

BUSINESS SUPPORT OVERVIEW & SCRUTINY COMMITTEE

30 JANUARY 2020

ATTENDANCE OF THE DEPUTY LEADER AND PORTFOLIO HOLDER FOR HOUSING AND COMMUNITY SERVICES

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Summary

This report sets out activities and progress on work areas within the Housing and Community Services Portfolio, which fall within the remit of this Committee. This information is provided in relation to the Deputy Leader and Portfolio Holder for Housing and Community Services being held to account.

1. Background

1.1 The areas within the terms of reference of this Overview and Scrutiny Committee and covered by the Deputy Leader and Portfolio Holder for Housing and Community Services are:

- All Housing Services (including HRA)
- Homelessness and Housing Options
- Adult learning
- Libraries and Community Hubs
- Voluntary Sector
- Climate Change
- Medway Commercial Group
- Medway Development Company

2. Strategic Housing Achievements for 2019/2020

Disabled adaptations to housing

2.1 Medway Council undertakes alterations and adaptations to properties in order to assist Medway's residents to remain living independently in their homes. Just under £2.4 million (including commitment brought

forward from 2018/19) has been budgeted for disabled adaptations in 2019/20. During the year 2018/19 a total of 143 adaptation cases were completed and in 2019/20 up to the end of November 2019 there have been a total of 94 cases completed.

Homelessness and housing options

- 2.2 In accordance with those duties introduced by the Homeless Reduction Act (HRA) 2017 in April 2018, the Housing Options service continues to proactively work to prevent and relieve homelessness within Medway.
- 2.3 The numbers of those approaching for homelessness assistance for the year to date (end of November) stands at 1,780, which is a reduction of 6% compared to the same period in 2018/19 which saw 1886. However, the level of demand on the service remains high which is demonstrated when compared to the same period in 2017/18, which saw 1,602 approaches.
- 2.4 Despite the high level of demand, more effective practices and procedures implemented within the service, alongside recruitment to ensure a resilient and flexible staffing establishment, has enabled the team to maintain a high quality statutory compliant service, whilst achieving high levels of success in preventing and relieving homelessness. This has directly contributed to a reduction in the number of households entering temporary accommodation in Medway.
- 2.5 Through the year to date, the Housing Options Team have worked to increase the number of successful homeless preventions and reliefs. Between April and November 2019 the service triaged 1,780 cases and successfully prevented/relieved 638 homeless households. This is a significant increase on previous years, with 567 prevention/reliefs being achieved for the same period last year, and 273 the year before.
- 2.6 Subsequent to triage, during the period April to November 2019:
 - 554 prevention cases were triggered, of which were 476 successfully prevented - 233 by assisting them to secure alternative accommodation and 243 by assisting them to sustain existing accommodation. This equates to a successful prevention rate of 86%.
 - 300 relief cases were triggered, of which 162 were successfully relieved by assisting them to secure accommodation. This equates to a successful relief rate of 54%.
 - During this period only 315 households (or 18% of those triaged) were placed into temporary accommodation. This has contributed to the total number of households in temporary accommodation remaining fairly static compared to the previous year, consistently hovering at or below 340, illustrating the increased focus by the Housing Options team on the prevention and relief of homelessness.
- 2.7 Underpinning Housing Services' successful prevention/relief activities has been a number of initiatives, both new and existing. These include:

- agreeing joint prevention working arrangements with a number of social landlords in the area – MHS Homes, MOAT and L&Q – to enable early interventions to seek to sustain tenancies for those tenants who are at risk of eviction;
- maintaining our landlord helpline to enable early intervention and co-operative working with private sector landlords seeking to sustain tenancies for those tenants who are at risk of eviction up until November 2019 there have been 68 cases brought to our attention through the hotline. In 70% of cases the team we are able to prevent homelessness;
- undertaking monthly joint prevention appointments at the Endeavour Foyer, a commissioned supported housing project, seeking to sustain accommodation for young persons at risk of eviction;
- liaising closely with Children’s Services and Early Help to promote joint working on early interventions for customers at risk of eviction and or who are homeless and at risk being found intentionally homeless;
- working with floating support providers, to embed support workers in the options team to undertake prevention mediation visits with excluders to seek to sustain accommodation for customers asked to leave, and providing a weekly drop-in service at Kingsley House offering housing support to customers with budgeting and benefit issues;
- maintaining an effective joint working relationship with Medway Revenues and Benefits Service to ensure access to Discretionary Housing Payments is maximised for the prevention of homelessness;
- proactively working in conjunction with the PRS Team to identify, match and secure accommodation for applicants in the private sector.
- working with the DWP to offer a weekly drop-in at Kingsley House, where DWP workers offer welfare benefit advice and support.

2.8 Of the above, especially noteworthy has been the continuing development of our very effective joint working relationship with MHS Homes, who are the largest social landlord in Medway. This initiative ensures the service is notified at the earliest opportunity of tenancy issues and evictions, with joint appointments being undertaken by Housing Options and MHS staff at Kingsley House to seek to resolve these problems. From April to November of this year there have been 103 appointments undertaken of which 81 resulted in further eviction action being stopped and the tenancies sustained.

2.9 Also of note has been the joint work undertaken by the Private Rented Sector Team and Housing Options Teams to identify, match and secure accommodation for applicants in the private rented sector. Underpinning this has been the Council’s improved Private Rented Sector scheme, which offers customers deposits/fees/rent in advance, as well as incentives to landlords, to enable homeless households to secure private sector accommodation. An exciting new addition to our offer to landlords, is the recent introduction of a landlord insurance scheme. This is provided in conjunction with Help2Rent and gives, e.g.,

cover for contents, fixtures and fittings, legal expenses and a rent guarantee. This work has contributed to the prevention and relief of homelessness with 183 PRS sign ups so far this financial year.

- 2.10 In cases where homelessness cannot be prevented or relieved customers are offered a final duty assessment and those eligible for such assistance will continue to be provided with temporary accommodation until such time as, typically, they secure permanent accommodation, usually via an offer made by the Council of social housing or private rented accommodation. There has been a significant reduction in the number of homeless applicants reaching this stage, 47 this year to November, compared to 147 at the same point of time last year, and 436 the year before. This again emphasises the increased and continuing focus by the Housing Options team on preventing and relieving homelessness within Medway.

Temporary Accommodation

- 2.11 Dedicated work to prevent homelessness and move households into secure accommodation has meant that the number of households in Temporary Accommodation has decreased despite a continually high level of cases approaching for help. At the end of October 2019, 338 households were in temporary accommodation compared to, 373 households at the end of October 2018. This is a decrease of 9.4%.
- 2.12 Available national figures from April 2019 show that the rate of households in temporary accommodation is currently 1.27 per 1,000 households. This is lower than some of our comparators for example Brighton and Hove City Council (a unitary authority) have a rate of 5.45 per 1,000 and Milton Keynes Council (also a unitary authority) has a rate of 2.64 per 1,000.
- 2.13 The Temporary Accommodation team have made further improvements to the service this year. A new system called Academy has been implemented to improve the collection rate of rent from people in Temporary Accommodation. The system includes more rent paying options for customers including online payments. Additionally the team have implemented processes to support customers in rent arrears. As a result the team have seen an increase in rent collection for the year.
- 2.14 Two members of the commissioned Floating Support Service joined the Temporary Accommodation team for integrated services this year. One officer focuses on existing tenants, particularly those with a high amount of arrears to assist them to maximise their income, budget appropriately and support them to move on. The other officer deals with new tenants in Temporary Accommodation ensuring that they are settled, aware that they need to pay rent and provide support where necessary.

Housing management and allocations

- 2.15 The Council's Allocations policy sets out the framework Housing Associations operating in Medway will use when allocating social

housing. The Allocations Team also manages the appointment of specialist supported accommodation commissioned by the Council including hostels, extra care and sheltered housing schemes.

- 2.16 A revised Allocations Policy was implemented on 26 November 2019 following consultation and Cabinet approval. Customers that were affected have now been notified and the changes will ensure that those in most need are rehoused.
- 2.17 From April 2019 to the end of October 2019, 378 households have secured accommodation through the Councils Housing Allocation scheme (called Homechoice) compared to 871 for the financial year 2018/19. There has been a slight increase in the number of properties let this year which coincides with an increase in Council voids (see paragraphs 2.43-2.44) and an increase in the number of affordable housing units developed (see paragraph 2.20).
- 2.18 The number of active households on the housing register is currently 1,775 (October 2019) this is a slight decrease from the number on the register at 2018/19 year end which was 1,846.
- 2.19 To improve the customer journey the new Kent Homechoice website has been launched, which has a fresher look, is easier to navigate and now includes more security for households registered when they log in. Auto bidding is now live, which means that customers can request the Homechoice system to bid on properties for them. This is particularly helpful for those that are vulnerable or unable to use a computer, so are not able to bid for themselves. Households that are not bidding are being contacted and where appropriate they have been set up for auto bids, to assist them to move on.

Housing Strategy

- 2.20 The Housing Strategy and Partnerships Team works with Housing Associations, developers and the Homes and Communities Agency to identify opportunities to develop additional affordable housing. The service has been successful in delivering 291 units of affordable housing this year to date. The Council forecasts delivery of a total of 300-350 new affordable homes by the end of the year, exceeding the annual target of 204.
- 2.21 Two Extra Care schemes have been completed and allocated, Atlas Place at St Mary's Island and Rogallo House at Horsted Park. These have delivered 125 units of accommodation for older people in Medway who require flexible care and support. Households have now moved into both Extra Care schemes. Housing Services take an active role in future planning for additional schemes to meet Medway's needs. The Housing Service also works with other partners including Children's and Adults Social Care, Public Health, charities and other organisations to identify opportunities for joint working to help meet housing needs across Medway. At the recent Kent Housing Group Awards, our Homelessness Forum was awarded 'Highly Commended' for our partnership approach and strong multi-agency working methods.

- 2.22 A range of Housing Related Support services are commissioned to help meet client groups with specific housing related needs. This includes floating support, specialist domestic abuse advice and accommodation, hostels, schemes for offenders, young people and other vulnerable client groups. The Council has a programme of service reviews and all of the services have been validated. The review programme ensures that the funding allocated to these services is being used effectively to benefit vulnerable people living in Medway. We have redeployed workers from commissioned services effectively to support the work of the Housing Options and Preventions service and the Rehousing team.
- 2.23 The Rough Sleepers service has been delivering interventions since funding was first received in July 2018 to work assertively with Medway's street homeless. The initiative has been funded via grants from the Ministry of Housing, Communities and Local Government. Our allocation for 2019-2020 is £766,000 and we have submitted a bid for continuation of funding in 2020-2021. A Rough Sleeper Co-ordinator oversees all the activities of the initiative and reports in to the Housing Strategy and Partnerships Manager. This year we brought the commissioned Outreach Service in-house which has allowed us to improve outcomes and provide a more robust staffing complement.
- 2.24 Key elements of the Rough Sleepers Initiative are:
- An Outreach Team that visits rough sleepers to verify their status, eligibility for services and offer support and signposting. The team includes specialist workers who provide additional input to vulnerable women and people with mental health support needs.
 - Each rough sleeper has their needs and any risk factors assessed and this is used to design a short intervention plan to help them access support and accommodation.
 - A Resettlement Worker helps people leaving supported accommodation find new accommodation and offer support and financial assistance for rough sleepers to move into accommodation including rent deposits, fees and money for essential furniture.
 - Emergency housing for vulnerable rough sleepers to live in temporarily whilst more suitable accommodation is sought.
 - Housing Navigators to provide ongoing support for rough sleepers and ex rough sleepers who have moved into accommodation, as well as working with people who have set up tents to see what can be done to move them into settled accommodation..
 - Supported accommodation for rough sleepers with high levels of complex needs.
 - Housing first flats with intensive support. This works well for more complex individuals who have not managed within traditional tenancies and supported housing environments.

- A Somewhere Safe to Stay service which provides short term interventions to get people off the street and under cover whilst options are considered.
- 2.25 As of the start of December 2019 the Council has supported over 105 rough sleepers into accommodation including private sector, supported accommodation and Housing First. This activity has contributed to a reduction in our annual rough sleeping count, 12 people in 2019/20 compared to 19 in 2018/19 and 44 in 2017/18.
- 2.26 Strategic Housing have housed three highly vulnerable ex rough sleepers in Housing First (a scheme to place rough sleepers into accommodation, and support them to sustain their tenancy) in local authority properties – including one male who was considered impossible to house and had been barred from all temporary accommodation. Our service has worked to place a further three rough sleepers in MHS accommodation.
- 2.27 In October we held our first Housing Week at the Pentagon Shopping Centre in Chatham. We organised a week-long event centred around World Homelessness Day where residents could learn more about how our housing teams and partner agencies work together to support Medway’s residents. We also held a very well received internal partnership event with representatives from all Housing teams which was attended by a wide range of Council services including children and adults services, public health, the Medway Taskforce and commissioning.
- 2.28 A high number of teams and individuals were nominated for this year’s Making A Difference Awards with our Rough Sleeping Coordinator being shortlisted for making a difference to customers lives and our Specialist Vulnerable Female Worker winning the award for Diversity and Inclusion at the Gala event.

Private sector housing

- 2.29 The majority of housing in Medway is privately rented or owned and the private rented sector continues to expand locally, with one in five households now renting privately. In partnership with the national and local landlords association the Council provides training and advice to landlords on effective property management through the Landlords Forum. One forum has been held so far in 2019/20 with over 60 landlords attending covering topics such as; tax, tenant fee banning, efficiency standards and serious and organised crime.
- 2.30 The Private Sector Housing Team acts to improve the conditions of Private Sector housing by working with landlords and tenants. Improved reporting systems have allowed the team to report on all action taken and during April to October 2019 the Council’s Private Sector Housing Team assisted 240 households to improve the condition of their property and provided a range of informal advice and visits to over 1,110 households. This has been done via intervention work including informal and formal action to remove and reduce hazards such as excess cold, damp and mould growth and fire, and the licensing of Houses in multiple occupation.

- 2.31 To further improve the standards of accommodation in the Private Sector the service is actively considering opportunities for selective licensing within the Medway area and discussions have been undertaken with other Local Authority areas to look at how this can be implemented.

Business Development

- 2.32 This year the service has developed and implemented the Homelessness and Rough Sleeping Strategy 2019-2024. The Strategy identifies the Council's key priorities in addressing homelessness and meeting the Government's commitment to halve rough sleeping by 2022 and end rough sleeping by 2027. The document identifies the following priorities;

- 1) Providing advice and information to prevent homelessness
- 2) Identifying households at risk of homelessness early
- 3) Intervening before homelessness occurs
- 4) Preventing recurring homelessness
- 5) Working with partner agencies

Housing Landlord Services achievements 2019/20

Performance Management

- 2.33 Performance across Landlord Services continues to be strong and this year as part the review of the Business Plan the service took part in a national benchmarking exercise of costs, performance and customer satisfaction.
- 2.34 The key results for 2018/2019, when comparing Medway Landlord services to similar sized organisations are as follows:
- Satisfaction with the last repair = 98% - top quartile
 - % of Rent collected = 100.82% - top quartile
 - % of current tenant arrears = 1.33% - top quartile
 - Average re-let time = 13.6 days – top quartile
 - % Void loss = 0.55% - top quartile
 - % of dwellings with a valid gas safety certificate = 100% - top quartile
 - % of repairs completed at the first visit = 99% - top quartile
 - % of repair appointments kept = 99.65% - top quartile
 - ASB cases per 1,000 properties = 17.97 – top quartile
 - Total cost per property of responsive repairs and void works (management) £698.48- top quartile

- Total cost per property of responsive repairs (management) - £81.37 top quartile

Repairs and Maintenance performance

- 2.35 The repairs and maintenance service delivered by Mears Group Plc continues to perform well. As a result of excellent performance and partnership working Cabinet approved the recommendation that the current contract be extended for a further five years with effect from 1 September 2019. This not only ensures that the excellent service will continue but that costs are stable up until 2024.
- 2.36 The price per property arrangement in the new Mears contract has continued to provide value for money. At the end of the fourth year of the contract, officers led on a series of discussions with Mears Group Plc and despite being entitled to a further year on year uplift officers negotiated with Mears that no uplift will be applied for the duration of the 5 year contract extension (subject to providing comparable levels of revenue and the BMI (Maintenance Index) remaining below 5% in year). Officers forecast that this will present significant savings
- 2.37 Mears continue to support our Medway residents with a number of learning and education initiatives, providing skills, apprenticeships and employment. During 2019 Mears welcomed eight young people from schools and Mid Kent College, individuals spent upto 350 hours over the course of 12 months, with three of those voluntarily extending their work experience for a further ten weeks. Mears offered a Gas Maintenance apprenticeship to one young Medway resident following work experience. Two of the Mears apprentices secured permanent employment with Mears at Medway this year, also Mears have secured an apprentice electrician, who will study at Mid Kent College and train at Mears for three years. Mears also welcomed two care leavers, who completed 70 hours trade work experience.
- 2.38 In terms of the current contract Medway Council and Mears successfully completed the fifth year of the current repairs contract. The fifth year of the contract ran from September 2018 to August 2019 figures below reflect this contract period.
- 2.39 Performance Highlights are as follows:
- 98.6% (1,180/1,197) of customers that returned a customer satisfaction survey were satisfied with the overall repairs service (98.5% (1,499/1,522) Sep 17 to Aug 18).
 - 99.1% (1,186/1,197) of customers that returned a customer satisfaction survey were satisfied with the quality of the repair work (98.6% (1,501/1,522) Sep 17 to Aug 18).
 - The average number of days to complete a responsive repair was 9.5 calendar days (8.9 in Sep 17 to Aug 18).
 - As at 31 October 2019 the Council had a 100% gas compliancy record.

2.40 Out of the responsive repairs completed in this period

- 99.9% of emergency repairs were completed on time, against a local target of 100% (100% in Sep 17 to Aug 18).
- 99.8% of urgent repairs were completed on time, against a local target of 100% (99.9% in Sep 17 to Aug 18).
- 99.3% of routine repairs were completed on time, against a local target of 99% (99.2% in Sep 17 to Aug 18).
- 99.6% of repair appointments were kept, against a local target of 99.5% (99.4 % in Sep 17 to Aug 18).
- 0.4% of responsive repair recalls against a local target of $\leq 1\%$ (0.4 % in Sep 17 to Aug 18).

2.41 Throughout the financial year 2018/19 the council invested £4.2 million into both the planned and capital works programme. A proportion of this investment has been put towards completing traditional capital works; and between April 2018 and March 2019 approximately £1.7million was spent on completing the following capital works to council housing stock:

- Kitchens – 96
- Bathrooms – 146
- Boilers – 152
- Doors – 158
- Electrical tests – 553
- Asbestos surveys – 358
- Smoke detectors – 98
- Co2 detectors – 438
- Re wires – 86

2.42 As of November 2019, the financial year the council have so far invested £1.1million on completing the following capital works to council housing stock:

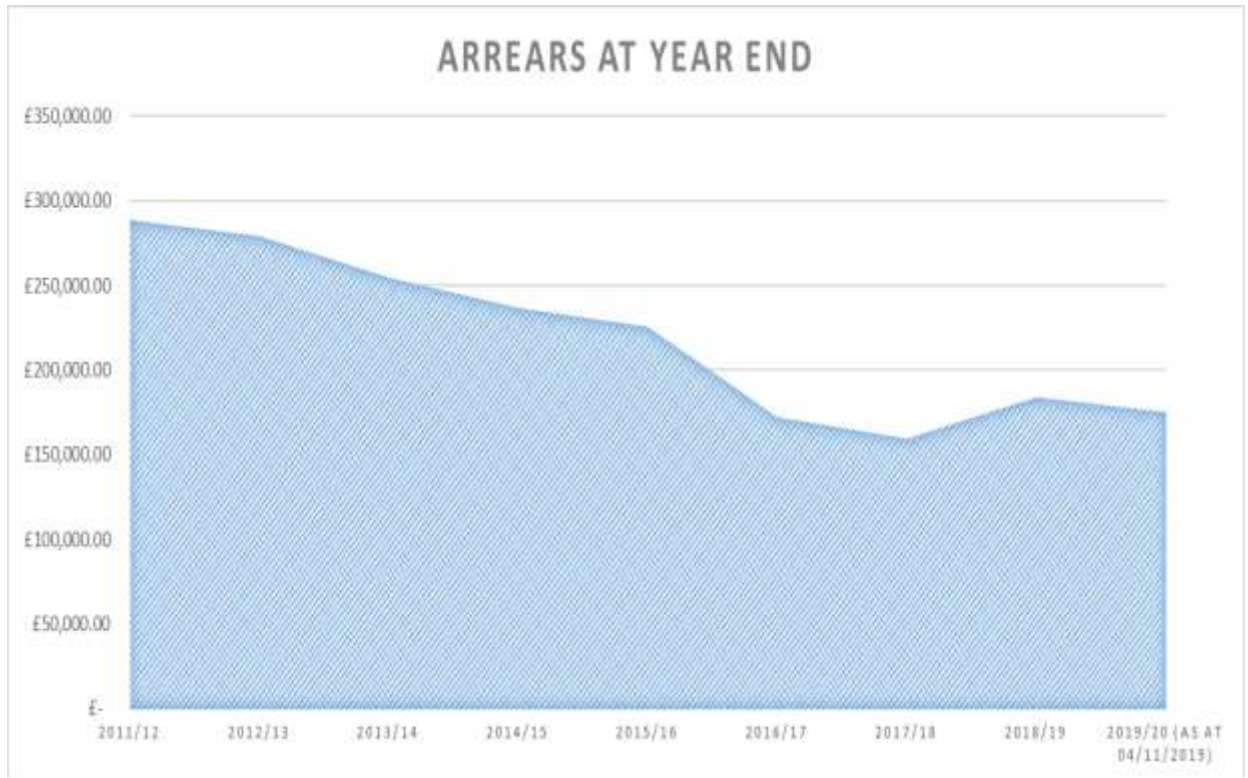
- Kitchens – 54
- Bathrooms – 71
- Boilers – 65
- Doors – 78
- Electrical tests – 169
- Asbestos surveys – 220
- Smoke detectors – 65
- Co2 detectors – 320
- Re wires – 49

Re-letting void properties

- 2.43 Recent benchmarking results identify that Medway Council are top quartile compared to other providers with a similar stock size for the average time to re let council dwellings. Between April and October 2019 it took on average 12 calendar days to let normal voids against a target of 18 calendar days. This is down from 13 days at year end (2018/19)
- 2.44 Void rent loss at the end of March 2019 was 0.6% compared to 0.36% at the end of 2017/18. Void loss is slightly higher due to an increase in the number of void properties which have gone up by 23% in the same time period from 178 voids in 2017/18 to 226 voids in 2018/19. Officers are currently analysing void reasons to determine if there are any trends in the increase of voids.

Income management

- 2.45 Universal Credit (UC) has been 'live' in Medway since May 2018, and it currently affects new claimants or existing benefit claimants who have a change in circumstances that triggers a move from the old benefits system to UC. The Welfare Reform and Income Management team have worked hard, in partnership with DWP to prepare the organisation and residents for transition to this new method of receiving benefits; and the shift away from their rent being paid directly to the Landlord Services via Housing Benefit.
- 2.46 As of October 2019 there are 358 known active recipients of UC. The Welfare Reform Team has targeted affected residents with mail shots, telephone contact or home visits aiming to provide high level support and advice where necessary.
- 2.47 It is well-known that nationally the introduction of UC is leading to increased rent arrears for social landlords, and this is proving to be the case in Medway. This is due in part to processing delays but mainly due to the way the housing element of UC is paid. As at 3 November 2019, 53% of all current rent arrears are attributable to the 13% of council tenants on UC (total arrears, £174,300 of which £92,297 attributable to tenants on UC).
- 2.48 The chart below shows the year end comparison for arrears in the general needs stock, including Homes for Independent Living (sheltered housing). Although historically there has been a year on year reduction since 2012, arrears have risen slightly in 2018/19 compared to 2017/18; this largely associated with the effects of Universal Credit. Homes for Independent Living arrears are also affected because they include residents who may be below state pension age and therefore subject to UC.



- 2.49 The percentage of current tenant rent arrears against the annual rent roll as at the 04/11/2019 stood at 1.25% against a target of 1.65% (1.16% at the same point of time last year).
- 2.50 Benchmarking has identified that the rent collection rate and current arrears position within Landlord Services is very favourable in terms of performance against other similar organisations, performing at the top of our HQN benchmarking group.
- 2.51 Garage arrears have also reduced from a year end figure of £425 to £152 currently (4/11/2019).
- 2.52 Former tenant debt (which includes rent arrears, rechargeable repairs and legal costs) has decreased from £310,992 in October 2018 to £261,017 as at end October 2019.
- 2.53 A new text messaging system was introduced over the summer. It is part of the Gov.Uk service and is GDPR compliant and cheaper to use. It is used to contact tenants to chase arrears and remind them of appointments, ultimately reducing costs for abortive visits and increasing income through the payment of rent. As an example. Tenants on UC are sent a text when their monthly UC payment date is approaching, reminding them that the housing element must be used to pay their rent.

Welfare Reform

- 2.54 Landlord Services Welfare Reform Team continues to assist tenants facing the challenges of the Welfare Reform.

- 2.55 The team continue to hold weekly surgeries at the Twydall Hub to provide free advice and assistance specifically around Universal Credit and other Welfare Benefits.
- 2.56 From the start of the financial year to the end of October 2019, Welfare Reform Team has assisted Council tenants to gain over £56k in backdated benefits and an estimated figure in excess of £100k per year in on-going benefits.
- 2.57 The Welfare Reform Team also supports customers in other areas of financial wellbeing, such as food bank vouchers and assistance with working with creditors. This valuable work not only helps to sustain tenancies, it also makes big improvements to the quality of tenants' lives.

Tenancy Management

- 2.58 Tackling anti-social behaviour continues to be a priority for the housing management team and in summer 2019 the HRA began part-funding a specialist housing related ASB service in the Community Safety Partnership's ASB Team.
- 2.59 2019 has seen the first reviews of Flexible Fixed Term Tenancies – the 5 year tenancies that were introduced in 2015, and which start to expire in 2020. Reviews are being conducted on time and in line with procedure. So far, none of the reviews has led to a recommendation that the tenancy is not renewed. Many social landlords are moving away from the use of these fixed term tenancies, as they are not bringing the hoped for benefits, and a review of the Medway Council policy around this is being considered.
- 2.60 The Council's Mutual Exchange (where social housing tenants can 'swap' tenancies with each other) Policy was updated during the year to allow some more flexibility to tenants. Early indications suggest that this is proving popular and the number of mutual exchange applications has increased. This is good for the Council because it means tenants are finding suitable housing that meets their needs and preferences themselves, without the Council incurring the costs of voids and re-lets.

Evictions

- 2.61 Between April and October 2019 there were a total of 9 evictions. Of these 7 were for rent arrears and 2 were for other reasons, there were none for ASB. The graph below details the total number of evictions over previous years and shows that the figure is consistent with previous years.



- 2.62 Eviction is always seen as the last resort by the Council and Landlord Services is required to follow strict pre court protocols before being able to obtain a court order for eviction. The protocols include engaging and working with tenants to try and sustain their tenancy, including referring them to support agencies where necessary. Assistance offered to tenants facing eviction for arrears includes referrals to our Welfare Reform Team that helps with debt management and additional signposting to debt advice agencies.

Homes for Independent Living (Sheltered Housing)

- 2.63 Satisfaction with the cleanliness of the schemes remains high with the latest satisfaction surveys results across all 8 schemes as below:-

- Cleaning carried out to schedule = 100%
- Laundry room clean = 100%
- Communal Kitchen and Lounge clean and tidy = 96%
- Communal Hallways and Staircases clean = 96%

(Results for April to September 2019)

Estate Services

- 2.64 The NORSE cleaning contract for Estates has now completed the fourth year and entered into the final fifth year without an up-lift in costs, which benefit our residents as there is no increase in their service charges.
- 2.65 The fourth year of the Estate Services contract provided by NORSE was completed at the end of September 2019. Performance Highlights are as follows:
- Estates Passing Inspection = 97.5% (87.7% in year 3)
 - Fly-tipped Waste moved to safe location in 1 working day = 100% (99.7% in year 3)
 - Estate cleaning schedule delivery of service on time = 100% (92% in year 3)
 - Customer Satisfaction = 85.2% (85.6% in year 3)

Community Development

- 2.66 The Community Development Team have undertaken a full range of resident involvement and community development activities to engage with residents and the wider community. Key highlights were:-
- 2.66.1 Estate champions continue to meet on a regular basis to feedback contract monitoring information, scrutinise performance and consult on the development of policies and strategies.
- 2.66.2 We have worked with Adult Education to deliver a range of well-being courses in schemes such as yoga and Tai Chi. A watercolour painting course is also due to start in two of the schemes this year.
- 2.66.3 Annual Bake Off competition for the Homes for Independent Living Schemes
- 2.66.4 Community event at James/Saunders Street ball cage in October 2019. The event was held in partnership with colleagues in Youth Services, Adult Education, Medway Taskforce and Medway Sport.
- 2.66.5 We have recently published our annual report and ensured this was communicated to residents online and on notice boards in communal areas.
- 2.66.6 We have developed a digital housing news page which is updated on a monthly basis. Following resident feedback we will also be displaying some news items on a regular basis on communal noticeboards in the New Year.
- 2.66.7 We have increased our online engagement through social media. On Facebook we currently have 573 followers and this is an increase of 33% over the past year.

Business Development

- 2.67 Policy and strategy work is ongoing within the team. This year we have published a new Community Development and Resident Engagement Strategy and action plan in November 2019, together with updates to the following policies:
- Resident Caution Notice Policy
 - Rent Setting Policy
 - Mutual Exchange Policy
 - Right to Buy Policy

Development of the Council's housing stock

- 2.68 A third phase of Landlord Services new build programme consisting of 6 x 1 bedroom bungalows at in Petham Green, Twydall has recently been completed and complements the existing council owned properties in the area. The bungalows have been created with older

residents and people with mobility problems in mind. The residents who have moved in to these properties are downsizing from larger council properties.

- 2.69 There are also further plans for future new build Landlord Services developments following the Government's announcement that they have now scrapped the borrowing cap. Initial consultation has been held with local residents around proposed plans for phase 4 works. Development has been proposed in Eastcourt Green, Lynsted garage site, Brabourne garage site and Woodchurch Green and formal planning applications have been submitted for consideration. Subject to approval we will be aiming to commence on site in the spring and anticipate an 18 to 24 month build programme delivering a further 32 units of Council owned housing.

3. MEDWAY ADULT EDUCATION

- 3.1 Medway Adult Education (MAE) continues to offer a responsive, accessible, high quality education for individuals, families and businesses which enables all residents to enjoy life, take part in society, have the skills for sustainable and productive employment and reduces reliance on state and public services. MAE uses the Education and Skills Funding Agency (ESFA) Adult Education Budget (AEB) as defined in the ESFA funding rules to engage adults and provide the skills and learning they need to be employed or progress in their work, commence an apprenticeship, other learning or volunteering. The key components of the programme are:

- Skills for work – a programme of courses helping people to learn new industry standard skills and providing pathways to higher professional qualifications
- Apprenticeships, as an Employer Provider supporting Medway's Apprenticeship Academy.
- English and maths courses from beginners through to GCSE.
- English for Speakers of Other languages (ESOL) and English as a foreign language (EFL)
- Languages – French, Italian, Spanish and British Sign Language classes suitable for complete beginners to achievement of a high level of fluency.
- Supported Learning. A programme of course specifically for learners with learning difficulties or disabilities.
- Be creative – huge range of classes for the hobby enthusiast: from floristry to cake decorating, pottery and ceramics to drawing and painting, jewellery making to fashion textiles and needlecraft
- Fitness, Health and Wellbeing -yoga, tai chi and mindfulness courses.
- Family learning activities across Medway's Children Centres, libraries and other outreach venues.

- Programmes supporting the social isolation, social prescribing, Dementia and mental health agendas which aim to develop increased social involvement, increased independence, improved wellbeing, increased involvement in children's learning, increased use of technology to support everyday living and encourage learners to progress on to other programme areas.

2018/19 Academic Year Programme Performance

3.2 MAE completed an annual self-assessment report for 2018-2019 academic year and are assessed as a good provider. This was the first self-assessment against the new Education Inspection Framework (EIF) which came into effect September 2019.

3.3 Key Strengths identified for 2018-19:

- Achievement, retention and attendance rates are all good with the majority of learners making good progress.
- A well-qualified staff team delivering and maintaining 89% good or better teaching, learning and assessment ensuring learners make good progress and achieve well.
- Good quality systems and practice which have maintained good outcomes for learners and supports continuous improvement across the service.
- Good and increased opportunities targeting deprived wards and learners with barriers and health issues.

3.4 Next Steps for the service include:

- To further develop learners' and apprentices' knowledge of Prevent and British Values, so that learners and apprentices understand how they apply to their lives and work.
- A minority of tutors to improve the quality and implementation of initial assessment, goal setting and reviewing of learner progress.
- To design and develop a centralised staff development record which tracks all CPD and demonstrates impact.
- To improve achievement and pass rates for Reading E1, Writing English for Speakers of Other Languages award, Award in Customer Service, Award in British Sign Language and Award in Community Interpreting to be at or above national rates.

Achievement, Attendance and Retention

3.5 In 2018/19 Medway Adult Education ran 529 courses with 2,111 learners, 4868 enrolments, of which 21.7% of learners were male, 33.56% of learners were BME, 17.67% were adults with self-disclosed learning difficulties or disabilities, 30.12% were aged 60+ and 38.10% of learners were from deprived wards. Enrolments this year against last year (17/18) have decreased by 290 enrolments and overall learner numbers have decreased by 642 due to several contributing factors. The new MIS system did not support online enrolment for a significant portion of the academic year; The National Festival of Learning was

moved from June 19 to September 19 and Medway's unemployment rates are lower than in previous years.

3.6 Although there have been fewer learners during the academic year 2018/19, delivery of the Adult Skills Budget (ASB) allocation has been maintained and the Education and Skills Funding Agency (ESFA) fund was fully utilised.

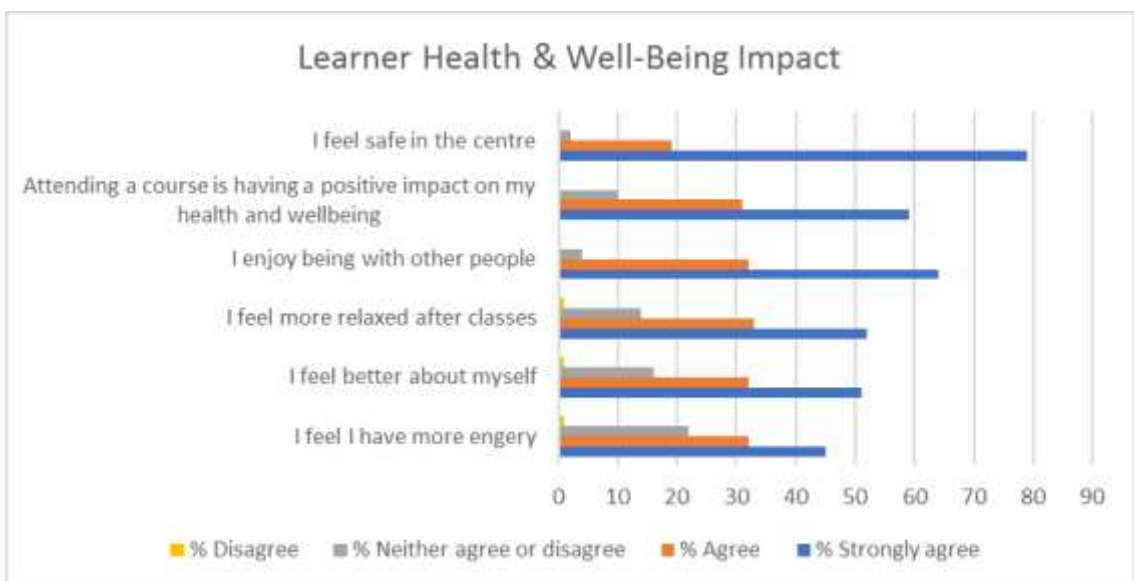
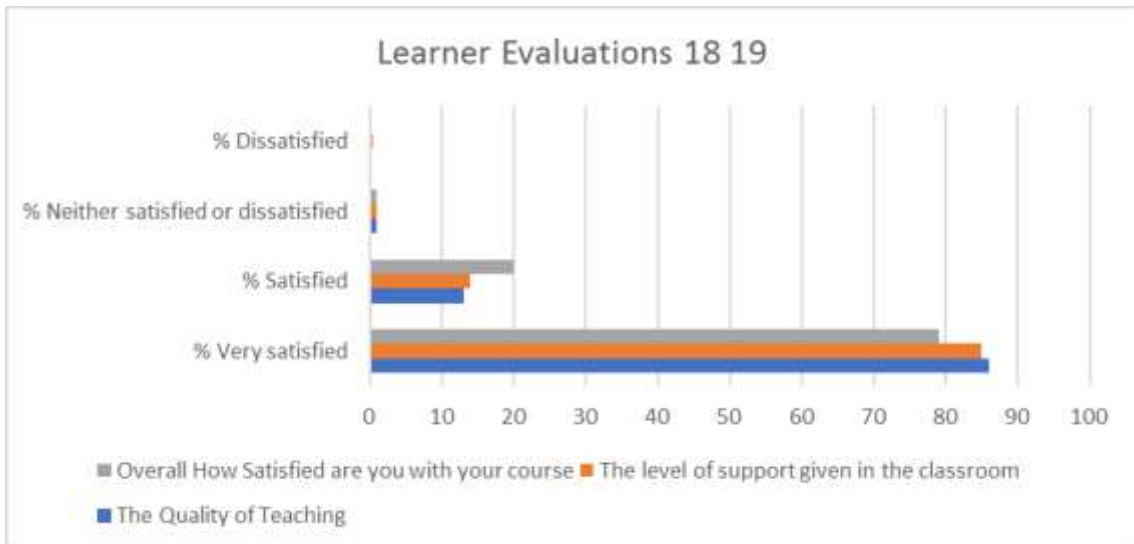
3.7 Overall attendance and retention rates remain good. Attendance for 2017/18 was 88% and in 2018/19 declined very slightly to 87%. The learner cohort will present a number of learners with significant social and well-being issues which impact upon their ability to complete their courses and are outside of the services influence or control e.g. bereavement, ill health etc.

3.8 The full statistical picture of the 2018/19 academic year is set out in the table below.

	Adult Skills Budget Equipping People for Work		Community Learning		Non-Funded	
	2017/18	2018/19	2017/18	2018/19	2017/18	2018/19
Learners	1,912	1,908	3,142	2,855	104	105
Retention Rate	93.1	92.4	96.8	95.9	94.2	98.1
Pass Rate	94.8	95.5	98.8	99.5	93.8	100.0
Achievement Rate	88.3	88.2	95.7	95.4	88.3	98.1

Learner Satisfaction

3.9 Overall learner satisfaction across the service is very high and learners continue to evaluate their experience at MAE as being either satisfactory or above. Overall, learners rate highly the positive impact that attending a class has upon their health and well-being. Over the year 2038 end of course learner satisfaction surveys were completed with the results being presented below:



Teaching and Learning

- 3.10 To standardise and moderate observation reports, staff attend termly Observation of Teaching, Learning and Assessment (OTA) meetings. Overall the grading of OTLA reports was agreed by the OTLA observer team and Managers.
- 3.11 Over the academic year 61 out of 78 tutors were observed and graded. 89% of observed sessions for 18 19 were graded at good or better which maintains the overall OTLA grade profile from 17 18 (89% good or better 17-18). There were no tutors observed as being inadequate (Grade 4).

New Initiatives and Partnerships

- 3.12 The Service's volunteer programme continues to be a success. We have 9 volunteers. 3 volunteers have gained employment this academic year having gained new skills through working in our classrooms. All volunteers receive comprehensive training before entering the classroom, e.g., Safeguarding, Prevent and Data

Protection, and each is offered the opportunity to qualify as a Learning Support Assistant.

- 3.13 The Apprenticeship programme has continued to make good progress during 2018/19. Apprentices contribute well in their workplace and the majority of learners complete their apprenticeship. Apprentices who achieve the Level 2 Business and Administration apprenticeship can progress to Level 3 apprenticeship if an opening is available at Medway Council. Of the 20 apprentices, who completed in 18 19, 11 gained further employment with Medway Council, 7 have had positive destinations into work or university and 2 are looking for work with Medway Council. The achievement rate for apprenticeships over the year was 75%. This is significantly above the latest national benchmark of 64.2%.
- 3.14 The LLDD cohort (Learners with Learning Difficulties and / Disability) still accounts for over 20% of enrolments. Approximately 250 enrolments (7% of all enrolments) are learners on discrete provision for learners with a learning difficulty and/or disability, and the majority of these learners are supported by carers, LSAs or volunteers in class. The tutors liaise with them to help provide clarity and direction on their involvement in the lessons to enable the learners to achieve and progress well (LLDD achievement rate – ASB – 96% & CL – 96%).
- 3.15 Collaborative working agreements are in place with Public Health who support with course materials that are shared with learners at the centres. Managers work well with the Public Health team to meet local and national priorities on health and well-being, delivering courses at Children’s Centres and local schools. These have successfully engaged families in the healthy eating agenda.
- 3.16 Programmes are developed flexibly to meet needs for example, the Independent Living courses have visited Employers, local Businesses and Museums such as Eastgate House and learners on the Adult Social Care courses were visited by recruitment agencies and given advice on the skills and qualities sought by the sector. Unemployed learner numbers continue to be challenging due to a decline in unemployment due to improved employment opportunities in the Medway area and the introduction of Universal Credit. MAE worked with Employ Medway during 2018/19 to provide courses for the new DWP Health and Work programme.
- 3.17 Weekly creative arts lessons were held at the Arches Local in Luton, throughout 2019, engaging adults living in walking distance. The learners took part in two art exhibitions in 2019, most of them empowered to do so for the first time. Their exhibition at the Royal Engineers Museum drew lots of visitors, with Pride in Medway at the heart of their creative content. Several of this group also exhibited work during the Medway Neuro Arts Festival in July, which MAE co-organised. Several participants are now progressing on to other education as a result of these courses.

- 3.18 Weekly painting lessons have been held at the Sunlight Centre in Gillingham since September, aimed at both the Men in Sheds participants as well as the Sunlight's well-being group. Embedding confidence building and project planning, the group are being supported with progression information and guidance, with one learner pursuing a Time to Change grant to showcase her work.
- 3.19 Taster sessions have been held in several Homes for Independent Living and Extra Care schemes, including watercolours classes at Woodchurch House, attending by 11 residents, Tai Chi at Montgomery Court (10) and Yoga at Mountevens House (9). The Community Learning department management have visited several schemes over the autumn of 2019, along with colleagues from Housing, Sports Development, Community Development Officers and a Community Link Worker, to form a joined-up approach/ multi-agency approach to understanding and providing solutions to concerns such as social isolation.
- 3.20 The Community Learning department has been working with the project manager for the Command of the Heights project at Fort Amherst. As part of this project MAE has secured a Community Garden at the Fort for September 2019, which will be used across the service, with the Supported Learning Planting and Growing group taking a lead. This is also part of the remit to improve mental health - through more interaction with outdoor spaces, with upcoming foraging, gardening and outdoor photography and painting. MAE has also delivered several workshops as part of the project at Fort Amherst.
- 3.21 Medway Adult Education was the lead partner with Medway Neurological Network in planning Medway's first Neurological Festival - 19th and 20th July 2019. As part of that legacy, a weekly 'Neuro Café' has been established in the café in the Rochester Community Hub. Regular meetings are held to work together on the social isolation agenda, as well as ensuring MAE classes are welcoming and positive for people living with a neurological condition.
- 3.22 In addition to the established weekly Tai Chi classes for those living with dementia and their partners/ family/ support, Drumming/ Music sessions have been added. These are receiving fantastic feedback from attendees on how this helps manage their condition. The Community Learning department staff are on the Medway Dementia Action Alliance forum and the Rochester and Strood Dementia Friendly Community group. Tai Chi sessions have also been established at the new Buttery Sensory Garden at Medway Hospital.
- 3.23 A 5-week cookery course ran through November/December at the Gillingham Baptist Church to provide a welcome and social environment for people who are isolated and also lacking in cookery skills. This was delivered in partnership with Medway Foodbank and Home Start. MAE also delivered family craft activities during October and Christmas term breaks, as part of this partnership to provide food and activities to those families who receive free school meals.

- 3.24 A partnership with The Stroke Association was developed late in December 2018 which resulted in regular creative arts sessions being delivered to their group for the first half of 2019. They now await confirmation of venue before proceeding with next steps in this partnership.
- 3.25 Under the Mental Health remit, new family initiatives have been set up- these include yoga for mums and babies and toddlers in deprived wards and at the Lampard Centre, Brompton, for military families, yoga for parents with children at primary schools in deprived wards and mindfulness at 147 Nelson Rd. One outcome of note; New Rd Primary has now embedded yoga in their curriculum, offering all pupils regular opportunities to take part, as a direct result in MAE engagement (with resulting behaviour and mental health impacts).
- 3.26 Regular activities have been held at St Augustine's (Rock Avenue, Gillingham), working in partnership with the church and community to help reduce social isolation, through their Place of Welcome initiative. This has included arts and crafts sessions as well as Tai Chi.

Improvements to Premises and Resources

- 3.27 During 2018/19 MAE health and safety improvements to the pottery studio were undertaken and mobile textiles equipment was purchased to enable provision to be delivered at outreach venues.
- 3.28 A number of classrooms, offices and corridors were re-decorated during 2019, providing an improved environment for learners and staff. A dedicated staff toilet was reinstated in response to complaints in a staff survey, and staff rooms for our sessional staff were created at both centres providing a much-improved working environment for those staff.
- 3.29 Jaspers Community Café opened in September 2019 in the Rochester Community Hub, a partnership between Medway Council and Rochester-based Cornerstone City Church. The café is managed by one of Medway Adult Education's tutors and staffed by volunteers. This has been warmly received by our learners and provides an opportunity for learners to relax and socialise with other learners on their course during class breaks.

Contribution to Medway's Digital Transformation agenda

- 3.30 A successful launch of the new online enrolment facility took place in September 2019. Online enrolment for MAE was not available between February and August 2019 due to a change in Management Information software. A new facility was developed with the new supplier and in the first three months over 7% of enrolments were processed using this method. This is expected to increase in 2020 with more publicity planned to make learners aware that online enrolment is again available.

- 3.31 MAE has implemented a new management information system, to record learner and course information and submit funding claims to the Education and Skills Funding Agency, following the decision of the current provider to withdraw from the market. The new system, 'Education Business Systems' (ebs) includes the ability to mark registers digitally. A group of tutors have undertaken a pilot in using this facility and feedback has been very positive. Tutors marking the registers digitally means that data processing staff do not have to transfer the register marks from the paper register to the system. Tutors are also now able to access more information about their learners, such as details of their disabilities and learning difficulties, which has enabled them to better plan for their learners' individual needs. Electronic registers will be rolled out to other tutors during 2020.

4. Libraries and Community Hubs

Libraries

- 4.1 The Library Service has had another very successful year, showing significant achievements in many areas, continuing to make a huge difference to the lives of Medway residents. Through its branch network of 15 buildings and 2 Mobile Libraries, the Service continues to be the trusted public face of the Council in all of Medway's communities.
- 4.2 Medway Library Service had a particularly successful year in 2018/2019, bucking the national library trend for statistics. In fact where nationally, the trend is downwards Medway's figures saw improvements in the two main areas. Items borrowed saw an increase of 4.3 % at over 960,000. Secondly visits to our buildings increased by 1% at over a million. It must also be stated that these figures are even more encouraging as so many customers are engaging with the Service in a digital format, which can be accessed from home, so eBook loans are up by 50% for example.
- 4.3 This year (2019-20), so far, figures continue to remain encouraging and for example, loans are currently showing an increase of over 1% on last year. The use of our digital library is a particular growth area, currently showing an increase on last year of year 78%, use of online resources in the form of the online reference library, increasing use of Wi-Fi and the online catalogue underline the role that the Service has in supporting digital transformation.
- 4.4 With this clear strategic vision, the service is building on this vital role and aims to support the full range of Council priorities. We have a special focus on children and older people, promoting and developing reading as the gateway to learning.
- 4.5 Nationally Libraries have identified six universal offers, these are Health Offer, Learning, Reading, Information, Cultural and the Universal Digital Offer. These are being developed locally and provide a focus for libraries to clearly support Council priorities.

Community Hub development

- 4.6 A major part of the strategy for the development of Libraries and their continued success has been the development of Community Hubs, this is an approach that has gained national recognition within the library world with colleagues from other authorities attending to view how Medway operates.
- 4.7 At the moment the Council has 5 community Hubs Gillingham, Chatham, Rochester and more recently at Strood and Twydall. It has also developed a Neighbourhood Community Hub at Hempstead. It should also be noted that work on a new Community Hub at Wigmore has now started and that plans for similar services are well developed for Rainham and Walderslade Hook Meadow

Supporting Reading and Literacy

- 4.8 The service has a major role to play in helping people to develop and enhance their literacy skills by fostering a love of reading from infancy and throughout life. We provide a whole range of activities, including a programme of regular weekly in-library fun activities for babies and toddlers:
- Baby bounce and rhyme
 - Story time
 - Toddler, shake and boogie
- 4.9 The average monthly pre-school events attendance is well over 2 thousand young people.
- 4.10 The children's mobile library is taking the service to Medway primary schools. Every month 22 schools are visited and each child is given access to a wide range of books.
- 4.11 The library service ran three reading challenges during the summer:
- The Summer Reading Challenge for children, with over 3000 taking part and over 1600 completed the scheme. National evidence is very clear on the value of this activity to schools, in that it has a major impact on children's reading and in particular keeps their reading at the same level over the long summer holidays.
 - The Teen Reading Challenge for teens which saw 220 teenagers take part, a large increase on last year.
 - The Rewarding Reading Challenge for adults was again very popular with 406 taking part, and just over 63 % completing. A record total for this scheme. Feedback has illustrated to the team that families really like the idea of being able to read together with the provision of these three schemes.
- 4.12 Medway Libraries also runs another reading challenge yearly; the Reading Ahead Challenge in partnership with *Medway Adult Education*. The challenge this year which started in December 2018 and runs to

the end of June 2019 is aimed at helping participants improve their reading skills, gain reading confidence or for those who want to get back into reading.

- 4.13 The yearly Children's Book Festival ran in May/June 2019. 10 children's authors came to Medway meeting 1023 children from 15 schools, aged between 5 and 15 years, in their local library. Children, teachers and authors were all very positive with their feedback and the value that this activity has in supporting literacy.

Providing a digital Offer

- 4.14 An increasing number of customers want to access services online and Libraries play a vital role. Medway libraries offer public computers in all 15 static libraries. There are currently 153 public computers in libraries. Last year 119,935 public computer sessions were provided across the 15 branches. A long standing offer gives residents free access to the Internet, with trained Library staff and volunteer computer buddies able to assist customers get online and complete the ever increasing amount of transactions that are available only on the internet.
- 4.15 Medway Libraries also offer a managed public Wi-Fi solution, giving the public free access to the internet for their mobile devices in 14 branches. Residents made use of 37,355 public Wi-Fi sessions.
- 4.16 This digital offer is extended further by the availability of eBooks, eAudiobooks, eMagazines and an online reference library.
- 4.17 Last year the service extended its digital offer by providing eNewspapers and eComics.
- 4.18 eBooks continue to be very successful, in fact this year the service is forecasting further growth of over 70% compared to last year. Again, feedback from customers tells us this is bringing new or lapsed users to the service (particularly amongst commuters.)
- 4.19 The Service is at the forefront of the Council's assisted digital support service as more services go online.

Working in partnership

- 4.20 The Community Hub strategy places a great importance on partnership working; this approach can be evidenced firstly by the development of partnership buildings with Medway Adult Education at Rochester the Youth Service at Lordswood and Hoo and Early years at Cuxton
- 4.21 Many partnerships also exist with other Council departments who use Libraries to provide advice and information.
- 4.22 Recent Council partnership work includes working with the Adoption team, Deaf Services, Medway Register Office, Housing and Public Health. Libraries also work with many other community groups and

both local and national organisations. These include the Stroke Association and Victim Support.

Events and activities

- 4.23 The service runs a whole range of events and activities and we have already mentioned the events for young children in Baby, Bounce and Rhyme and Toddler, Shake and Boogie.
- 4.24 Our author events have attracted a national profile. Recent high profile author events include Giles Kristian, Milly Johnson, Elizabeth Chadwick, James Oswald and SD Sykes. As Medway is able to guarantee a large audience, publishers are happy to provide these authors at no cost, often to launch a new title.
- 4.25 Reading Groups continue to capture the imagination of the residents of Medway and the library service provides general book groups as well as ones available for customers who have an interest in crime/thrillers and poetry.

Inward investment and creating best value

- 4.26 The Friends of Medway Library Service group, who have supported Libraries for over 10 years, not only provide advocacy for the Service, but practical help at events and activities.
- 4.27 The Home Library Service continues to thrive. Volunteer couriers deliver books to over 200 housebound customers and clearly helps with the concern over social isolation for these residents.
- 4.28 Volunteer computer buddies provide much appreciated support for those residents who require support using computers and getting online.
- 4.29 The service also has benefited by recruiting and training 'Reading Hacks.' *Reading Hack* is a programme led by young people aged 13 to 24 who complete reading activities and volunteering to gain skills and experience. The *Reading Hacks* this year provided great support for the Summer Reading Challenge.
- 4.30 The Service was delighted to receive £14,000 from the Arts Council to work with local teenagers on a photographic project.

Performance information

Indicator	2018-19 (April-October)	2019-20 (April-October)	Notes
Visits	619,673	622,159	Increase on the previous year, this out performs the national picture
Issues	571,938	575,063	Increase on previous year, this

e-books/e-lending	36,254	62,278	out performs the national picture where there is an ongoing decline. This is an increase of 71.78%.
Computer sessions	73,367	67,346	Decrease of 8%, this can be accounted for by the increased use of Wi-Fi. (National picture unavailable.)
Event attendance	42,238	42,455	Numbers continuing to increase. Increase is 0.5 % (National picture unavailable.)
Satisfaction with Libraries	98.33%	99.43%	Satisfaction continues to rise. This is completed by a sample of the public within Libraries.

5. VOLUNTARY SECTOR

- 5.1 At the Health and Wellbeing Board on 27 June 2017 a suggestion was made that, given the increasing reliance on the voluntary sector to provide services, the viability of the sector should be investigated.
- 5.2 In 2019 this Committee received an update on the recent health and social care commissioning activity for the Voluntary and Community Sector and also heard directly from representatives from the sector and considered the results of a rapid survey to gain wider feedback from third sector organisations. This led to the establishment of a cross Task Group to further explore the issue and develop some recommendations for Cabinet. This Group is aiming to report its findings to the April meeting of this Committee and currently have a number of lines of enquiry including how to use section 106 contributions and anticipated housing development opportunities to boost the sector, the establishment of a documented agreement of how the Council will support the sector and vice versa and the long term financial sustainability of the sector as a whole.

6. CLIMATE CHANGE

- 6.1 On 25 April 2019, Full Council declared a climate change emergency in Medway. To support the motion, a [report](#) was presented to Cabinet in

July 2019 setting out the Council's aspirations and approach to the delivery of an action plan to tackle climate change.

- 6.2 In July 2019, officers from a range of Council services attended a Climate Change workshop. The workshop stimulated a number of discussions on actions to address climate change including those that the Council is already undertaking and new actions the Council could consider taking in the future.
- 6.3 A Climate Change Member Advisory Board and Officer Steering Group have been set up with initial meetings resulting in the identification of further positive actions. The Member Advisory Board have agreed that a five year rolling action plan should be developed in order to align with Full Council's request for the plan to support the City of Culture 2025 bid.
- 6.4 Draft budgets for 2020/21 include financial provision to support the delivery of the action plan including a dedicated project officer and a carbon baseline assessment.
- 6.5 A draft action plan will be presented to Cabinet in March 2020 with further refinement anticipated (including the setting of measurable targets) once a carbon footprint assessment has been undertaken. Officers are currently collating baseline data for the actions put forward and identifying and progressing funding opportunities to further support the delivery of the action plan. Officers have also engaged with Kent County Council on the development of the Kent and Medway Energy and Low Emissions Strategy, a key document in the delivery of clean growth for Medway.

7. MEDWAY COMMERCIAL GROUP/MEDWAY DEVELOPMENT COMPANY

- 7.1 The Committee receives regular reports on the performance of these Council owned companies.

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Appendices

None

Background documents

None