacity. The train station has also seen improvement works (£2.8m) and was officially opened in December 2017.
- 2.10 We are continuing to work with Countryside, our developer for our flagship regeneration site at Rochester Riverside, which will see 1,400 new homes built on the site. Works have commenced on site, following the ground-breaking event on 22 February, with the first homes due to be completed in June 2018.

- 2.11 We are working on Medway's future by developing our Local Plan, addressing Medway's housing needs, including affordable housing and housing for temporary accommodation. We are currently in the consultation period for the Local Plan and our Medway 2035 vision.
- 2.12 Medway Development Company Limited has been established to lead the way for the Council to build and manage its own housing developments. The initial proposals are to build at Whiffens Avenue and Chatham Waterfront site, with 10 other sites in the pipeline.
- 2.13 We are currently reviewing options to address our housing need, and looking at how we might be able to use HRA headroom funding to provide additional homes, building on the huge success of Centenary Gardens, Gillingham opened last year.
- 2.14 In the last 5 years according to the latest available Gross Value Added (GVA) figures, Medway's economy is worth £4.8bn, up by 12%. This is higher than the South East and 6% higher than the national average. We continue to focus on Skills here in Medway, supporting students and residents to extend their skill-set, working with our Universities, Mid Kent College and the University Technical College. University placements have grown to 12,000 - a 50% increase since 2001. We have established a Cabinet Advisory Group to review the development around Skills, with the Portfolio Holder for Inward Investment, Strategic Regeneration and Partnerships taking the lead on this. We have also made budgetary provision to ensure this is sufficiently resourced. The report has been [published](#) and is available to the public.
- 2.15 Maximising the benefits of Enterprise Zone status, providing incentives for businesses to relocate, we will deliver 1300 high value, high GVA jobs in advanced manufacturing and in the engineering supply chain, focused around BAE at Innovation Park Medway, adding to the vibrancy of Medway's economy. The planning application is to be submitted in summer 2018. We have an excellent working partnership with the Kent Air Ambulance and have secured their move to Innovation Park Medway. Works have started on site with their new offices, and they will be the first company onsite benefitting from the business rates relief as part of the Enterprise Zone Status.
- 2.16 We have secured 7 Green Flags across our greenspaces, and we continue to invest in our play areas. We know that sport and play are important to people as they strive for healthy lifestyles and with this in mind we continue to offer free swimming to under 16s and over 60s. Our Sporting Legacy is nationally recognised.
- 2.17 We held the Medway1 Launch last year in April in London, and this was extremely successful in terms of new businesses looking to relocate in Medway. This year's Medway1 event will take place on 27 June, once again in London, with the focus on relationships with our businesses and partners and why yet more investors/developers should choose Medway.

- 2.18 We successfully commemorated the 350th anniversary of the Battle of Medway with the finale spectacular held on 17 June. The event was quoted on the night as ‘an event that would have graced the Thames’, and certainly put Medway on the international map.
- 2.19 We have established a Medway Place Board, where a number of local business and public sector partners meet to discuss Medway’s vision and future. Since the first meeting in February 2017, we have created an Elevator Pitch which includes the key statistics for Medway for our employees, businesses and partners to talk about when they are meeting with their stakeholders.
- 2.20 We are currently progressing a significant initiative around our Place Branding, to support our ambition with Putting Medway on the Map. We are working with Thinking Place consultants to establish a narrative for Medway, based on the Elevator Pitch and reviewing how we can put Medway on the Map, through visual aids and key stakeholder engagement. Thinking Place have held a number of workshops with partners and businesses to look at what Medway means to them, what improvements they would like to see and what they consider we could do next to make Medway an even better place to live, work, learn and visit.
- 2.21 This year we are celebrating 20 years since the establishment of Medway Council. We will mark what has been achieved in Medway over the past 20 years such as the inauguration of the Universities in Medway, the establishment of Mid Kent College on its new site, Medway Park and improved leisure facilities, Community Hub offer, new housing developments and new businesses are just some examples. We will be holding a number of events throughout 2018 to showcase what has been achieved, as well as looking forward to the next 20 years for Medway.
- 2.22 Our Transformation Programme continues at pace, with services working with the Transformation team to secure the £5m savings target for 2018/19. The team is currently developing a Transformation Strategy to look beyond the programme timescales for a longer- term view.
- 2.23 Representing Medway’s interests, we are actively involved in the health sector discussions to formulate a Sustainability and Transformation Partnership (STP). Our aim is to ensure that this plan fully reflects the needs of our adult and ageing population. We have enhanced our joint working relationship with Kent County Council and the health sector, by establishing a joint Health and Wellbeing Board.
- 2.24 We continue to invest in our schools. In Medway more than 80% of schools are either good or outstanding.
- 2.25 We are committed to supporting older people living more independently in their own homes, through the greater use of technology and over the forthcoming period, a range of significant changes and innovations will be brought forward in how we deliver Adult Social Care.

- 2.26 We are continuing to work with the North Kent Cluster (Dartford, Gravesham, Maidstone and Swale Councils) to identify opportunities for shared services and other joint initiatives, offering cost reductions and efficiencies.
- 2.27 County and regional meetings are attended in order to influence others and build relationships which may be of value to Medway, such as the SE7; Transport for the South East; meetings of Kent MPs and Kent County Council (KCC); meetings of Kent Leaders, including KCC and Medway, and informal meetings of District Councils.
- 2.28 We are continuing to work with external partners on developments outside of Medway which will have an impact here. We hosted a meeting with Humphrey Percy from London Resort in the summer. This development will see 33,000 jobs created, providing opportunities for Medway people. We have also held discussions with Highways England about the proposals around the Lower Thames Crossing, and identified the opportunities for North Kent as well as the potential impacts on our local road networks. This development will bring £8bn to the regional economy and 6000 jobs.
- 2.29 We invited the Local Government Association to Medway in November 2017 to undertake a Corporate Peer Challenge and act as critical friends, in an effort to maximise regeneration and economic growth. We were praised for our huge commitment to partnership working and our 'monumental' regeneration programme which is benefitting those who live, work, learn and visit Medway.
- 2.30 The team were invited to focus on four key areas: the Council's regeneration agenda and programme, communications linked to Medway's place-making and regeneration work, plans for commercialisation and the Council's transformation agenda.
- 2.31 A comprehensive report, outlining the peer challenge team's findings, has been produced and is reported elsewhere on this agenda and we received a hugely positive response from the team across all areas, with the feedback being complimentary about the quality of work the Council is delivering in Medway and the depth of our partnership working.
- 2.32 The report acknowledged that the regeneration which has taken place in Medway is 'truly remarkable', 'positioning Medway as one of the most promising growth areas in the UK'.
- 2.33 The team also acknowledged that the Council is demonstrating a real willingness to embrace commercial opportunities. This follows the formation of a housing company and the continued growth and success of Medway Commercial Group and the Council's joint venture Medway Norse.

- 2.34 The report states 'there is a strong commitment to, and many successes achieved through, partnership working' citing this as a real success. The report also recognises that the Council is 'ambitious and passionate' about supporting its communities. The report has been published and is publicly available.
- 2.35 We have welcomed the corporate peer challenge team's recommendations around areas of improvement, including:
- Establishing a transformation programme that looks much further into the future – including Smart Council and Smart City strategy and ambitions.
 - The skills agenda – build on the good initiatives and real potential by seizing it and driving it forward through the Skills Board.

3. Communications and Marketing

Achievements for 2017/2018

- 3.1 Over the past year the Communications and Marketing Team has continued to deliver a large number of high quality campaigns and marketing initiatives. The examples below are just some of the campaigns and work carried out during this year.

Battle of Medway

- 3.2 We implemented a major campaign to raise awareness local, nationally and internationally of our Battle of Medway commemorations and attract people to the many events held in June.
- 3.3 Activity was supported and augmented by tactical, above the line marketing in national and local press. Countywide activity included radio campaign, and pages of coverage in Kent Life. We developed stakeholder relationships with strategic allies – Dockyard, Visit Kent, St Pancras/HS1 and Southeastern Rail - to cross market all our activities.
- 3.4 All the events that ran during the week of commemoration from the launch event on 8 June at the Dockyard, attended by Prins Maurits and the Lord Lieutenant of Kent, to the 600 school children creating a giant chain, to sell-out concerts by Dutch and British marine bands, and tours of the visiting Dutch naval ship were at capacity. The flagship events on 17 June – water activities, live music, fun fair and the Medway in Flames grand finale attracted around 30,000 to Medway for the day and received superb feedback from those attending.
- 3.5 The first Design and Regeneration Awards, designed by the Communications Team were a stylish, resounding success and the Dockyard Smithery was filled with 170 people watching organisations across Medway receive 11 awards – showcasing the best of Medway.
- 3.6 Feedback from our post event survey demonstrated 85% satisfaction with the events, including Medway in Flames.

3.7 A major project is currently underway to create a strategic narrative and place brand for Medway to support our drive to position Medway as a great place to live, work, learn and visit. The project has drawn excellent engagement from our local community and we intend to harness that enthusiasm to work to promote Medway together. As well as the strategic narrative and identity for Medway, a place marketing plan will be produced to take forward how we continue to promote Medway to target audiences.

3.8 Other projects have included:

- **Elevator Pitch** - a fold-out elevator pitch setting out the key messages about Medway being a great place to live, work, learn and visit was created by the Communications Team and is now being used by councillors, officers and our corporate supporters to spread the word about Medway. Copies have been circulated at events such as MIPIM London and the Medway B2B event.
- **Innovation Studios Medway** – Our enterprising studios opened last year with design and PR coordinated by the Communications Team. 100% of the office space was already let by the time of launch and good coverage secured in local and regional media at the launch.
- **The North Kent Enterprise Zone** was launched last year with the Rochester Airport site – to be known as Innovation Park Medway as one of the sites in the zone. Work has taken place to create the brand for the park which will be launched later this year.
- **MedwayB2B (business to business)** – we sponsored the first ever Medway B2B event at the Dockyard in November which we showcased the ambitious regeneration programme and promoted the way we support Medway businesses. The event was a great success attracting more than 600 attendees with a number signing up for our business health services.

Castle Concerts

3.9 Our Castle Concerts last year were hugely successful with an additional night of Craig David added to the original schedule in response to local demand. A campaign, largely driven through social media and PR delivered a huge response at very low cost. Four out of five concerts were sold out attracting more than 20,000 attendees over five nights.

Christmas in Medway

3.10 Now in its third year, the key aims of this year's overarching campaign were to deliver an integrated awareness campaign including strong digital activity and the distribution of the generic Christmas in Medway and the Dickensian Christmas Festival booklets. A major marketing campaign delivered through social media, online activity, brochures and posters aimed to:

- Increase footfall at our two flagship events (Rochester Christmas Market and Dickensian Christmas Festival), primarily increasing attendance.
- Demonstrate to residents the breadth of events and activities on offer.
- Weave the Medway on the map messaging into our communications through our flagship events, positioning Medway as a culturally rich, yet progressive 'must visit' destination.

3.11 We attracted a huge amount of interest particularly through our digital marketing activities which peaked in the final days before the events and we experienced high engagement levels. Social media was hugely successful. Posts obtained a total reach of 285K people, with 263K of those being unique. Over 13K of those clicked through, with a further 8K indicating that they attended the event. Our Facebook page attracted 18,500 people - with a reach of 800,000 and our general marketing generated 100 stallholder enquiries.

3.12 The success of the campaign translated into improved footfall figures and excellent feedback from those attending.

Footfall figures

	2016	2017
Dickensian Christmas Festival	88,000	97,500
Rochester Christmas Market	137,632	138, 621
Total footfall	225,632	236,121

Public Health

3.13 We have run a number of Public Health campaigns throughout the year aimed at empowering people to take control of their health and promoting take up of the support we offer

3.14 Major campaigns included:

- Launch of the new Health Checks service to encourage people aged 40-74 to take up a free health check. The campaign included posters, digital graphics, social media activity, videos (reaching 8,350 people with over 7,000 engagements). Event marketing has been created to support the team in their public events, with badges, barracudas and bunting. To date we have already met the target number of health checks set for the year. 6,199 residents have taken up the health checks and our target was 6,000. We have also now achieved 35% referral rate to our stop smoking service from all of the health checks that have taken place at the Smokefree Advice Centre in Chatham
- Our Autumn flu campaign resulted in more than 70% of over 65 year olds having a flu jab, beating last year's 68.2% uptake. There were also increases in pregnant women and children aged 2-3.

- Stop smoking – Continued push with our Stop Smoking campaign through campaigns for Stoptober and No Smoking Day on 14 March. Stoptober was a multichannel campaign pushing t our seven week Stop Smoking Service and we used a number of digital and print assets including bunting and posters with a Stoptober look and feel whilst an A5 flyer supported longer-term engagement. A new campaign is being launched to support people to our Smoking in Pregnancy service.

3.15 Other campaigns have included:

- Strengthening our 'A Better Medway' brand, showcasing the many health programmes and building its profile to ensure A Better Medway is at the forefront of government health and wellbeing services.
- Tobacco Control - Our illicit tobacco video and smokefree homes videos performed strongly with audiences, reaching a combined audience of over 30,000 residents with particular strong engagement in our 45 – 65 audience
- Our alcohol services have been promoted through our rebranded 'Don't Bottle it up' online survey (now known as the 'alcohol test') – reaching 17,187 people.
- A Better Medway Champions campaign encourages residents to sign-up to the programme. We currently have over 350 ABM Champions across Medway. We are hoping to get to over 400 in 2018 with the video spearheading our marketing approach.
- A Better Medway website went live on 28 March (in line with the Medway Gov webpage) – we are creating new infographics to highlight some of our programme services, while our digital stop smoking app trial is also set to go live in April, which will enable residents to book a stop smoking service from their phone and have a video appointment with one of our Public Health advisors
- Pharmacy Pharmaceutical Needs Assessment consultation attracting a much better response than previously.

3.16 Our press office provides a professional, proactive and reactive media service as well as maintaining our social media channels which are an increasingly important tool for communication with our communities.

3.17 Through forward planning we work to ensure strong coverage of Medway and Medway Council key stories in local, national and specialist media. In addition to our regular stories on service initiatives and events some of our strong stories this year have included:

- A major PR campaign carried out in the run up to the Battle of Medway commemorations resulted in a huge number of articles in a range of national and international media, complementing

local media coverage. As well as mainstream media, the commemorations also appeared in a number of travel and specialist trade blogs and articles. The total reach for all the media was estimated to be 44 million people.

- Regular items on our regeneration programme working with developers to ensure the best quality coverage. This included the start of the Chatham Place Making project, the opening of our Innovation Studios Strood, the start of works in Strood and the ground breaking for our flagship Rochester Riverside development. Medway has featured in a number of national and regional articles as one of the “hot” places in the UK for people to live, increasingly being known for offering “London living without the price tag”.
- Winter features on how we help the homeless and ensure that people in Medway are properly signposted to help when needed. Our SWEP launch announcement in December was shared over 1,600 times on Facebook reaching 92,000 people.
- Major launch for the reopening of Eastgate House following its £2.1m restoration.
- The unveiling of Medway’s new Archives Centre.
- Medway’s exam results showing great improvement.
- Success in fines for anti social behaviour including fly tipping.

3.18 We have also handled a number of more challenging subjects during the year including the reshaping of our early years’ services and more recently the proposed closure of Deangate Ridge.

3.19 In addition to proactive media work, the team has handled 1,000 reactive media enquiries during the course of the year.

Corporate Peer Challenge

3.20 The team supported the preparations for the Corporate Peer Challenge in November. We drafted the Position Statement that served as the introduction to the Council and helped compile and complete the microsite that contained all the information on the Council and our key documents. As mentioned in paragraph 2.31 above, a report detailing the peer challenge team’s findings has been produced

#Our Day

3.21 On 21 November we took part in the LGA’s annual tweetathon to showcase the many different services we provide for our residents and communities. We put out more than 70 tweets from @medway_council covering the huge range of services we provide and our tweets achieved a reach of around one million during the day which was excellent as the entire reach for all councils taking part was 34 million.

- 3.22 Through our consistent corporate messages and service campaigns we work hard to explain the Council's vision and support our services to connect with the area in a clear, focussed, consistent and transparent manner.
- 3.23 We set out the Council's priorities for the year each year in our Council Plan. We regularly focus on the priorities and key messages linked to them during the year.
- 3.24 Direct communication from the Council remains an important route to building trust locally. We do this in different ways:
- 3.24.1 Medway Matters is published quarterly and covers all the main Medway news together with local events and activities. The variety of content and regularity of publication means that it remains hugely popular with local people. A survey at the end of 2017 told us that Medway Matters was the main way local people currently find out about the Council and was also chosen as the way respondents would prefer to find out information about the Council. Nearly two thirds of respondents had read every issue and the majority of respondents thought it was easy to understand, was relevant, was well designed, gave useful information and had interesting articles.
- 3.24.2 Social media gives us an excellent way to engage with local people in a way that they prefer. We are making increasing use of different social media channels to communicate our news but it is also an increasingly important tool for customer services and helping with enquiries. We are recognised for responding to enquiries in a timely and helpful way. Over the past year our Facebook followers have doubled to 8,000 and our Twitter followers have increased by 2,000 (12.5%) to 18,100. We have taken over the Council's Instagram account and have doubled our followers and we are also making increasing use of Linked In to reach business audiences.
- 3.25 An example where social media was highly effective in communicating important messages and building trust was during the February snow when we were able to keep people regularly informed about council services and local conditions throughout the five day period.
- 3.26 Internal communications remains an important priority to keep staff engaged with the Council. With over 2,000 staff we have a variety of mechanisms for communicating both on and offline.
- 3.27 Initiatives this year have included:
- A major campaign to engage and inform staff about our transformation agenda, including the creation of a microsite with information and blogs on all the transformation projects underway.
 - Improvements to Gun Wharf reception and café as well as reintroducing the digital screens, to use the spaces more to remind staff about council priorities and keep them informed about council events.

- The introduction of a monthly newsletter from the Corporate Management Team to keep staff informed about important council news and messages.
- 3.28 Many of our campaigns support the drive by our services to increase revenue. Examples include:
- Regular campaigns to increase membership of our leisure centres and sign ups to our swimming lessons. Increasing use of video and social media to bring these campaigns to life involving our centre users has proved very popular. Swimming lesson enrolments during the Autumn term were up Hoo (20%) and Medway Park (11%) as a result of our summer campaign and swim and gym membership sales increased by 32% last July.
 - Adult education enrolments for the start of the autumn term last year were up 167 on the previous year as a result of a campaign to raise awareness of our courses and a new online enrolment system.
- 3.29 We are taking an increasingly commercial approach by using more cost effective digital marketing tools to deliver campaigns rather than traditional campaigns using extensive print. In this way we are able to be more targeted, reaching the target audiences directly in a way that they like.
- **Email marketing** continues to be our fastest growing channel. We now have 71,000 subscribers to our regular emails – an increase of 20% over the last year. In total we have 107,000 subscriptions, up 13,000 over the past year. Activity includes twice-monthly Medway Matters emailers and a weekly internal communications emailer. Our engagement rate at 50% is very high compared to market average. We continue to invest in this channel, to stay abreast of emerging trends and evidence-based techniques that will further develop our subscriber base.
 - **Social Media marketing** - We use a range of social media channels to market our services and initiatives and these are proving an increasingly effective and cost effective way of driving business to the Council. It has been particularly useful in reaching target audiences for activities such as swimming lessons, gym memberships, adult education, Castle Concerts, theatre productions and other events.
 - **Video** - We have made much greater use of video to communicate with target audiences to support our communications campaigns. This is being used successfully for external campaigns such as fostering, explaining our [Local Plan](#), swimming lessons, tobacco control, public health campaigns as well as internal communications around digital transformation
- 3.30 Social media videos promoted the launch of our health checks campaigns last autumn. Our main campaign video (including interviews with several councillors and Mayor Cllr David Wildey) achieved our

best performance for Public Health activity on social media in 2017. It reached 10,515 people on Facebook and 5.5k views based on a £50 targeted spend. The video has also been pushed out on the Big Screen and on our YouTube channel.

- 3.31 We also provide commercial communications services to external clients on a very cost effective basis and this has been growing. We will shortly be providing communications services to support our colleagues in another Kent council.

4. Finance

- 4.1 The Finance team has once again delivered on all of its key targets, as well as implementing a number of service improvements.
- 4.2 The 2016/17 statement of accounts was signed off by the Chief Finance Officer (CFO) by the end of May and once again achieved an unqualified audit opinion. The last two years have represented useful dry runs before the statutory deadlines are brought forward for the 2017/18 accounts and both the CFO and the external auditor are confident of meeting the accelerated timetable.
- 4.3 The quarter 3 budget monitoring forecast a £650,000 overspend against the revenue budget, however officers and portfolio holders have been working on a range of management actions and I am confident that the Council will deliver something close to a breakeven position at the end of this financial year.
- 4.4 Highlighting our treasury performance, the returns we earn on around £15m of loans to other local authorities (average 2.0% pa) and the circa 4.0% per annum we earn on £23m of property fund investments mean that we continue to outperform our peers in terms of investment returns. The 2018/19 budget is predicated on us beating that performance still further.
- 4.5 The Council recently voted on a balanced budget for 2018/19, without recourse to reserves.
- 4.6 The division continues to explore the use of additional functionality within the financial management system including implementation of the fixed assets module and the introduction of e-forms where appropriate. This will continue into the new financial year.
- 4.7 The Council's insurance contract has been awarded for the next five years, resulting in annual savings of approximately £60,000.
- 4.8 In line with the Council's transformation agenda, the accountancy team have moved to a more flexible way of working, making use of mobile devices to enable staff to spend more time working directly with the services they support.
- 4.9 Hot on the heels of the successful sharing of services with Gravesham Borough Council, opportunities for further sharing are being explored with other authorities across North Kent.

- 4.10 The Finance division continues to support staff development with many staff studying for professional qualifications during the year. During 2017/18 the team created a new Trainee Accountants scheme to support the professional development of new entrants to the team. Two Trainee Accountants are now in post and a further two will be recruited in the new financial year, with professional qualification costs associated with this scheme being met through the apprenticeship levy.
- 4.11 The Finance division staff engagement forum has been hugely successful in empowering and motivating the workforce and dozens of ideas have been taken forward to improve the way we work.

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Appendices

None

Background documents

None