

CABINET

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MEDWAY SUSTAINABLE COMMUNITY STRATEGY 2010-2026 (POLICY FRAMEWORK)

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Summary

This report presents the Sustainable Community Strategy 2010-2026 for consideration and recommendation to Council on 15 April 2010. Following a period of extensive consultation, with local stakeholders and community interest groups, the report explains the process undertaken in preparing the final draft of the Sustainable Community Strategy. The content of the strategy and the outline Action Plan is summarised.

1. Budget and Policy Framework

- 1.1 The Sustainable Community Strategy (SCS) is the overarching strategy for Medway, which sets its long term vision, values, ambitions and priorities for improving the well being of Medway. Whilst it is prepared and owned by the Local Strategic Partnership (LSP), the Council has the statutory responsibility for producing and approving it. Approval of the Sustainable Community Strategy as part of the Policy Framework is a matter for Full Council. It will be submitted to Council for approval on 15 April 2010.
- 1.2 As the overarching strategy for Medway, the SCS provides the policy context for the major public sector agencies, the activities of stakeholder groups in the area and informs the Local Development Framework. The Local Area Agreement (2008-11) is consistent with the priorities highlighted in the SCS. Any future LAA will be based on the SCS priorities.

2. Background

- 2.1 The SCS is the successor document to the Medway Community Plan 2007-2010 reflecting recent changes in Medway and its national, regional and global context. It also takes a longer-term view of the issues facing the area and the Medway community.
- 2.2 The SCS, as set out at Appendix A, has been prepared in consultation with a wide range of organisations in the public, private and community sectors (see section 7 below)
- 2.3 Based on this consultation, together with evidence underpinning existing Medway strategies and from analysis of performance data and needs assessments, a long-term vision consisting of 6 ambitions and 4 key principles has been developed.
- 2.4 The ambitions are:
- Medway to have a thriving, diverse and sustainable economy matched by an appropriately skilled workforce supported by a Higher and Further Education Centre of Excellence
 - Every child to have a good start in life
 - Medway residents to enjoy good health, well being and care
 - Medway to have a safe and high quality environment
 - Medway to be a place where people value one another, play an active part and have pride in their community and Medway as a whole
 - Medway to be recognised as a Destination for Culture, Heritage, Sport and Tourism
- 2.5 The key principles are:
- Sustainability: will our actions work for today as well as tomorrow?
 - Narrowing the gap: will our actions contribute to improving outcomes for everyone thus reducing the gap between deprived and more affluent communities?
 - Fairness: do our actions take account of all sections of society thus ensuring that everybody benefits from the regeneration of Medway?
 - Self-help: will our actions encourage people to take responsibility themselves to make things better?
- 2.6 The ambitions are supported by 23 short to medium term priorities and around 100 actions required to deliver the vision. These have been drawn from existing strategies and supplemented where appropriate with additional long term or cross cutting priorities and actions.
- 2.7 The SCS also contains sections on applying the four key principles; how the strategy will be delivered (the main delivery mechanism will be through the five LSP thematic partnerships which bring together and co-ordinates the efforts of all the main stakeholder organisations in the area), and a section on monitoring and evaluation.

2.8 The SCS is the long-term partnership strategy for the area expressing the shared ambition for changes to be made *in partnership* to improve quality of life in Medway. Each contributing partner agency has its own set of individual priorities and a corporate business plan within which will be expressed the agency's short term contribution to the delivery of the Sustainable Community Strategy. The council has its business plan – the 'Council Plan', including six priorities and two core values. This will include the contribution the council will make to the SCS. The Council Plan delivery plan 2010/11 was agreed by Full Council as part of the budget setting process on 25 February 2010. Where actions are proposed for the council in the SCS, where possible, these have been included in the Council Plan.

3. Proposed Strap Line

3.1 At the outset of the development of the SCS it was agreed that a strap line was required to summarise the overall achievement we were trying to secure for Medway.

3.2 The SCS seeks to celebrate and build upon Medway's past achievements whilst continuing to improve the area and outcomes for local people.

3.3 The following strap line is proposed: " City of Medway: Rich heritage, great future."

4. Advice and analysis

4.1 The SCS will provide a clear strategic framework for the development and review of council strategies and for allocating resources between competing priorities. It will also be the key document guiding the work of the LSP and its constituent agencies.

4.2 A Diversity Impact Assessment Screening Form has been completed and a full assessment was carried out as part of the final strategy preparation (attached at Appendix B) involving participants at the LSP Plenary event in October 2009 and the LSP Equality and Community Cohesion Group, Chaired by the Council's Chief Executive. LSP partners are asked to ensure the following key themes and issues are addressed in delivery of the strategy:

- The SCS has a key role to play in tackling discrimination and holding organisations contributing to delivering the ambitions to account through the Action Plans to be developed
- The stakeholders must ensure the provision of dynamic learning and development opportunities for partner organisations in compliance and good practice in equality and diversity matters
- Need to ensure local stakeholders are aware of and have access to data sources which express the needs and experience of different ethnic minority groups
- Need to finalise consultation with various groups including the disabled, representative ethnic minority groups, faith groups and

LGBT groups - this has now been completed apart from with LGBT groups.

- 4.3 Any outstanding points will be picked up during the Action Plan development stage.
- 4.4 'Fairness' or the inclusion of all groups within society is one of the key principles of the strategy (para 2.5 above).
- 4.5 Although not a statutory or a council requirement, a Rapid Sustainability Appraisal of the SCS is being carried out and should be completed in time to submit to Cabinet as an addendum. Sustainability is one of the key principles of the strategy (see para 2.5).

5. Local Strategic Partnership Board

- 5.1 The LSP Board is to consider the draft SCS on 23 March 2010 and Members will be advised as to the outcome of this meeting.

6. Risk Management

- 6.1 Having an overarching strategy, which is signed up to by all the Council's key partners reduces the risk of inefficiencies and poor delivery arising from conflicting priorities. Without an SCS, inspection outcomes are likely to be poor. The existence of an SCS will improve the prospects of successful funding bids.
- 6.2 A risk assessment and mitigation plan is being prepared as part of the Action Plan.

7. Consultation

- 7.1 Extensive consultations with local and regional stakeholders have taken place. This has included work in partnership with officers leading the development of the Local Development Framework and the Local Transport Plan (LTP3). Effective communications have also been carried out with officers (including those working in stakeholder organisations) leading the development of specific strategies to ensure synergies are established.
- 7.2 Key consultation events included two meetings of the LSP Medway Plenary with each meeting being attended by over 100 organisations and individuals, two workshops with councillors attended by 15 Members, a special SCS Medway Voice event, the Youth Parliament, Medway Older Person's Partnership, the Ethnic Minorities Forum and the Council's Disability Forum.
- 7.3 Feedback from members of the public has been encouraged through publicity in the local press and the LSP pages on the Council website. This has elicited 5 detailed responses from members of the public and community/business groups.

- 7.4 Formal consultation letters have been sent to key local organisations, all the organisations designated as 'named partners' to the Local Area Agreement, local representative bodies, neighbouring Local Strategic Partnerships and local authorities.
- 7.5 LSP staff have worked alongside officers in the Council's Economic and Social Regeneration Team to ensure local people have an opportunity to give their views on the future of Medway as part of a series of neighbourhood "Community Futures Workshops" focusing on the most deprived wards. Meetings have so far been held in Brook Lines, Strood South, All Saints and Twydall with further meetings to be held in Luton and White Road.
- 7.6 Consultations have also been held with stakeholders through the five LSP thematic partnerships and linked groups.
- 7.7 The high level findings on long term priorities from the Residents Opinion Poll carried out in Autumn 2009 have also been taken into account as well as the OFSTED Tellus surveys of children and young people carried out in September 2008 and 2009.

8. Business Support Overview and Scrutiny Committee

- 8.1 The Business Support Overview and Scrutiny Committee considered this report on 16 March 2010. The Committee noted the draft Sustainable Communities Strategy 2010-2026 and recommended it for approval by Cabinet, the Local Strategic Partnership Board and Council.

9. Next Steps

- 9.1 The final SCS will be submitted to Full Council on 15 April 2010 for final statutory approval. A public launch will be arranged for after the General Election. In addition a series of events are being planned to raise awareness within LSP stakeholder organisations and community interest groups about how they can contribute to delivering the ambitions and priorities in the strategy.
- 9.2 An Outline Action Plan is attached at Appendix C. The action plan takes the priorities and key actions, as contained in the strategy, and clarifies the lead Partnership and the lead agency for key actions. Detailed action planning based on the outline Action Plan will take place to tie in with the organisation's business, budget planning and operational delivery.

10. Financial and Legal Implications

- 10.1 Section 4 of the Local Government Act 2000 (as amended) requires every English local authority to prepare a Sustainable Community Strategy for promoting or improving the economic, social and

environmental well being of their area and contributing to the achievement of sustainable development in the United Kingdom. The 2000 Act contains requirements as to consultation on the Strategy: partner authorities and such other persons as the Council considers appropriate must be consulted. The 2000 Act also requires local authorities to have regard to guidance issued by the Secretary of State when preparing its SCS.

10.2 The cost of preparing the SCS has been met from existing council and partner budgets.

10.3 The cost of implementing the SCS will be met from council and partner budgets.

11. Recommendations

11.1 That Cabinet recommend the Sustainable Community Strategy, as set out at Appendix A, and the outline Action Plan, as set out at Appendix C, to Council for approval.

12. Suggested Reasons for Decisions

12.1 The SCS is based on a thorough analysis of current Medway strategies and needs assessments and has undergone significant consultation including with Members.

12.2 Local Authorities are required by law to have an SCS

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Background Papers

Current Medway Strategies (see SCS)
"Creating Strong, Safe and Prosperous Communities" - Statutory Government Guidance July 2008

Appendix A - Sustainable Community Strategy 2010-26

Appendix B - Diversity Impact Assessment

Appendix C - Outline Action Plan

SUSTAINABLE COMMUNITY STRATEGY 2010-26

CITY OF MEDWAY: RICH HERITAGE, GREAT FUTURE

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Foreword from Councillor Rodney Chambers: Chair of Medway Local Strategic Partnership

Since the Local Strategic Partnership launched the Medway Community Plan in 2007, Medway has continued to make great strides in regenerating the area following the loss of much of its traditional industry. Just some of the highlights include the opening of Medway Innovation Centre at Rochester Airport, the continued growth of the universities, the relocation of Mid Kent College to impressive new premises, the opening of Strood Academy, the development of Medway Park as a centre of sporting excellence and, most recently, the introduction of high-speed trains between London and Medway.

Our ambition now is to complete the economic transformation of Medway ensuring that everybody can benefit from the regeneration and to ensure that Medway is a place where people get on well together, care for each other, take responsibility for their futures and have pride in their area.

We will face many challenges including climate change, an uncertain economic climate, an ageing population and continued technological change and we will need a clear shared vision of where we want to go if we are to achieve our ambitions.

This document sets out that long term vision, the principles which underpin it and the actions we will need to take in order to achieve it.

Based on Medway's unique and exciting potential and our record of successful partnership working, I am confident that we will achieve our ambitions and I hope that you will be able to share and contribute to them.

1. Context

1.1 Introduction

The Sustainable Community Strategy is the overarching strategy for Medway. It sets the long-term vision and key ambitions for Medway and the priorities to deliver that vision. The Medway Local Strategic Partnership led the development of the strategy in consultation with the community and partner agencies.

It is the successor document to the Medway Community Plan 2007-10 reflecting recent changes in Medway and its national, regional and global context. It also takes a longer-term view reflecting the long-term nature of many of the issues facing the area.

1.2 Relationship with other Strategies

The Sustainable Community Strategy sits alongside the Local Development Framework, which will be the key spatial plan for Medway guiding development over the period to 2026. It provides the policy context for the Local Area Agreement, which is the main delivery mechanism for the plan. It provides the context for future bidding opportunities such as the Single Conversation and opportunities related to the World Heritage bid. Finally it is the overall strategy for all partnership strategies in Medway – the strategy of strategies.

1.3 Regional Context

The Medway Sustainable Community Strategy was prepared in the context of the South East Plan (the Regional Spatial Strategy), the Regional Economic Strategy and the Thames Gateway Plan. The South East Plan designates Medway as a regional hub with the potential for growth arising from its regeneration opportunities. Similarly the Thames Gateway designates Medway as one of six strategic locations for development and the Regional Economic Strategy recognises Medway as a priority area for investment. The North Kent Multi Area Agreement 2009 is an agreement between Central Government and the 5 local authorities with responsibilities in North Kent (Kent County Council, Medway Council, Dartford Borough council, Gravesham Borough Council and Swale Borough Council) covering economic development, enterprise, employment, skills, transport, housing and the environment.

1.4 Local Context

Medway is a city in the making.

It is an urban area made up of five towns (Chatham, Gillingham, Rochester, Strood and Rainham) and extensive rural areas in the Hoo Peninsula and the area to the south and east of Chatham. It has a growing population currently numbering about a quarter of a million people.

In recent years, as part of the Thames Gateway regeneration area, Medway has undergone extensive regeneration particularly in the former derelict riverside areas of Chatham and Gillingham which have been transformed into thriving business, higher

and further education and residential communities. At the same time it has retained its naval and dockyard character by finding new uses for its historic buildings alongside the new development.

Medway is now looking to continue its regeneration along the riverside, in the town centres and through the only new settlement in the Thames Gateway at Lodge Hill, Chattenden, which will accommodate 5000 homes. This will have a significant impact on the rural area and the wider Medway economy.

2 Medway Profile 2010

The overall picture of Medway in 2010 is of an area recovering well from the collapse of its traditional economic base in the 1980s and with strong potential to fulfil its role as a regional economic growth area. At the same time the area still faces many economic, social and environmental challenges.

2.1 Economic Profile

Medway has benefited and continues to benefit from considerable investment arising from its strategic location within the Thames Gateway. **A major transformation has taken place** around the former Pembroke naval buildings in Chatham creating the Medway Campus, home to three universities and Mid Kent College. A new sustainable community has been created in the rest of Chatham Maritime where £400 million of public and private investment has created a showpiece living and working environment attracting large corporate names such as Natwest Bank. Recent infrastructure investment includes the Medway tunnel and the High Speed Rail Link from the Channel Tunnel to London. This is resulting in a welcome **diversification of the economic base** towards creative industries, financial and business services, education and environmental and energy technologies, adding to Medway's long standing manufacturing strengths. Good progress has been made in **raising skill levels**, which are growing significantly faster than the regional and national averages. The unique cluster of universities and the Mid Kent College and the University for the Creative Arts at Rochester have contributed greatly to this.

However Medway remains a **relatively low wage area with high levels of people commuting out to work to work and skill shortages** particularly at NVQ 3 and 4 levels. The **business start up** rate remains well below the regional and national rates though the evidence for this predates the establishment of the Medway Enterprise Hub and Innovation Centre. External **transport links** are excellent and improving. In the urban area, planned investment in public transport, including the new bus station and the A2 transport corridor improvements, will assist the reliable operation of bus services and mitigate current concerns about bus adequacy and reliability as well as creating further opportunities for transport integration and connectivity. Rural transport and accessibility issues present a different challenge, however, and will require innovative solutions such as the villager bus. The deficiency in **employment space** of the right type and in the right place may constrain economic growth. Similarly the potential for further developing Medway as a **tourism destination** is limited by a lack of hotels, the need for a quality environment, connectivity, its image and its town centre offer particularly in Chatham as the retail hub of Medway though these issues are being tackled in the Medway Regeneration Plan and by developing Medway as a city break destination.

2.2 Social Profile

The **population** of Medway is about 253,500 and is expected to grow to 275,200 over the period of the SCS. It is **younger** than the national average but it is **ageing faster**.

Overall Medway is not a deprived area being ranked 150th most deprived local authority out of 354 in England but it has higher levels of deprivation than

neighbouring local authorities in Kent and the South East and **at ward level it has some of the most affluent and some of the most deprived areas in the country** with 25 neighbourhoods in the top 25% nationally deprived areas .

The overall **attainment of children and young people at school in Medway is better** than similar local authorities in England and has improved consistently in recent years. However this conceals **significant differences within Medway and underachievement at Key Stage 2**. However these issues are being tackled through various measures including the Primary Strategy for Change, the development of academies and a focus on vulnerable groups of children.

The numbers of **young people not in education, employment or training** have **fallen** in recent months but remain **relatively high**.

Teenage pregnancy levels remain high whilst they have come down in the country as a whole. This is being addressed through the Teenage Pregnancy Strategy including improving contraception and sexual health services and the Family Nurse Partnership and the latest figures indicate that the conception rate in Medway has started to come down.

Mental health services for both young people and adults are a priority for improvement particularly in relation to dementia and people with learning difficulties.

Smoking, obesity and diet in Medway are amongst the worst in the South East with average life expectancy lower than the south east and England. At ward level the gap in life expectancy is 6.8 years - significant but well below that seen in some big cities. **However the targets for quitting smoking are being exceeded and more adults are exercising regularly** as a result of improvements to sports and leisure facilities.

Crime is falling fast and is lower than similar places. Anti social behaviour has also reduced. However the perception of crime lags behind the reality and **people remain concerned about safety and the way crime and anti social behaviour is dealt with** particularly in the more deprived areas.

The recent arrival of people from the EU accession countries although generally successfully integrated into the community has brought **challenges for integration** in particular areas of Medway and these are likely to continue as new developments attract more incomers to the area.

There is a thriving **voluntary and community sector** with over 580 organisations across Medway providing a range of services for local people including engaging with the most hard to reach communities.

2.3 Environmental and Housing Profile

Medway has a **diverse natural environment** ranging from the marshlands and wetlands of the Hoo Peninsula to the downland in the south and west of the area including eight nationally and internationally important designated nature conservation areas and three parks with Green Flag status. It also has a **significant**

historic built environment with 26 Conservation Areas, over 600 Listed Buildings and 79 Scheduled Monuments. Much of this is **little known outside the immediate area**. Local environments are generally clean and well looked after **though satisfaction levels do not always reflect this**.

Medway has a **strong cultural and heritage offer** including state of the art sports facilities being developed at Medway Park, a potential World Heritage site and recognition of the local arts and music scene through the Culture and Design Awards. **Potential exists to strengthen this further** and increase visitor numbers as well as local engagement as recognised in the Cultural Strategy.

Medway has a **below average carbon footprint** due to the relatively low jobs to workforce ratio in the area though there are still challenging targets to meet.

Progress against targets for new and affordable houses is good but affordability remains an issue. The quality of some private housing and the environment of some private and public housing areas is poor particularly in some of the more deprived areas. As a result the Housing Partnership is embarking on a targeted partnership approach to improving housing in All Saints and Luton.

3. Consultations

- 3.1 Consultations have taken place with Medway LSP Plenary representing about 360 organisations and individuals, Medway Voice, an extended LSP Board, the Youth Parliament, Medway Older Peoples Partnership, Community representatives, Councillors, the Council's Disability Forum, the Ethnic Minorities Forum, six of the most deprived neighbourhoods in Medway and the Thematic Partnerships. Some of these consultations have been carried out jointly with consultations on the Local Development Framework and the Local Transport Plan in order to ensure that these long-term strategies work together. We have also drawn on recent consultations covering local people's priorities, the results of the recent Medway resident's opinion poll and the OFSTED Tellus survey of children and young people. The draft strategy was posted onto the LSP area of the Council's website which resulted in comments from members of the public.

- 3.2 The outcomes of these consultations have been drawn on to develop the vision, priorities and actions described in the next two sections. A summary of the consultation meetings is shown in appendix 1.

4. Vision for Medway - Key principles and ambitions

4.1 The Vision for Medway to 2026 consists of four key principles and six ambitions.

The four key principles which underpin the Vision are:

- Sustainability: will our actions work for tomorrow as well as today?
- Narrowing the gap: will our actions contribute to improving the lives of everyone so reducing the gap between deprived and more affluent communities?
- Fairness: do our actions take account of all sections of society thus ensuring that everybody benefits from the regeneration of Medway?
- Self-help: will our actions encourage people to take responsibility themselves to make things better?

The six ambitions to be achieved over the next 16 years have been identified as:

- Medway to have a thriving, diverse and sustainable economy matched by an appropriately skilled workforce and supported by a Higher Education Centre of Excellence
- Every child to have a good start in life
- Medway residents to enjoy good health, well being and care
- Medway to have a safe and high quality environment
- Medway to be a place where people value one another, play an active part and have pride in their community and Medway as a whole
- Medway to be recognised as a Destination for Culture, Heritage, Sport and Tourism

4.2 The next section sets out the rationale for the ambitions, the current priorities within each ambition, the key actions to deliver the priorities, some of the proposed indicators we will use to measure our success and the key supporting strategies for each ambition.

5. Ambitions, priorities and actions

1. Medway to have a thriving, diverse and sustainable economy matched by an appropriately skilled workforce supported by a Higher and Further Education Centre of Excellence

Why is this important?

Whilst Medway has made good progress in strengthening and diversifying its economy and improving its skill levels, it remains a relatively low wage area with high levels of people commuting out of the area to work, low business start up rates and skill deficits particularly at NVQ 3 and 4 levels. Key inhibitors to achieving this ambition are internal transport and highway constraints affecting bus services, accessibility and congestion levels and a shortage of employment space of the right type in the right place. Key strengths to build on are Medway's strategic location within the Thames Gateway, the South East and Europe and the unique cluster of universities at Chatham Maritime and the University for the Creative Arts. There is an opportunity to strengthen innovation in Medway by strengthening the links between the universities and business.

Our consultations have shown that more local jobs is a priority particularly amongst young people. The need to match skills to employer demand was also rated as a priority.

This ambition is also important because there is a well-established link between economic well-being and health and well being and with tackling family poverty.

Key statistics

Average weekly wage 2008(workplace based)

Medway	£372
UK	£388
South East	£425

Unemployment rates (February 2010)

Medway	4.9%
Kent	3.5%

New business registration rate (per 10,000 population in 2008)

Medway	45.1
South East	60.0

Workforce with NVQ 3 and above

	2004	2007	Change
Medway	33.6%	40.6%	+7.0
Gt Britain	43.1%	46.4%	+3.3

What progress have we made since 2006?

- Medway Innovation Centre opened in 2008 creating space for 2000 high tech jobs
- Investment by National Grid, Scottish Power and Eon in the Hoo Peninsula
- Planning application submitted for mixed use development at Temple Waterfront
- The number of students at the Chatham Maritime Campus has risen from none in 1997 to 5016 full time equivalents in 2006/7 and 6352 in 2009/10 with about 50 per cent from the Medway area and a third from postcodes with the lowest young participation rates, all of these figures being well above target
- 640 student residential units have been completed at Chatham Maritime
- Mid Kent College has relocated to superbly equipped and appointed new premises next to the Chatham Maritime campus
- High Speed trains to London started services from Medway in December 2009
- Workforce skills and qualifications have improved significantly faster than regional and national rates
- Introduction of six diplomas for 14-19 year olds
- Employment support programmes delivered to those hardest to reach across Medway

What are we going to do?

Increasing the number, range and quality of jobs

- Focus on sector development by strengthening inward investment, developing the creative industries sector and exploring the potential for centres of excellence in environmental technology and construction
- Ensure the availability of employment space by reviewing mixed use allocations, investing in infrastructure and assessing the development potential of existing employment and key derelict sites
- Develop the Medway image around the growing Higher Education and creative sectors, by promoting Medway as a venue for top sporting and cultural events, supporting the World Heritage bid, raising the profile of the River Medway and improving key gateways and town centres (see also Ambition 6)
- Develop an Enterprise Strategy covering all forms of enterprise including social enterprise
- Explore the transformational power of communications infrastructure (WiFi, fibre optics etc) in order to make Medway a “Smart” location for business
- Develop Employ Medway programmes to support people back into work

Developing skills of the existing and future workforce to meet employer needs

- Expand the apprenticeship programme
- Implement a graduate work placement scheme
- Support customer service training in retail/tourism sectors

- Develop a strategy to link skills development with proposed physical developments and related job opportunities
- Expand vocational programmes including diplomas for 14-19 year olds

Developing a Centre of Excellence for Higher and Further Education

- Raise aspirations of young people who might not otherwise consider university or college as an option by expanding programmes with schools and Further Education
- Encourage higher numbers of graduates to stay in the area through Local Employer/Graduate networking meetings, Medway promotional cards for students and supporting graduate start up businesses (see also Ambition 2)
- Further promotion of Knowledge Transfer Partnerships around areas of local expertise to strengthen links between employers and universities and to encourage innovation
- Raise the profile of Medway's Higher Education/Further Education offer through its image building programme (see also above and Ambition 6)
- Develop links with Hadlow College as a "green university"
- Work with the University for the Creative Arts to successfully relocate their campus to a site within Medway to serve the growing population of Medway and the Thames Gateway
- Improve public transport links to the universities and college campuses (see also below)
- Increase the amount of student accommodation available in Medway
- Work with local business representatives to raise awareness of opportunities arising from the presence of around 10,000 students and staff (see also Ambition 6)

Improving transport and connectivity

- Invest in public transport infrastructure including a new bus station at Chatham, upgraded railway stations at Chatham, Gillingham, Rochester and Strood, strategic bus corridors and park and ride
- Ensure good public transport links to new developments and improved links to existing neighbourhoods
- Make highway improvements including the A228 to Grain and highway capacity improvements including at Strood centre
- Provide more opportunities for cycling and walking
- Investigate the potential of the River Medway for work and leisure travel and for further river crossings
- Improve waymarking of facilities and services throughout Medway

Who will deliver this?

Delivery will be co-ordinated by the Economic Partnership in liaison with the Regeneration Partnership

How will we measure success?

Indicators of success will focus on:

- Number of jobs created
- Average incomes
- Number of new businesses
- Number of graduates from the Universities at Medway employed or setting up businesses locally
- Per cent of workforce with NVQ 3
- Per cent of workforce with NVQ 4
- Skill gaps in the workforce
- Congestion
- Adequacy of bus services

Supporting strategies

- Economic Development Strategy 2009-12
- Medway Regeneration Framework 2006-16
- Thames Gateway Core Vision 2009 and Delivery Plan
- Universities at Medway Annual report 2009
- Local Transport Plan 2
- North Kent Economic Development Plan
- North Kent MAA
- Social Regeneration Strategy
- Learning and Skills Plan 2006

2. Every child to have a good start in life

Why does this matter?

The vision for Medway developed in this strategy will self evidently impinge on the lives of young people more than any other age group.

There are approximately 65,500 children and young people in Medway, which represents a greater proportion than the national and regional average. This number is expected to reduce marginally in the next few years except the under fives who are forecast to increase by 7 per cent by 2018.

The overall educational attainment of children and young people in Medway has consistently improved in recent years and is now better than in similar local authorities. However attainment in English, Maths and Science at Key Stage 2 is below that of children in similar areas and is below the national average.

Teenage (under 18) conceptions are considerably higher than in similar areas or the national average although recent figures show an encouraging drop in conceptions. This affects a relatively small number of young people, but it is important because it can be symptomatic of wider issues such as under achievement or low aspirations.

Consultations show that children and young people in Medway are more concerned about safety issues such as bullying than in other areas. About a third of children do not always feel safe in their neighbourhood and over a half say they have been bullied at school.

Family poverty affects about 11,700 (22%) children in Medway with more than a third of children in some wards living in income deprived households.

Key Statistics

Key Stage 2 Level 4 (2009)

English	Medway	75%
	England	80%
Maths	Medway	73%
	England	79%
Science	Medway	85%
	England	88%

Teenage Conceptions (under 18 conceptions per 1000 girls aged 15-17)

	<u>2007</u>	<u>2008</u>
Medway	48.4%	44.2%
Similar areas average	41.7%	

Experience of bullying

	<u>2008</u>	<u>2009</u>
Medway	55%	52%
National	48%	46%

Poverty 22 % of children living in income deprived households

What progress has been made since 2006?

- An academy opened at Strood sponsored by the University for the Creative Arts and planned at Gillingham and Chatham both sponsored by Higher Education Institutes
- Primary Strategy for Change introduced showing the investment plans for school buildings
- Driven up educational achievement
- Healthy schools initiatives introduced
- School travel plans introduced
- Safeguarding procedures improved – now rated as “satisfactory overall”

What are we going to do?

Achieving at Key Stage 2

- Deliver the Primary Strategy for Change bringing in new investment in school buildings and creating 21st century learning environments
- Reduce the number of school changes for primary school children

- Improve leadership and governance
- Improve the quality of teaching at key stage 2 through targeted assistance programmes

Reducing teenage pregnancy

- Raise the aspirations of young people by increasing the number of extended schools and extending links with further and higher education
- Improve contraceptive and sexual health services targeting those most at risk including Student Health Services
- Improve the delivery of relationships and sex education in school and non-school settings to ensure young people are able to make informed choices regarding sexual health
- Continue to deliver targeted support to young parents to reduce the risk of long term social exclusion and subsequent unplanned pregnancies

Improving the safety of children

- Ask all partners to review their anti-bullying strategies to reflect children's concerns
- Develop a multi agency preventative strategy
- Reduce anti social behaviour by strengthening outreach and youth work provision so that young people (and the wider community) feel safer
- Reduce incidence of substance misuse including alcohol so reducing personal harm and public disorder
- Provide safe routes for children walking or cycling to school using Green Grid and Green Infrastructure

Reducing family poverty

- Roll out six additional Sure Start Children's Centres so that all families have access to family support services
- Maximise the supply of safe, suitable and affordable housing to meet the needs of young people and ensure the high quality provision of play and open space within them
- Commission high quality progression routes for young people to ensure their maximum employability

Who will deliver this?

Delivery of this ambition will be co-ordinated by the Children's Trust Board with some elements of "Safety of Children" being led by the Community Safety Partnership and "Reducing Family Poverty" by the Regeneration Partnership.

How will we measure success?

Indicators of success will focus on;

- Key stage 2 results
- Teenage conception rates

- Young peoples feelings of safety
- Indicators of family poverty

Supporting strategies

Children and Young Peoples Plan 2009 11
 “Growing Healthier” –NHS Medway’s Strategic Commissioning Plan
 Community Safety Partnership Plan 2008-11
 Social Regeneration Strategy 2008-16
 Medway Housing Strategy 2008-11

3. Medway residents to enjoy good health, well being and care

Why does this matter?

Improving health and tackling health inequalities make a significant contribution to better life chances for individuals and thriving communities. Action taken to address poor health and health inequalities will have many benefits including a reduction of the economic burden of ill health through productivity losses, higher welfare payments and the costs of health and social care. Equally actions elsewhere in this strategy such as providing better access to jobs, improving housing and opportunities for exercise will contribute to better health.

Medway faces considerable challenges in tackling risk factors to health such as smoking, obesity and poor diet, which are amongst the worst in the South East. Medway’s average life expectancy is lower than the South East and England with the death rate from cancer and circulatory disease being above the South East and England and there are significant differences in life expectancy across Medway. Creating the conditions which make healthy choices easier for individuals and communities will maximise the potential of all Medway residents.

The number of older people in Medway is expected to grow faster (33 per cent by 2018) than the national average with over 85s growing by 41 per cent. The proportion of people aged over 65 living on their own is predicted to rise by 32 per cent. Although people are living longer, many of those added years are affected by long term illnesses. Improving health and well being will increase the quality of those extra years and reduce pressures on health and social care services.

Mental health disorders amongst the older population is expected to increase by 35 per cent over the next 12 years. Mental health services for both young people and adults are a priority for improvement as is working in partnership to promote positive mental health and well being across Medway. It is known that exercise, social interaction and employment can all improve mental health.

Key statistics

Population trends for older people
 Lifestyle (smoking, obesity, diet) statistics

What progress have we made since 2006?

- Healthy Living Centres opened in Rainham, Lordswood and Rochester providing a range of health services in the community
- Established new general practices in areas of greatest need
- Reduced waiting times for hospital services
- Developed Stop Smoking services which are now exceeding targets
- Established programmes to reduce obesity and promote healthy eating
- More adults are exercising regularly as a result of improvements to sports and leisure facilities and the introduction of free swimming for over 60s and under 16s
- Continued reduction in mortality rate from cardiovascular disease
- Halted the increasing gap in life expectancy at ward level
- Investment in Early Intervention services
- Implementation of and investment in Improving Access to Psychological services within primary care

What are we going to do?

Improving lifestyle

- Increase the number of smoking quitters from routine and manual occupations
By targeted interventions using specialist advisors
- Establish a tobacco control alliance where partners will work together to fulfil the aspirations of the Tobacco Control Strategy
- Increase breastfeeding rates by developing a co-ordinated infant feeding programme with peer support
- Increase the number of people in Medway eating 5 fruit and vegetable each day through the development of community food projects
- Increase levels of active forms of transport for example walking and cycling through the Walking for Health initiative
- Improve access to and uptake of active recreation across all age groups (see also ambition 6) by working with childrens centres, schools and community groups
- Use public health intelligence to support a social marketing approach to behaviour change for healthier lifestyles

Reducing Health Inequalities

- Ensure all health care and social care services are appropriately targeted to benefit people with the poorest health
- Develop place based initiatives to improve health in neighbourhoods identified as having the worst health and lowest life expectancy
- Encourage social interaction by for example providing services at satellite locations such as libraries
- Improve outcomes in cardiovascular diseases and cancers by raising awareness of symptoms and ensuring timely access to high quality treatment services

Improving Mental Health

- Promote use of open/green space for therapeutic activities

- Reduce stigma and discrimination attached to mental ill health by the employment of a Mental Health Promotion Specialist and rolling out Mental Health First Aid Training to relevant groups
- Bring care close to home by investing in local clinics focusing on areas of greatest need such as Aspergers
- Review and redesign both adult an inpatient and community health services in order to ensure clear pathways to services
- Develop an intermediate care and rehabilitation pathway for people with dementia

Promoting independence and quality of life for vulnerable and older people

- Roll out programmes which give older people more choice and control over how their support is designed and delivered
- Provide support for people with longer term conditions to remain at home through for example the provision of equipment, aids and adaptations
- Ensure carers are involved in planning of services and are offered an assessment of their needs
- Support people with disabilities (particularly learning disabilities) to gain employment
- Support the voluntary sector to deliver services to vulnerable people
- Reduce occurrence and severity of common mental health problems by improving health and well being for those at higher risk

Who will deliver this?

Delivery will be co-ordinated by the Health Partnership liaising where appropriate with other partnerships particularly the Children's Trust Board.

How will we measure success?

Indicators of success will focus on:

16 plus smoking rate prevalence
 Obesity among primary school age children
 % of people exercising 3 times a week
 Waiting times or satisfaction with mental health services
 Satisfaction rates with homecare
 Increasing life expectancy and reducing the gap in life expectancy at ward level
 % of people in receipt of direct payments

Supporting Strategies

Growing Healthier - NHS Medway's Strategic Commissioning Plan 2008/9 to 2012/13
 Older Peoples Plan
 Children & Young People's Plan 2009-11
 Medway Council Plan 2009-12
 Medway Health and Well being Strategy

4. Medway to have a safe and high quality environment

Why is this important?

Medway has a below average carbon footprint due at least partly to the local jobs deficit and mitigation actions taken locally. However if the employment aspects of this strategy are successful in increasing the number of local jobs, the targets for reducing carbon emissions will come under pressure. Medway is dependent on the local groundwater supply and the growing population will put pressure on this supply. There are over 4500 properties at risk from tidal and river flooding and over 10,000 from surface water flooding. This number could increase with climate change. Development needs to be balanced between these economic, social and environmental pressures.

Medway is committed to meeting the targets for reducing carbon emissions as demonstrated by:

- The inclusion of “a clean and green environment” including an objective to reduce carbon emissions as a priority in the Council Plan
- The inclusion of a carbon emissions reduction indicator in the Local Area Agreement
- Help to local businesses to reduce their carbon footprint and improve eco-skills in their workforce through the LO-C-US and Eco-advantage projects
- The inclusion elsewhere in this strategy of proposals to reduce traffic by improving public transport, expanding Park and Ride provision and encouraging cycling and walking.

Medway has a diverse and valuable natural environment, including the unique and internationally important North Kent Marshes as well as a range of open spaces and relatively clean local environments. This countryside and open space network is a powerful tool for addressing many of the priorities in this strategy including health, sustainable transport, economic development, community regeneration and education. However to realise it's potential it will need protection and better connection to local communities.

Decent and energy efficient housing makes a vital contribution to achieving the overall vision for Medway. Decent housing is necessary to improve children and young people's well being and education prospects. Adaptations are often necessary to enable older people to remain living at home. The Audit Commission estimates that for every £1 spent on housing support for vulnerable people nearly £2 can be saved on health services, tenancy failure, crime and residential care. Carbon reduction targets cannot be met without energy efficient housing.

Crime is falling fast and is lower than similar places. Anti social behaviour has also reduced. However the perception of crime lags behind the reality and people remain concerned about safety and the way crime and anti social behaviour is dealt with particularly in the more deprived areas. The quality of the local environment is an important determinant of both the safety of an area and the perception of its safety by local residents.

Key Statistics

Carbon emissions in Medway

2005	5.02%
2007	4.89%

Housing targets and progress

Target	2008/9	815
Achieved	2008/9	914

Crime figures

Reduction in crime Oct-Dec 2008to Oct-Dec 2009

	<u>Medway</u>	<u>Kent</u>
Burglary	-17.7%	-2.75
Car crime	-23.4%	-20.4%
Criminal damage	-34.8%	-13.6%
Robbery	-20.6%	-17.8%

What progress have we made since 2006?

- Carbon emissions have reduced by 2.7 per cent between 2005 and 2007
- Recycling rates have improved but are still below the national average
- Green Flag accreditation for three parks
- Acquired and opened Ranscombe Farm Reserve, Cuxton in partnership with Plantlife International
- 40 per cent of new homes built in 2009 were affordable
- Integrated Offender Unit (Exemplar project)
- Diversionary activities
- Roll out of Police Community Support Officers
- Implementation of Safer Communities Teams
- SOS bus

What are we going to do?

Adapting to and mitigating the effects of climate change

- Increase recycling rates
- Reduce carbon emissions arising from the Medway area including domestic, business and transport emissions
- Reduce carbon emissions and improve energy efficiency of both new and existing housing by working with the community
- Increase use of renewable energy and investigate use of district heating schemes
- Conserve and enhance the diversity and abundance of habitats and species
- Raise awareness of and assist in reducing water wastage

Improving, maintaining and protecting accessible open spaces

- Develop the Green Grid through the implementation of identified priority strategic routes
- Strengthen the protection and conservation of open spaces
- Encourage community engagement in conserving and developing open space through for example the development of “friends” groups
- Apply Green Infrastructure planning in connecting people and places
- Continue to develop and ensure the sustainability of the Great Lines Heritage Park as the metropolitan park for Medway

Achieving affordable and decent housing and environment

- Roll out targeted housing initiatives based on the All Saints and Luton Partnership
- Research and develop more affordable housing initiatives
- Ensure government guidance in terms of sustainable housing development is applied

Reducing the incidence and fear of crime and anti social behaviour

- Improve confidence that the police and local council are dealing with anti social behaviour and crime issues which matter in their area
- Increase public awareness about crime and disorder reduction initiatives and reductions in crime
- Continue to develop community engagement through such initiatives as the PACTs
- Improve the local street scene and parks by working with the Council’s contractors and the community to protect and maintain standards and perception of cleanliness and confidence

Who will deliver this?

The Regeneration Partnership will co-ordinate delivery on climate change, open spaces and housing and the Community Safety Partnership on crime and anti social behaviour

How will we measure success?

Indicators of success will focus on:

Reducing carbon emissions
Ecological footprint
Achieving affordable housing targets
Reducing fear of crime
Biodiversity Indicator
Satisfaction with street scene and parks

Supporting Strategies

Medway Wildlife, Countryside and Open Space Strategy 2008-16

Medway's Community Safety Partnership Strategy 2008-11

Medway Council Plan 2009-12

Green Grids Strategy

Hoo Green Clusters Study

Medway Housing Strategy 2008-11

5. Medway to be a place where people value one another, play an active part and have pride in their community and Medway as a whole.

Why is this important?

Medway has a thriving voluntary and community sector with over 580 organisations active across the area providing a range of services for local people including engaging with the most hard to reach groups. This is a strong foundation on which to build an empowered and self confident society. However social cohesion is under pressure from social trends towards individualism and consumerism, increasing numbers of people living alone, declining political engagement, and the arrival of new communities. Young people in particular are often seen in a negative light because of the anti social behaviour of a small minority. It is important that the barriers to community empowerment and the contribution of the voluntary sector are removed if Medway is to be a place where people can achieve their full potential.

Key Statistics

People who think Medway is a place where different groups get on together (2009)

- 16.7% strongly agree
- 53.1% tend to agree
- 14.4% tend to disagree
- 6.0% disagree

People who think they can influence decisions in their local area (2009)

- 4% strongly agree
- 26.5% tend to agree
- 36.5% tend to disagree
- 28% strongly disagree

What progress have we made?

- PACT groups established in all 22 wards
- Black History month held every October
- Worked with schools to develop learning on citizenship and ensure that all reach the standards required by OfSTED in promoting community cohesion
- The Economic and Social Regeneration Team have carried out intensive work at the neighbourhood level to break the intergenerational cycle of unemployment
- Neighbourhood Action Plans produced for 6 areas
- Youth Parliament thriving

- Inter faith focus group established
- CVS and Medway Voice growing in strength
- 4 community centres supported
- The detached youth team have linked up with young people in the heart of their communities
- The provision of Multi Use Games Areas in mainly rural areas
- The provision by Mid Kent College of courses tailored to young people who have dropped out of mainstream education and training
- Hillyfields Community Park(exemplar project)
- Young Inspectors scheme has been established (exemplar project)

What are we going to do?

Empowering the community

- Establish outreach centres in 9 of Medway's most disadvantaged communities
- Establish neighbourhood services at community venues including schools and libraries in the heart of communities
- Expand neighbourhood management principles of working closely with the community and involving communities in influencing and improving local services, planning their own future and running their own community facilities
- Engage and involve local people in the design and delivery of community facilities

Supporting the voluntary sector

- Develop support at local level to equip community organisations to generate their own income and operate efficiently including promoting social enterprise models
- Establish a community chest initiative enabling the delivery of community projects
- Enable the Voluntary and Community Sectors to deliver key services to hard to reach communities
- Continue to support work of the Interfaith Forum

Ensuring Community Cohesion

- Deliver community cohesion initiatives, which instil a sense of common, purpose and create a common spirit of togetherness across faith, cultural and societal boundaries.
- Design and deliver tailored training programmes such as "English as a second language (ESOL)" for Ethnic Minority communities and other disadvantaged groups at neighbourhood venues
- Develop the multicultural community centre at the historic dockyard
- Tackle hate crime particularly in relation to people with learning disabilities by publicising the Disability Hate Crime Service
- Expand good practice in promoting community cohesion in schools as exemplified by Luton Junior school

Valuing Young People

- Developing tailored services which empower young people disaffected from education, employment and training in order to enable their economic inclusion
- Encourage an intergenerational approach to community initiatives
- Engage young people in shaping services which affect them
- Ensure young people's voice and views are heard

Who will deliver this?

The Regeneration Partnership will co-ordinate delivery on community and voluntary sector empowerment, the Community Safety Partnership on community cohesion and the Children's Trust Board on valuing young people

How will we measure success?

Indicators of success will focus on:

Per cent of people who think Medway is an area where people get on well together
Per cent of people who think they can influence decisions
Civic participation
Young people's participation
Incidence of hate crime

Supporting strategies

Social Regeneration Strategy for Medway 2008-16
Medway Council Plan 2009-12

6. Medway to be recognised as a Destination for Culture, Heritage, Sport and Tourism

Why is this Important?

Medway has a strong cultural, sporting and heritage offer. Tourism employs over 5250 local people and contributes in the region of £265 million to the local economy. Together they contribute to the well being of local residents by raising levels of civic pride, improving physical and mental health and delivering local jobs. Furthermore Medway's identity to the world is, to a great extent, shaped by the nature of its appeal to visitors – its destination image.

However there is potential to increase visitor numbers and local engagement and raise Medway's image as a tourist destination by strengthening this offer. This is already under way as developments such as Medway Park are undertaken in response to the opportunity presented by the 2012 Olympics working together with Gillingham FC and a bid for World Heritage Site status for Chatham Dockyard and its defences is developed.

Successful town centres provide a range of accessible services and facilities and also contribute to the image of Medway as the places which many visitors first see when they arrive in the area.

Key statistics

Number of visits to heritage attractions 2008/9 - 678,892

Adult participation in sport & recreation (October 2008) - 14.1%

(October 2009) - 17.3%

Council survey of participation in sport & recreation (June 2009) - 49%

Satisfaction with visit to Rochester Castle (December 2007) - 95%

Satisfaction with museums and galleries (December 2008) - 55%

What progress have we made since 2006?

- Medway Park developed as a centre of sporting excellence (Exemplar project)
- £7 million investment secured in the Great Lines Heritage Park
- 20 days of free festivals held each year – more than anywhere else in the South East
- Museum housing a new national collection of model ships to open in Spring 2010
- Successful bid to host Modern Pentathlon World Cup in 2010
- Dickens World attraction opened at Medway Maritime
- New Ramada Encore hotel opened at Chatham Maritime
- Rochester Cathedral visitor facilities improved including unveiling of “Ancient Stones, Untold Stories”
- Won the national Sustainable Communities Award for Creating a Lasting Legacy from the 2012 Olympics
- Chatham World Heritage Partnership established and growing

What will we do?

Improving range and quality of cultural, sporting and heritage facilities

- Champion World Heritage status for Chatham Dockyard and its defences
- Improve visitor experience at Rochester and Upnor Castles and Guildhall Museum
- Develop a 2012 package to celebrate Dickens bicentenary and the 200th anniversary of the arrival of the Royal Engineers in Chatham
- Submit a bid for city status for Medway in 2012
- Develop a waterfront arts complex in Chatham as part of a wider cultural area including the Brook and Central theatres
- Promote the benefits of physical activity and sport through marketing campaigns targeting particularly those least likely to participate, establishing Medway park as a regional centre of sporting excellence and creating more opportunities for local people to participate in sport and active lifestyles

Improving range and quality of natural environment offers

- Promote the Hoo Peninsula and North Kent Marshes as a sustainable tourism initiative
- Promote greater awareness of the Medway and Thames estuary resources
- Develop a cycle route around the Hoo peninsula
- Develop accreditation opportunities for existing tourism businesses

Improving the quality of town centres

- Implement the Chatham Centre and Waterfront Development Framework
- Implement the Gillingham Town Centre Development Framework
- Promote hotel development
- Promote quality design
- Implement Public Realm Strategy
- Implement road improvement and retail improvements in Strood
- Implement and ensure integration of Rochester Riverside with Rochester Centre

Who will deliver this?

Medway Regeneration Partnership and its sub group the Cultural Partnership will co-ordinate delivery of this ambition liaising with other partnerships as necessary

How will we measure success?

Indicators of success will focus on:

Number of Visitors
Satisfaction of Visitors
Satisfaction of Medway residents
Accreditation of tourism businesses
Hotel development

Supporting strategies

Cultural Strategy 2009-14
Medway Regeneration Framework 2006-16
Medway Countryside and Open Space strategy 2008-16
Green Grids
Hoo Green Clusters Study

6. Applying the 4 Key Principles

Sustainability

All the actions in this strategy will be checked to ensure that they are sustainable in economic, social and environmental terms.

In economic terms this will mean promoting economic competitiveness and enterprising activity and developing opportunities to develop workforce skills

In social terms this will mean providing opportunity for everyone to live in decent, energy efficient, affordable homes, improving health and well being, reducing crime and the perception of crime and reducing poverty and inequalities.

In environmental terms it will mean ensuring development takes place within the environmental limits of the area, reducing carbon footprint, developing on brownfield land, improving access to leisure facilities, connecting areas of green space with safe walking and cycling routes, reducing traffic congestion, conserving the diversity of habitat, reducing waste and increasing energy efficiency.

A Rapid Sustainability Appraisal of the Strategy has been carried out.

Narrowing the gap

As explained in the Medway Profile there are significant differences in well being between the best off and the worst off wards and neighbourhoods in Medway. Some actions in this strategy are specifically designed to improve the most deprived areas but all actions will look for opportunities to target these areas.

Fairness

In order that everyone should benefit from the regeneration of Medway and to maintain community cohesion it is essential to ensure that all the actions in this strategy take account of the needs of all communities in Medway particularly the most disadvantaged including the disabled, vulnerable people, ethnic minority communities and carers.

A Diversity Impact Assessment has been carried out to ensure that the strategy complies with this principle and this will be repeated when the document is reviewed.

Self help

A key measure of the success of this strategy will be the extent to which people take responsibility for their own and their community's futures. Consequently, opportunities to involve the community in delivering actions will be sought and barriers to involvement removed wherever possible.

7. Resources for delivery

- 7.1 The delivery of this strategy will be co-ordinated by the Local Strategic Partnership and its five thematic partnerships working through its constituent organisations, which have an excellent track record of partnership working in recent years. Within this framework, each action will have a lead agency assigned to it who will be responsible for co-ordinating multi agency activity and delivering the action. The Local Area Agreement and the North Kent Multi Area Agreement will form important elements of the delivery framework.
- 7.2 The cost of implementing this strategy will be met from the budgets of the LSP partners.
 - 7.2.1 An Infrastructure Delivery Plan will be prepared to ensure that the necessary physical infrastructure is in place to deliver the actions in the strategy.

8 Monitoring and Communication

8.1 Evaluation and Monitoring

:

The Strategy's Action Plan will be monitored on a quarterly basis, wherever possible through existing monitoring procedures particularly the Local Area Agreement. It will be rolled forward annually and be subject to a major review every three years. Evaluation of its effectiveness will be commissioned on a selective basis.

8.2 Reporting Back

There will be ongoing engagement with the community with regular report backs on progress through the LSP Plenary and other appropriate forums.

An Easy Read version of the strategy will be available.

Contact details:

Medway Local Strategic Partnership, Gun Wharf, Dock Road, Chatham, Kent ME4
4TR
Tel 332043
E-mail lsp@medway.gov.uk
www.medway.gov.uk/lsp

Consultations

Consultations have taken place with a wide range of organisations and groups over the period of the preparation of the Sustainable Community Strategy from October 2009 to February 2010. These are summarized below.

Medway LSP Plenary October 2009 and February 2010

Medway LSP Plenary represents about 360 organisations and individuals concerned with the future well being of Medway. The event in October focussed on creating the vision and priorities for the new Sustainable Community Strategy. It was attended by over 100 local organisations, community interest groups and individuals who were asked to identify their ambitions and priorities for Medway over the next 16 years. The meeting split into 6 workshops based on the themes of safer communities, regenerating Medway, children and young people, business, jobs and training, health and well being and meeting the needs of the local community. The results of the workshops were shared with all participants who then voted on their high, medium and low priorities giving the following top priorities:

- Supporting parents and families
- Managed growth
- Community cohesion
- Matching skills to employer/business demand
- Encouraging high value businesses to Medway
- Transport
- Improving perceptions of Medway
- Boosting young people's confidence, resilience and aspirations
- Healthy lifestyles
- Improving young people's life choices
- Supporting vulnerable people
- Promoting independence and quality of life for older people
- Respecting and valuing young people

The "Meeting the needs of the local community" workshop considered the potential diversity implications of the Sustainable Community Strategy and a Diversity Impact Assessment was carried out.

The event in February was again attended by over 100 organisations, groups and individuals. Having heard a presentation of the draft strategy, the meeting split into workshops to discuss the proposed actions in the strategy.

Medway Voice October 2009

Medway Voice is a network of community and voluntary groups. The meeting was attended by about 20 people representing about 12 groups. It was a joint event covering the Sustainable Community Strategy and the Local Transport Plan 2011-26. Following

presentations on these 2 strategies a discussion took place which brought out the following issues as priorities for consideration in the Sustainable Community Strategy:

- Raising aspirations
- Adopting an intergenerational approach
- Engaging the voluntary sector
- Supporting vulnerable people
- Need for a network of community centres/venues
- Value of youth outreach workers

Medway Older Peoples Partnership November 2009

This was a joint event covering the Sustainable Community Strategy and the Local Transport Plan 2001-26. It was attended by about 12 members of MOPP.

Following presentations on the 2 strategies, a discussion took place which brought out the following issues for consideration in the Sustainable Community Strategy:

- The need to recognise and engage with Medway's vibrant voluntary sector
- The need for more places for older people to meet
- The need to continue supporting successful initiatives which go out into the community such as the Villager bus and the SOS bus

LSP Extended Board November 2009

The meeting was attended by 45 members of the wider LSP partnership. Following a presentation on progress towards developing the Sustainable Community Strategy, participants divided into workshops to consider the emerging vision and potential priority issues with a view to developing a consensus about the vision and key principles.

The meeting raised a wide range of issues about the vision for Medway with an overall message that there is a need for a limited number of clear priorities and a simple forward looking vision which can be easily communicated.

Community Representatives Meeting November 2009

The meeting was attended by 8 community representatives including a local councillor. It was a joint event covering the Sustainable Community Strategy, the Local Development Framework and the Local Transport Plan. Following presentations on the 3 strategies, the meeting broke into 3 groups to discuss priorities for the 3 strategies.

The key points arising for the Sustainable Community Strategy were:

- The need to recognise that people relate primarily to their own community rather than Medway as a whole and people will judge the success of the strategy primarily by its effect on their community
- The need to encourage the role of community organisations in communicating with and developing community spirit within their communities

Youth Parliament November 2009

A special meeting of the Youth Parliament was held to consider the Sustainable Community Strategy, the Local Development Framework and the Local Transport Plan. It was attended

by 10 members of the Youth Parliament. Following presentations on the 3 strategies, the members of the Youth Parliament questioned the panel of presenters on a range of issues. The issues of most concern to the youth councillors were:

- Availability of jobs for young people
- The cost and availability of buses
- The need for back up plans
- The Medway vision to focus on improving the image and reality of Medway rather than on global issues such as climate change
- The need to counter the negative views of young people
- Young people to have a stronger voice
- People to be able to realise their potential
- Medway to be a safe place

Councillors Consultation Events December 2009

Two consultation events were held with councillors. They were attended by 15 councillors (about 20 other councillors attended other events where the Sustainable Community Strategy was discussed). Following a presentation on progress with the Sustainable Community Strategy, councillors divided into groups to discuss their priorities. The consultation revealed priorities relating to both “people” issues and “economic/infrastructure” issues. The former included:

- Primary education
- Community empowerment
- Raising aspirations
- The need for religious and racial harmony
- The importance of respect
- The need for high level jobs with the right skills available in Medway
- The importance of quality of health and health provision – not just about longevity

The latter included:

- The need to attract inward investment
- The need to change the image of town centres particularly Chatham by new development particularly upmarket housing
- The need for the strategy to focus on the big strategic issues

The strategy also draws on the results of 2 polls carried out in Medway in the last couple of years:

Ethnic Minorities Forum March 2010

A meeting with representatives of the Medway Ethnic Minorities Forum showed that they are generally happy with the strategy but would like to see acknowledgement of and support for the proposed multi cultural community centre at the historic dockyard.

Meetings in Target Communities

Await write ups

Resident's Opinion Poll Autumn 2009

This was carried out by Ipsos Mori who surveyed a representative sample of 1505 adults across Medway between September and November 2009.

The respondents' top priorities for improvement in each service were as follows

- Education Supporting schools to improve standards
- Health Improving hospital services
- Transport Reduced public transport costs
 Improved bus services
- Environment Keeping streets clean
 Enhancing green spaces
- Housing Improve existing housing stock
 More quality affordable housing
- Culture & leisure More facilities for young people
- Children & young people Cheaper leisure facilities
- Older & vulnerable people More social services
 More activities for older people
- Community Involvement More community activities/amenities
- Community Safety More beat police

Tell us Survey 2008

A survey of children and young people across England carried out by OFSTED in Spring 2008 (years 6,8 and 10)

The survey showed that, compared with the nation as a whole, safety was the biggest concern for young people in Medway. The term safety covered bullying, crime and young people hanging around. Thus 32% of young people in Medway worried about bullying compared with 27% in the nation, 32% felt unsafe compared with 24% nationally and 45% rated a safer area or less crime as the thing which would do the most to make their area a better place compared with 39% nationally.

Tellus Survey 2009

The survey showed that young people's experience of bullying in Medway decreased from 55% in 2008 to 52% in 2009 but remained above the national and regional average.

Appendix 2

Exemplar Projects

Medway Innovation Centre

Medway Innovation Centre at Rochester Airport which was opened in February 2009 is an exciting incubator for high-tech and service business start-ups providing space for up to 2000 high tech jobs. Medway Council developed it in partnership with BAE Systems, the Royal Bank of Scotland and the universities of Kent and Greenwich. The Centre is the only civilian UK incubator base specializing in the national security and resilience market. It provides office suites equipped with IP phone and data network infrastructure and high bandwidth internet access. It aims to assist companies during the difficult start up phase and help entrepreneurs turn innovative ideas into thriving businesses.

Only 12 months after opening the Centre is occupied by 24 innovative businesses including companies developing remote, multi site smart metering technology, delivering high speed internet access throughout Medway via long range wireless technology and a custom data centre virtualization and management software company.

Further phases of the Innovation Centre are planned at this key location close to one of the main motorway accesses to Medway.

Young Inspectors

The Young Inspectors programme is designed to achieve change and improvement through the views and opinions of young people. As service users and residents their recommendations will be listened to and acted upon.

Thirty Young Inspectors aged 13-19 (up to 25 if they have a disability) help improve and evaluate services that young people use. Our young inspectors have recently been or are going through challenges in their lives. Some are young parents, some disabled, some are young offenders and some are experiencing hardship, all of which makes them experts in knowing what they want from a service they are likely to use.

Young Inspectors receive in depth training and support from their worker and a young apprentice plus payment for their time and effort. Services realise the benefits of a Young Inspectors evaluation:

- Services get the best, honest and direct advice about their service
- Gives services the chance to improve and build on how they engage with young people
- Services have the opportunity to give their young people what they want and need in their area

The Young Inspectors programme has been in operation in Medway since May 2009. Since then Young Inspectors have undertaken evaluations for a number of services:

- A local bus route
- Our local website for young people MIXIT on line

- The 'C' Card scheme with our Contraceptive and Sexual Health services
- Summer play-schemes for children with additional needs
- A Contraceptive and Sexual Health clinic
- Common Assessment Framework awareness
- Emergency Contraceptive 72 service
- Homelessness

Hillyfields Community Park

Hillyfields Community Park was developed by and is now managed by Medway Council, Groundwork Kent and Medway and the community through the Friends of Hillyfields. Each entrance has its own bespoke railings and slabs on some of the paths are illustrated with leaves from trees in the park. Hillyfields is a safe and welcoming place with features for a wide group of users in a densely populated area lacking open space. The park provides a safe and exciting natural playground for younger visitors and a circular path with distance markers for walking and running. The site is managed in a sustainable manner ensuring it is clean and well maintained. The natural lie of the land divides the site into three areas. The play area is sited on the lower area, the middle plateau is an open space/events area with a junior football pitch and the surfaced active footpath and the upper plateau is part of a former orchard that still has many of the original fruit trees.

Friends of Hillyfields are passionate about their park and during the past year they have organised numerous events, including an apple day in October marking the heritage of the site. Visitors are encouraged to forage in the orchard. Longer term the plan is to enhance the orchard with further planting of fruit trees.

Hillyfields Park is an exciting and highly valued new community resource which has been recognised with the award of Green Flag status.

Integrated Offender Unit

The pioneering integrated offender management unit works quickly with those just released from prison, and who are likely to carry out these crimes again. Good communications with the prison service means the police and probation service know when offenders are going to be released. They make sure the conditions attached to the release are right, including any conditions for day releases. For example, this might mean attending courses to help get off drugs and alcohol. By working together, sharing an office and using the same databases to record and share information, the police and probation service are able to keep a closer eye on what people are doing. They closely supervise those who are more likely to carry out a crime again, and review their behaviour more regularly to help stop them from doing so. No extra public money is being spent to achieve these results – just working together differently. Because of the success of the unit, the same approach is being used to reduce anti-social behaviour. The integrated offender management unit is working closely with other public service teams and partnerships who are already working with people and families causing problems. For example police neighbourhood task teams, housing providers and the joint family management unit. They hold to account those who cause anti-social behaviour, if their behaviour doesn't improve. Early results in hot spot areas are already showing a drop in anti-social behaviour of just over 20 per cent. Kent Police have now introduced several similar schemes, which draw on Medway's experience.

Medway Park

Medway Council is committed to delivering a lasting legacy from the London 2012 Games.

At the heart of our 2012 legacy planning is Medway Park, our £11m flagship sporting regeneration project to provide Medway with a regional centre of sporting excellence with the needs of the community at its heart.

Medway Park, assisted by £5m of CLG Olympic Legacy funding, will galvanise the social and physical regeneration of one of Medway's more deprived areas, increasing opportunities for all, creating international-standard facilities and raising aspirations in an environment of excellence.

The centre is being developed in partnership with the University of Kent at Medway, which has pledged £3m to the scheme, Sport England, National Governing Bodies and local sports clubs and community organisations. Medway Council have contributed more than £2 million to the project.

The project will create a new 12-court sports hall, eight-lane athletics track, centre for sports therapy and sports science and gymnastics centre linked to Jumpers Rebound Centre. It will also involve the complete refurbishment of the existing Black Lion Leisure Centre.

The formal opening of the new Medway Park regional centre of sporting excellence will take place in April 2010, when Medway hosts the Modern Pentathlon World Cup, the first world sporting event ever to be staged in Medway.

Medway Stop Smoking Service (MSSS)

MSSS provides support and advice to people in Medway who want to quit smoking, enabling them to be four times more likely to quit successfully compared to quitting alone. Patients are seen by specially trained smoking cessation advisors who assess nicotine dependence, advise on appropriate smoking cessation pharmacotherapies, prescribe nicotine replacement therapies, assess motivation to quit and provide intensive support to smokers both pre and post quit.

Support comes in many forms and is available at venues throughout Medway. Patients can attend seven-week smoking cessation courses, one-to-one sessions at a pharmacy or GP surgery, drop-in clinics or, if they are house bound, they are provided with telephone support. Success rates vary between types of support chosen - from 50 to 75%+. So far this financial year (from 01/04/2009) 1346 people have successfully quit smoking with MSSS. This means the service has already achieved 115% of their DH target (1175 quitters) and they are also 80% towards their World Class Commissioning 'Stretch Target' of 1678 quitters.

The service has seven Project Officers who each work with specific population groups and teams in Medway. These include a Young Person's Officer whose role focuses on preventing uptake of smoking in children and adolescents. There are also Officers working with GP surgeries, Community Teams, Work places, Medway Council, Medway Hospital and Pharmacies with the aim of increasing awareness and referral of patients to MSSS and increasing the variety and amount of support options available for Medway residents. It has

been shown that specific population groups such as routine and manual workers, pregnant women and black and minority ethnic groups may require more intensive or tailored support to quit and thus MSSS have also assigned Officers to work specifically with these groups.

Overall, the service is friendly, flexible and very successful, with quit support options being tailored to the individual. It is also innovative and passionate in its continued efforts to reach all population groups in Medway and assist even the most addicted smokers to quit.

Word List

Academy

All ability state funded schools established and managed by sponsors from a wide range of backgrounds including high performing schools and colleges, universities, individual philanthropists, businesses, the voluntary sector and faith communities.

Affordable Housing

Homes provided at below market prices including social rented housing, low cost housing for purchase and shared equity schemes where the cost of buying a house is shared by the home owner and the government.

Aspergers

Asperger syndrome is a form of autism which is a lifelong disability that affects how a person makes sense of the world, processes information and relates to other people. With the right support, people with Asperger syndrome can lead full and independent lives.

Biodiversity

The variety of different species and habitat on earth

Carbon footprint

The total amount of greenhouse gases produced to support human activities, usually expressed in equivalent tons of carbon dioxide (CO₂)

Cardiovascular disease

Disease affecting the heart and blood vessels

Community cohesion

Aspects of togetherness and bonding exhibited by members of a community or the “glue” which holds a community together.

Direct payments

Cash payments to individuals who have been assessed as needing services, thus giving them choice and control over their lives.

Diversity Impact Assessment

A way of systematically assessing and consulting on the potential impact of policies on groups who are likely to face discrimination and disadvantage on the basis of race, gender, disability, sexual orientation, religion, age or any other inappropriate distinction.

Eco advantage project

A partnership of three local authorities (Medway, Reading and Basingstoke and Deane) together with Cementaprise Training to deliver climate change awareness and skills.

EU accession states

The 10 countries which joined the EU in May 2004 and January 2007.

Family Nurse partnership

A government programme to assign family nurses to young disadvantaged parents for two years of their lives.

Green flag awards

National standards for parks and green spaces presented to organisations for their high quality green space

Green grid

An initiative to provide sustainable links between urban and rural neighbourhoods through a network of quality open spaces and landscape corridors of recreational and ecological value through which people can move without cars.

Key Stage 2

Covers teaching for children between the ages of 7 and 11. At the end of this stage children are assessed to see if they made the progress expected at that stage.

Local Area Agreement (LAA)

An agreement between central government and a local area (local authority and LSP) setting out the priorities for that area for a three year period.

Local Development Framework (LDF)

The key spatial framework plan for an area guiding development over the long term.

LO-C-US

A comprehensive EU funded business support programme to reduce the carbon footprint of local small and medium sized firms.

Local Strategic Partnership (LSP)

Voluntary partnerships of key local organisations responsible for exercising leadership through the production of Sustainable Community Strategies (see below), having oversight of community consultation and engagement, producing a Local Area agreement (see above), having oversight of the planning and alignment of resources and reviewing progress.

Multi Area Agreement (MAA)

A Local Area Agreement at sub regional level focussing on sub regional issues such as economic development, skills, transport and housing.

NVQ

National Vocational Qualifications.

OfSTED

Office for Standards in Education – the education watchdog

PACTs

Partners and Communities Together – multi agency teams working with a local community to improve their quality of life

Primary Strategy for Change

An investment plan for improving school buildings

Rapid Sustainability Assessment

A methodology for assessing the sustainability of community strategies which can make them much more sustainable and robust without carrying out a full formal appraisal.

Regional Spatial Strategy

A spatial strategy setting out the broad planning strategy of how a region should look in 15-20 years time.

Single Conversation

An investment planning process through which the Homes and Communities Agency (HCA) and local authorities in a sub region working with other key partners will determine where HCA and local authority investments will be made culminating in the production of a Local Investment Plan and a Local Investment Agreement.

Sustainable Community Strategy

The overarching partnership strategy for an area setting out the long term vision and the key priorities for the area

Thames Gateway

A huge long term regeneration area to the east of London around the River Thames containing parts of South Essex and North Kent

World Heritage status

An award conferred on sites of “outstanding universal value” awarded by Unesco to monuments, buildings or landscapes for their cultural or natural heritage value.

Diversity Impact Assessment: Full Assessment Form

(for use after DIA screening has identified concerns that unfair access or differential impacts of function, policy, major service change or strategy may exist)

Directorate Business Support		Name of Strategy Medway Sustainable Community Strategy 2010-26		
Officer responsible for assessment John Woodside		Assessment date 22.02.10	New, or existing? Existing	
Identify potential issues and factors				
1. In regard to which groups are there concerns that there <u>could</u> be a differential impact?	Race	Religious belief	Trans-gendered or transsexual	
	Disability	Age	Other (specify)	
	Gender	Sexual orientation		
2. What differential impact do you think there <u>could</u> be on this/these group(s)?	Ethnic Minority Groups in Medway have higher educational achievement than white British pupils. However, nationally, nearly all ethnic minority groups are less likely to be in paid employment than white British people. Employment rates for disabled people are less than half those of non-disabled people. Women are paid on average 21% less than men. There are significant differences in levels of deprivation between the worst and the best areas in Medway .			
Map existing data				
3. What existing evidence do you have for this - e.g. take-up, complaints?				
Information/ data	When collected	Source	Strengths of data (e.g. up-to-date)	Gaps
Needs assessments of different groups and areas in Medway	2007/8	Medway JSNA	Reasonably up to date Quantified	Opinions Cross referencing of groups and types of deprivation
Opinions of Medway residents about services and the future of Medway	2009	Residents Opinion Poll	Up to date Random sample	Too small a sample to get views of minority groups
Economic inequality in the UK	2009	Report of National Equality Panel	Up to date	No local data
4. What are implications of the gaps in evidence (e.g. people with visual impairments do not know about council services)?	The SCS recognises that the vision for Medway cannot be achieved without taking account of the needs of its minority groups and the inequalities which exist in the area.			

5. What is the key question you want answered, and by whom.	What is your vision for Medway in 2026 and what particular issues need to be addressed in respect of your group?	
Formal Consultation		
6. Are there any experts/ relevant groups who you could approach to ask their views on the issues?	YES	Please list: Medway Voice (met October 2009) Ethnic Minorities Forum (not yet met) Youth Parliament (met in November 2009) Older Persons Partnership (met in November 2009)
	NO	Disability Forum (met Council's disability forum in October 2009 and e mailed health groups December 2009) Target neighbourhoods (meeting in February/March 2010)
7. Have you discussed your consultation request with Research and Review?	YES	Yes
	NO	
<p>8. Describe in detail the views of the relevant groups/experts on the issues.</p> <p>Medway Voice – Raised the following issues:</p> <ul style="list-style-type: none"> • Need to raise aspirations • Need to adopt an intergenerational approach • Need to engage the voluntary sector • Support for vulnerable people particularly those with learning disabilities • Need for network of community centres/venues • Value of youth outreach workers <p>Youth Parliament – raised following concerns:</p> <ul style="list-style-type: none"> • Jobs • Cost & availability of buses • Need to counter the negative views of young people • Need for young people to have a stronger voice • People to be able to realise their potential • Medway to be a safer place <p>Older Persons Partnership</p> <ul style="list-style-type: none"> • Need for places for older people to meet • Need to support successful initiatives such as SOS bus and villager bus • Need to support Medway's vibrant voluntary sector <p>Target community (Brook Lines)</p> <ul style="list-style-type: none"> • Traffic • Civic pride • Need for higher consumer spend in Chatham • Encourage graduates to stay in area • More buses suitable for the disabled • Fear of hate crime towards people with learning disability • More affordable housing 		

9. What options, alternatives or reasonable readjustment(s) have been considered? The SCS has introduced 4 key principles to run through the strategy 2 of which are about reducing inequalities, one to narrow the gap between affluent and deprived areas and the other to ensure the needs of all groups are recognised. There are also specific priorities to address inequalities:

- Reducing family poverty
- Reducing health inequalities
- Improving mental health
- Reducing fear of crime
- Empowering communities
- Ensuring community cohesion
- Valuing young people

Many other priorities will help to reduce inequalities and the concerns raised during consultation including matching skills to jobs, improving transport and improving housing.

Conclusion and recommendations

10. In your own words, briefly state what changes (from the customers' point of view) are reasonable adjustments to make access fair.

As the overarching strategy for Medway, the SCS provides the framework for ensuring that all other strategies and plans include measures and policies to address inequalities. It is intended to produce an easy read version of the document to assist people with learning disabilities.

Target setting

Outcome	Actions (with completion dates)	Measure of progress
<p>Consultations completed by end of February 2010</p> <p>SCS approved by LSP Board and Cabinet by end of March 2010</p>	<p>See above</p> <p>LSP Board 23 March</p> <p>Cabinet 30 March</p> <p>Council 15 April</p>	<p>Meeting with Ethnic Minorities Forum outstanding</p>
<p>Signed (officer responsible for achieving above DIA actions)</p>	<p>Date</p>	
<p>Signed (completing officer/service manager)</p>	<p>Date</p>	
<p>Signed (service manager/Assistant Director)</p>	<p>Date</p>	

Monitoring and Review

Progress against these targets will be monitored by the service manager and will be reported through ADQ and PDR process. Identification of new, additional and emerging targets related to this service area will be the responsibility of the service manager.

The Core Values Group will carry review of Medway Council's progress against its overall equality responsibilities out at least six-monthly.

Related documents

List of e.g. minutes of meetings, research or consultation reports, service monitoring information, policy or strategy docs

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Appendix C

Ambition 1: Economy & Skills

Priority	Success Measures	Lead Partnership	Key Action	Lead Agency For Key Actions
Increase the number range and quality of jobs	NI152: Working age people on out of work benefits (LAA)	Economic Partnership	Focus on sector development	Council (RCC) Stephen Gaimster
			Ensure availability of employment space	Council (RCC) Stephen Gaimster
	NI171: New Business Registration Rate (LAA)		Develop the Medway image	Council (RCC) Stephen Gaimster
			Develop an enterprise strategy	Council (RCC) Stephen Gaimster
	NI 166: Average Earning of Employees in the Area		Explore fibre optics infrastructure	Council (RCC) Brian Weddell
	Number of Jobs (other indicator)	Develop "Employ Medway" Programme	Council (RCC) Stephen Gaimster	
Develop Skills to Meet Employer Needs	NI 174: Skill gaps in the current workforce reported to	Economic Partnership	Expand Apprenticeship Programme	JobCentre Plus

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	<p>local employers.</p> <p>NI161: Leavers achieving a Level 1 qualification in literacy (LAA)</p> <p>NI163: Working Age population qualified to Level 2 or higher (LAA)</p>		<p>Implement Graduate Work Placement Scheme</p> <p>Support Customer Service Training in Retail/tourism sectors</p> <p>Develop Strategy to Link Skills Development with Job Opportunities in physical developments</p> <p>Expand vocational programmes including Diplomas for 14-19 yr olds</p>	<p>LSC/Council (C&A) Simon Trotter</p> <p>LSC</p> <p>Council (RCC) Stephen Gaimster</p> <p>Council (C&A) Simon Trotter</p>
<p>Develop a Centre of Excellence for HE& FE</p>	<p>NI:164 Working Age Population qualified to Level 3</p> <p>NI:165 Working Age Population qualified to Level 4</p> <p>Number of graduates staying in Medway (local indicator)</p>	<p>Economic Partnership</p>	<p>Raise aspirations of young people</p> <p>Encourage a high number of graduates to stay in the area</p> <p>Promote knowledge transfer partnerships</p> <p>Raise profile of HE/FE</p> <p>Develop links with Hadlow College</p> <p>Improve public transport links</p>	<p>Council (C&A) Simon Trotter</p> <p>Universities/ Colleges</p> <p>Council (RCC) Stephen Gaimster/ Universities</p> <p>Universities</p> <p>Universities</p> <p>Council (RCC) Stephen Gaimster</p>

SUSTAINABLE COMMUNITY STRATEGY OUTLINE ACTION PLAN

			<p>Increase amount of student accommodation</p> <p>Work with business to raise awareness</p> <p>Work with UCA to relocate their campus within Medway Council</p>	<p>Universities</p> <p>Federation of Small Businesses</p> <p>Council (RCC) Robin Cooper</p>
Improved Transport	<p>NI167: Congestion (LAA)</p> <p>NI 175: Access to services & facilities by walking, cycling and public transport</p> <p>NI 178: Bus services running on time</p> <p>Satisfaction with public transport (other indicator)</p>	Economic Partnership (Transport Partnership)	<p>Construct new bus station in Chatham</p> <p>Upgrade railways stations at Gillingham Chatham and Strood and Rochester</p> <p>Ensure good public transport links to new development and existing neighbourhoods.</p> <p>Make highway improvements</p> <p>Develop strategic bus corridors</p> <p>Expand park and ride provision</p>	<p>Council (RCC) Brian Weddell</p> <p>Network Rail</p> <p>Transport Partnership/Council (RCC) Stephen Gaimster</p> <p>Transport Partnership/Council (RCC) Stephen Gaimster</p> <p>Council (RCC) Stephen Gaimster</p> <p>Council (RCC) Stephen Gaimster</p>

SUSTAINABLE COMMUNITY STRATEGY OUTLINE ACTION PLAN

			Explore potential of River Medway for work and leisure travel	Council (RCC) Stephen Gaimster
			Explore potential for further Medway Crossings	Council (RCC) Stephen Gaimster
			Provide more cycling and walking opportunities	Council (RCC) Stephen Gaimster
			Improve waymarking of facilities and services throughout Medway	Council (RCC) Brian Weddell

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Ambition 2 Children & Young People

Priority	Success Measures	Lead Partnership	Key Action	Lead Agency For Key Actions
Achieving at Key Stage 2	NI73: Achievement at Level 4 of Key Stage 2 (LAA)	Children's Trust Board	Deliver a primary strategy for change	Council (C&A) Simon Trotter
			Reduce number of school changes for primary school children	Council (C&A) Simon Trotter
			Improve leadership & governance	Council (C&A) Simon Trotter
			Improve quality of teaching at Key Stage 2	Council (C&A) Simon Trotter
Reducing Teenage Pregnancy	NI112: Under 18 conception Rate (LAA)	Children's Trust Board	Raise aspirations of young people by increasing number of extended schools and extending links with FE & HE	Council (C&A) Simon Trotter
			Improve contraceptive and sexual health services	Public Health Directorate Alison Barnett
			Improve delivery of relationship and sex education	Council (C&A) Simon Trotter

SUSTAINABLE COMMUNITY STRATEGY OUTLINE ACTION PLAN

			Deliver support to young parents	Public Health Directorate Alison Barnett
Improve Safety of Children	<p>NI17: Perceptions of anti social behaviour (LAA)</p> <p>NI69: Children who have experienced bullying</p> <p>NI198: Children travelling to school - mode of travel usually used</p> <p>NI65: Children becoming the subject of a child protection plan for a second or subsequent time (LAA)</p> <p>NI39: Alcohol – harm related hospital admission rates (LAA)</p> <p>NI40: Drug Users in effective treatment</p>	Children’s Trust Board In liaison with Community Safety Partnership	<p>Partners to review their anti bullying strategies</p> <p>Develop preventative strategy</p> <p>Reduce anti social behaviour</p> <p>Reduce substance misuse including alcohol</p> <p>Provide safe routes for children walking or cycling to school</p>	<p>Council C&A Juliet Sevier</p> <p>Council C&A Sally Morris</p> <p>Police</p> <p>DAAT</p> <p>Council (RCC) Stephen Gaimster</p>

SUSTAINABLE COMMUNITY STRATEGY OUTLINE ACTION PLAN

<p>Reduce Family Poverty</p>	<p>NI:109 The number of sure start centres</p> <p>NI116: Proportion of children in poverty</p>	<p>Regeneration Partnership</p>	<p>Role out six additional sure start children's centres</p> <p>Maximise supply of safe suitable and affordable housing to meet the needs of young people</p> <p>Commission high quality progression routes for young people to ensure their maximum employability</p>	<p>Council C&A Simon Trotter</p> <p>Strategic Housing Partnership /Council (BS) Deborah Upton</p> <p>Council (C&A) Simon Trotter</p>
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SUSTAINABLE COMMUNITY STRATEGY OUTLINE ACTION PLAN

Ambition 3 Health, Well Being and Care

Priority	Success Measures	Lead Partnership	Key Action	Lead Agency For Key Actions
Improve life style	NI8: Adult participation in sport (LAA)	Health Partnership	Increased number of smoking quitters	PCT Public Health Directorate Alison Barnett
	NI56: Obesity among primary school age children (LAA)		Tobacco control alliance	PCT Public Health Directorate Alison Barnett
	NI123: 16 plus smoking rate (LAA)		Increase breast feeding programmes	Public Health Directorate Alison Barnett
			Increase levels of active forms of transport	Public Health Directorate Alison Barnett
			Increase number of people eating 5 fruit & vegetables	Public Health Directorate Alison Barnett
			Expand access to active recreation	Public Health Directorate Alison Barnett
			Use public health intelligence to support a social marketing approach	Public Health Directorate Alison Barnett

SUSTAINABLE COMMUNITY STRATEGY OUTLINE ACTION PLAN

<p>Reduce Health Inequalities</p>	<p>Life expectancy at birth for Medway and Wards in Medway (other indicator)</p> <p>NI121: Mortality rates from all circulatory diseases (LAA)</p>	<p>Health Partnership</p>	<p>Ensure services are targeted to benefit people in the poorest health</p> <p>Develop initiatives to improve health in neighbourhoods with worst health</p> <p>Encourage social integration</p> <p>Improve outcomes in cardiovascular diseases and cancer</p>	<p>Public Health Directorate Alison Barnett</p> <p>Public Health Directorate Alison Barnett</p> <p>Public Health Directorate Alison Barnett</p> <p>Public Health Directorate Alison Barnett</p>
<p>Improve Mental Health</p>	<p>NI51: Effectiveness of child and adolescent mental health services (LAA)</p> <p>Waiting times/satisfaction with mental health services (other indicator)</p>	<p>Health Partnership</p>	<p>Reduce stigma & discrimination</p> <p>Bring care closer to home</p> <p>Review & redesign adult and in-patient community health services</p> <p>Develop intermediate care and rehabilitation pathways</p> <p>Promote use of open/green space for therapeutic activities</p>	<p>PCT</p> <p>PCT</p> <p>PCT</p> <p>PCT</p> <p>PCT</p>

SUSTAINABLE COMMUNITY STRATEGY OUTLINE ACTION PLAN

Promote Independent and Quality of Life for vulnerable and Older People	NI141: Number of vulnerable people achieving independent living (LAA)	Health Partnership	Roll out programmes giving older people more choice and control	Council (C&A) David Quirke Thornton
	NI:124 People with a long term condition supported to be independent and in control of their condition (LAA)		Provide support for people with longer term conditions to remain at home	Council (C&A) David Quirke Thornton
	NI:130 Social care clients receiving self directed support (LAA)		Ensure carers are involved in planning of services and offer assessment of their needs	Council (C&A) David Quirke Thornton
			Support people with disabilities to gain employment	Council (C&A) David Quirke Thornton
			Support voluntary sector to delivery services to Vulnerable people	Council (C&A) David Quirke Thornton
			Reduce mental health problems by improving health and well-being	PCT

SUSTAINABLE COMMUNITY STRATEGY OUTLINE ACTION PLAN

Ambition 4: Safe & High Quality Environment

Priority	Success Measures	Lead Partnership	Key Action	Lead Agency For Key Actions
Adapting to and mitigating the effect of climate change	NI186: Per capita CO2 emissions (LAA)	Regeneration Partnership	Increase recycling rates	Council (RCC) Andy McGrath
	NI191: Residual household waste per head.		Reduce carbon emission from Medway area	Council (RCC) Stephen Gaimster
	Ecological footprint (other indicator)		Improve energy efficiency in existing and new housing stock	Council (BS) Deborah Upton
			Increase use of renewable energy and investigate district heating schemes	Council (RCC) Stephen Gaimster
			Conserve and enhance diversity and abundance of habitats and species	Council (RCC) Stephen Gaimster
			Raise awareness of and assist in reducing water wastage	Council (RCC) Stephen Gaimster
Improve maintain and Protect Accessible Open Spaces	NI197: Improve local biodiversity	Regeneration Partnership	Develop and deliver the Green Grid	Council (RCC) Richard Hicks
	NI199: Satisfaction with Parks and play areas		Strengthen protection and conservation of open spaces	Council (RCC) Richard Hicks

SUSTAINABLE COMMUNITY STRATEGY OUTLINE ACTION PLAN

			<p>Encourage community engagement in conserving and developing open space</p> <p>Apply green infrastructure planning in connecting people and places</p> <p>Develop and ensure sustainability of the Great Lines Heritage Park as the Urban Park for Medway</p>	<p>Council (RCC) Richard Hicks</p> <p>Council (RCC) Stephen Gaimster</p> <p>Council (RCC) Stephen Gaimster</p>
<p>Achieve Affordable Decent Housing and Environment</p>	<p>NI154: Net additional homes provided (LAA)</p> <p>NI155: Number of affordable homes delivered (LAA)</p> <p>NI 156: Number of households living in temporary accommodation (LAA)</p>	<p>Regeneration Partnership (Strategic Housing Partnership)</p>	<p>Role out targeted housing initiatives based on the All Saints & Luton Partnership</p> <p>Research and develop more affordable housing initiatives</p> <p>Ensure government guidance in terms of sustainable housing development is applied</p>	<p>Council (BS) Deborah Upton</p> <p>Council (BS) Deborah Upton</p> <p>Council (RCC) Stephen Gaimster</p>
<p>Reduce the Incidence and Fear of Crime and Antisocial Behaviour</p>	<p>NI15: Serious violent crime (LAA)</p> <p>NI16: Serious acquisitive crime rate (LAA)</p>	<p>Community Safety Partnership</p>	<p>Increase public awareness about crime and disorder reduction initiatives and reduction in crime</p>	<p>Police</p>

SUSTAINABLE COMMUNITY STRATEGY OUTLINE ACTION PLAN

	<p>NI17: Perceptions of antisocial behaviour (LAA)</p> <p>NI21: Dealing with local concern about anti-social behaviour and crime by local council and policed (LAA)</p> <p>NI19: Rate of young offenders re-offending (LAA)</p> <p>NI24: Satisfaction with the way the Police and Local Council deal with antisocial behaviour</p> <p>NI30: Re-offending rate of prolific and priority offenders (LAA)</p> <p>NI32: Repeat incidents of domestic violence (LAA)</p>		<p>Improve confidence that Police and Local Council are dealing with anti-social behaviour and crime issues</p> <p>Continue to develop community engagement processes such as PACTS</p> <p>Improve the quality of parks and the local street scene</p>	<p>Police</p> <p>Police & Council (RCC) Andy McGrath</p> <p>Council (RCC) Andy McGrath</p>
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SUSTAINABLE COMMUNITY STRATEGY OUTLINE ACTION PLAN

Ambition 5: Community

Priority	Success Measures	Lead Partnership	Key Action	Lead Agency For Key Actions
Empower the Community	NI4: % of people who feel they can influence decisions in their locality NI3 : Civic participation in the local area	Regeneration Partnership	Establish outreach Centres	Council (RCC) Stephen Gaimster
			Establish doorstep gateway neighbourhood services	Council (RCC) Stephen Gaimster
			Expand neighbourhood management	Council (RCC) Stephen Gaimster
			Engage local people in design and delivery of community facilities	Council (RCC) Stephen Gaimster
Support the Voluntary Sector	NI 7: Environment for a thriving third sector	Regeneration Partnership	Develop Social Enterprise Support for voluntary organisations	Council (RCC) Stephen Gaimster
			Establish a community chest	Council (RCC) Stephen Gaimster
			Enable the Voluntary and community sectors to deliver services to hard to reach communities	Council (RCC) Stephen Gaimster
			Continue to support work of Interfaith Forum	Council (RCC) Stephen Gaimster

SUSTAINABLE COMMUNITY STRATEGY OUTLINE ACTION PLAN

<p>Ensure Community Cohesion</p>	<p>NI1: Percentage of people who believe people from different backgrounds get on well together in their local area (LAA)</p> <p>NI13: Migrants English language skills and knowledge (NI)</p> <p>Incidence of hate crime (other indicator)</p>	<p>Community Safety Partnership</p>	<p>Delivery community Cohesion initiatives</p> <p>Design and deliver ESOL and other training programmes for ethnic minorities and other disadvantaged groups</p> <p>Develop multi cultural community centre</p> <p>Expand good practice in promoting community cohesion in schools</p> <p>Tackle hate crime particularly in relation to people with learning disabilities</p>	<p>Council (RCC) Andy McGrath</p> <p>Council (B&S) Tricia Palmer</p> <p>Council (RCC) Stephen Gaimster</p> <p>Council (C&A) Simon Trotter</p> <p>Police</p>
<p>Valuing Young People</p>	<p>NI 110: Young people's participation in positive activities</p>	<p>Children's Trust Board</p>	<p>Engage young people in the shaping of neighbourhood services which affect them</p> <p>Develop tailored services which empower young people disaffected from education employment and training</p> <p>Encourage inter generational approach to community initiatives</p> <p>Ensure young people's voice and views are heard</p>	<p>Council (C&A) Juliet Sevier</p> <p>Council (C&A) Juliet Sevier</p> <p>Council (RCC) Stephen Gaimster</p> <p>Council (C&A) Sally Morris</p>

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Ambition 6: Culture, Heritage, and Sport & Tourism

Priority	Success Measures	Partnership	Key Action	Lead Agency For Key Actions
<p>Improve range and quality of cultural sporting and heritage facilities</p>	<p>NI8: Adult participation in sport</p> <p>NI10: Visits to museums or galleries</p> <p>Number of visitors to local attractions (other indicator)</p> <p>Satisfaction of visitors with local attractions (other indicator)</p>	<p>Regeneration Partnership</p>	<p>Champion bid for world heritage status for Chatham Dockyard and its defences</p> <p>Improve visitor experience at Rochester and Upnor Castles and Guild Hall Museum</p> <p>Develop a 2012 package to celebrate Britain's Bicentenary and 200th Anniversary of the arrival of the Royal Engineers in Chatham</p> <p>Develop a water front arts complex as part of a wider cultural area in Chatham</p> <p>Submit a bid for City status for Medway</p> <p>Promote the benefits of physical activity and sport</p>	<p>Council (RCC) Stephen Gaimster</p> <p>Council (RCC) Richard Hicks</p> <p>Council (RCC) Richard Hicks</p> <p>Council (RCC) Brian Weddell</p> <p>Council (RCC) Richard Hicks</p> <p>Council (RCC) Richard Hicks</p>

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<p>Improve Range and Quality of Natural Environment Offers</p>	<p>Number of visitors to local attractions (other indicator)</p> <p>Satisfaction of visitors with local attractions (other indicator)</p> <p>Satisfaction with parks and open spaces (other indicator)</p>	<p>Regeneration Partnership</p>	<p>Promote Hoo Peninsula and North Kent Marshes as a sustainable tourism initiative</p> <p>Promote greater awareness of the Medway & Thames Estuary resources</p> <p>Develop a cycle route around Hoo peninsula</p> <p>Develop accreditation opportunities for tourism and businesses</p>	<p>Council (RCC) Stephen Gaimster</p> <p>Council (RCC) Richard Hicks</p> <p>Council (RCC) Stephen Gaimster</p> <p>Council (RCC) Stephen Gaimster</p>
<p>Improve the Quality of Town Centres</p>	<p>Hotel bed spaces created (other indicator)</p>	<p>Regeneration Partnership</p>	<p>Implement Chatham centre and waterfront development.</p> <p>Implement Gillingham Town Centre development framework</p> <p>Promote hotel development</p> <p>Promote quality design</p> <p>Implement public realm strategy</p> <p>Implement road and retail improvements in Strood.</p> <p>Implement and ensure integration of Rochester Riverside with Rochester Centre</p>	<p>Council (RCC) Brian Weddell</p> <p>Council (RCC) Brian Weddell</p> <p>Council (RCC) Stephen Gaimster</p> <p>Council (RCC) Stephen Gaimster</p> <p>Council (RCC) Stephen Gaimster</p> <p>Council (RCC) Brian Weddell</p> <p>Council (RCC) Brian Weddell</p>