

## Council Strategy Refresh 2021/22

### Leader's Introduction:

This will be agreed by the Leader prior to publication

### Vision:

Medway: Waterfront university city: connecting innovation, people, and place; driving growth for all

### Our priorities:

We believe that concentrating our resources in these areas will lead to a better quality of life across Medway.

Priority	Outcome	Outcome	Outcome	Outcome	
PEOPLE Supporting residents to realise their potential	Healthy and active communities	Resilient families	Older and disabled people living independently in their homes	All children achieving their potential in schools	
PLACE Medway: A place to be proud of	A clean and green environment	Put Medway on the map			
GROWTH Maximising regeneration and economic growth -growth for all	A strong diversified economy	Residents with jobs and skills	Preventing homelessness	Delivering new homes to meet the needs of our residents	Getting around Medway

**What we want to achieve:**

PEOPLE: Supporting residents to realise their potential

Outcome	Why this is important
Healthy and active communities	We want to support all of our residents, especially young people, to realise their potential through the provision of services and initiatives that will help Medway become an even healthier and safer place to live.
Resilient families	Improving everyone’s health and reducing inequalities, developing and improving Children’s Services and continuing to strengthen our Early Help offer will support families to give their children the best start in life.
Older and disabled people living independently in their homes	We will support the people of Medway to live full, active lives; to live independently for as long as possible, and to play a full part in their local communities. We will continue to strengthen our arrangements to safeguard vulnerable adults.
All children achieving their potential in schools	We will raise aspiration and ambition through raising standards in schools, improving the percentage of children in schools that are good or outstanding and engaging with young people. Implementing the actions of the School Improvement Strategy will improve the quality of leadership, governance and teaching and help all children to achieve their potential in school.

PLACE: Medway: A place to be proud of

Outcome	Why this is important
A clean and green environment	We want Medway to be a place that residents and businesses are proud of. Maintaining a clean and green environment, enabling residents, visitors, and businesses to move around Medway easily by tackling congestion hotspots will enhance the public realm and street scene.
Put Medway on the map	Built around our culture, tourism, and regeneration strategies, including Medway 2035. By building on what makes Medway unique - the river, our heritage and sporting legacy - Medway on the Map promotes Medway as a great place to live, work, learn and visit.

GROWTH: Maximising regeneration and economic growth – growth for all.

Outcome	Why this is important
A strong diversified economy	We want to ensure that Medway's regeneration drives economic development to encourage new and existing businesses to grow in Medway, which will benefit residents through the creation of the new jobs and homes they need. By attracting high tech and science-based businesses to relocate and grow in Medway, we are creating high skilled employment opportunities for our graduates; to retain local talent and create a strong mixed economy
Residents with skills and jobs	We will work to promote jobs, skills, and employability by equipping people with the skills needed to secure opportunities in Medway's future economy. The Medway Skills Board, established in 2017, and Medway Adult Education learning programme, will boost local skills levels for those furthest from employment.
Preventing homelessness	By adopting a council wide approach, we will support people and vulnerable families to access housing and get a foot on the housing ladder. Working with landlords and agents will support households to sustain their accommodation and prevent homelessness.
Delivering new homes to meet the needs of our residents	We will work to deliver new homes to meet the needs of Medway residents, through a council-wide approach. Progressing Medway's local plan and working with developers will enable housing development on appropriate sites to meet our Medway's successful growth
Getting around Medway	Tackling congestion hotspots through transport and public realm improvements will enable residents, visitors and businesses to move around Medway easily.

## Our Values:

Our values underpin everything we do. They guide our behaviour, decisions and choices in the way we design and deliver our services.

Value	Why this is important
Financial Resilience	We will deliver efficient and effective services for Medway residents, businesses, and visitors. We will ensure that robust financial systems and processes are in place to manage financial risks and opportunities, and to secure a stable financial position that enables us to operate for the foreseeable future.
Digital Enablement	We will use digital as an enabler of everything we do by transforming the way we provide services, the way we work and the way we communicate. We will reach out to residents and businesses who lack the skills, infrastructure, and confidence to go online by providing them with support and assistance.
Creativity and Innovation	We will create a culture of creativity and innovation establishing a legacy of local pride, improving diversity and inclusion, and identifying new ways of providing services around the needs of our residents.
Working together to empower communities	We will work together and in partnership with everyone that has an impact on the lives of our residents and businesses. We will strengthen collaboration between members of our communities, businesses, and the voluntary sector to maximise resources and knowledge.
Tackle Climate Change	We will take action to tackle the local and global threat of climate change, both internally and in partnership with local organisations and residents, and to minimise its environmental impact by cutting carbon, waste, and pollution.
Child Friendly	We will improve the lives of children by ensuring their voices, needs, priorities and rights are an integral part of our strategies, policies, programmes and decisions.

### Key Facts:

These will be agreed with Directorate Management Teams prior to publication.

### Opportunities and challenges:

Understanding local, regional, and national challenges and putting in place innovative solutions ensures a resilient and sustainable Medway.

Opportunity or Challenge	Benefit or Solution
Our funding is changing because of continued reductions in central Government funding.	As the balance of funding shifts away from Government grants and towards greater reliance on local taxation, this presents local authorities with both a challenge and an opportunity. More homes and inward investment by business can increase the council's tax base, but also brings with it increased demand for services and infrastructure.
The continued transfer of schools to academy trusts has an impact on the funds available for the core functions of maintained schools and our avenues to drive improvement. Funding is forecast to reduce dramatically over the next four years.	We continue to encourage schools to work in partnership with other schools in their locality to drive performance.
Changes in legislation, extending our responsibilities for children with special needs and disability (SEND) to 25 years old, has increased the number of children with Education, Health and Care Plans (EHCP) in place and the number of children entitled to Special Educational Needs (SEN) transport. This represents a significant funding pressure.	We have reviewed our SEN Transport policy and established a Portfolio Holder led task group to manage demand and reduce unit costs to mitigate this pressure. We will work with schools and academies to facilitate a more inclusive culture that keep children with SEND in mainstream education.
As well as an ageing population, with the number	Our strategic approach continues to focus on supporting people to live independently for as long as possible. In recent years we have developed additional community-based provision such as

Opportunity or Challenge	Benefit or Solution
<p>of people over 85 projected to increase by 85% by 2030, the number of adults with long-term and multiple health conditions and disabilities who are living longer is expected to increase.</p>	<p>Home First, to support people back home when discharged from hospital, and additional Extra Care schemes, a community-based alternative to residential care. Joint strategies and commissioning plans with the NHS have been developed to ensure we continue to develop the right type of provision to meet future needs.</p>
<p>Continuing to improve our services for children and families in Medway considering increasing demand and challenges in recruiting and retaining social work practitioners.</p>	<p>Invest in and support our staff and managers to deliver quality work and develop strong partnerships to improve outcomes for children and families.</p>
<p>Medway: UK City of Culture 2025</p>	<p>Our aspiration to be UK City of Culture in 2025 will create a legacy and sense of belonging, boosting local pride within our communities. Enhancing our cultural and creative offer, raising our creative ambitions and aspirations will improve health and wellbeing whilst supporting the economic regeneration that arts and culture bring. New creative and stakeholder partnerships will increase business engagement, create new employment opportunities and, the provision of creative and cultural skills through schools, our college, and our Universities, will support our young people.</p>
<p>Medway is the largest conurbation in the South East, outside London. The population of around 280,000 is predicted to grow further increasing the demand on public services. Demographic growth in the area is increasing pressure</p>	<p>We are transforming the way we work to make sure that we deliver services in a way that meets the changing needs of our residents. We are delivering more services online, working with communities to help them to do more for themselves, and exploring new and innovative ways of delivering services. Our extensive regeneration programme, as outlined in Medway 2035, ensures the tremendous pace of regeneration in Medway continues. Our Infrastructure Delivery Plan identifies the services and services needed to deliver sustainable and successful growth. Our Local Transport Plan includes our plans for improving transport by tackling congestion, improving public transport services, and improving journeys to school and work.</p>

Opportunity or Challenge	Benefit or Solution
<p>on housing, employment and effective infrastructure including flood protection, roads, health and water capacity</p>	
<p>A £170million Housing Infrastructure Fund (HIF) to unlock sustainable development potential on the Hoo Peninsula. The fund is a government capital grant programme to help deliver homes across England</p>	<p>We have been set a challenging housing target by central government and this fund, will help us achieve it. We will use the funding to help transform the Hoo Peninsula, including significantly improving the roads and rail connections. As well as delivering major road improvements along the Peninsula Way, including a new road connecting to the Wainscott bypass, we will use the HIF funds to build a new passenger rail station at Sharnal Street (connecting local communities to both to Strood and London), and to strengthen the Peninsula's countryside and open spaces.</p>
<p>Kick starting growth through alternative delivery models and providing the right infrastructure for residents and businesses to thrive.</p>	<p>Innovation Park Medway (IPM) is an important opportunity to help shape the economic future of Medway. Our ambitions for the IPM are to attract high value businesses, improve the number and quality of jobs, retain and increase the local skills base, strengthen links between educational institutions, establish the IPM as a preferred destination and partner for local business and to promote Medway's brand and image. The IPM project has been awarded significant capital investment including £8.89 million funding through the Local Enterprise Partnership. In July 2019 Council also agreed to add £14.5m to the capital programme to fund the construction of a landmark building on the site, to be funded from future business rates income. Medway Development Company Limited (MDC) has been created to help meet our ambitious housing delivery targets. MDC provide consultancy, predominantly to the council, to turn land assets into viable residential schemes delivering regeneration and investment returns. This will also support the delivery of the council's ambitious regeneration programme, such as the prestigious Chatham Waterfront site, which will be attract high profile development and maximise benefits for Medway. The council has approved investment of £120 million in the first 12 sites identified for development, with MDC being commissioned to consider two further sites.</p>
<p>Medway a Smart City</p>	<p>Our ambition is for Medway to be the leading Smart City in the South East by 2035. Medway will benefit from world-class digital infrastructure, encourage innovation and use of emerging</p>

Opportunity or Challenge	Benefit or Solution
	technologies and data analytics; to provide for more informed decision making, optimising services and improving the quality of life for our residents. This ambition will support an effort to reduce our environmental footprint, increase digital skills and bring about positive transformational change.