

## Business Support

Overview and Scrutiny Committee 30 March 2021

### Overall Council Performance and Risk Register Review: QUARTER 3 2020/21

(excluding performance under remit of Business Support  
Overview and Scrutiny Committee)

#### Council Priority: PEOPLE

Supporting Medway's people to realise their potential

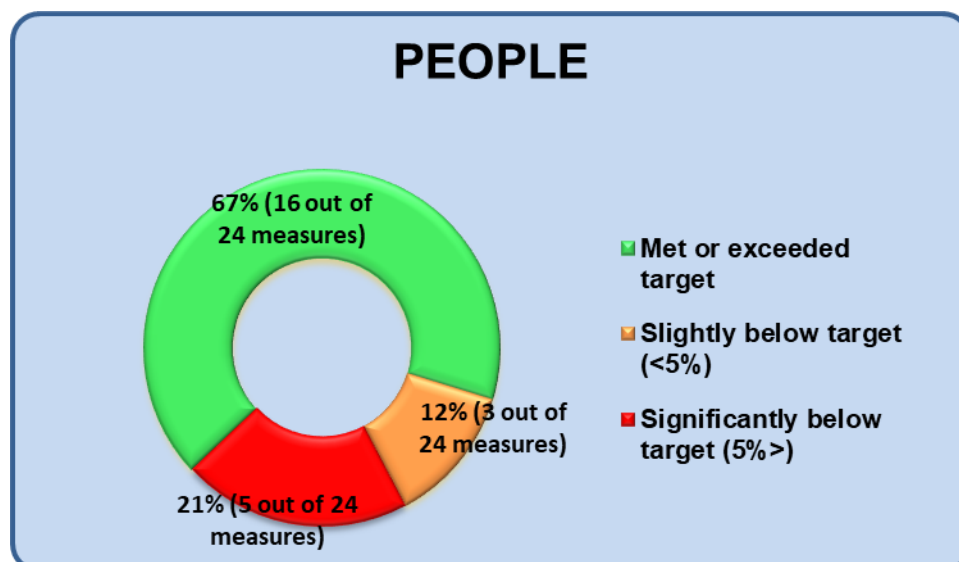
Performance: Quarter 3 2020/21

#### Key

<b>Red</b>	significantly below target (>5%)	<b>Amber</b>	slightly below target (<5%)	<b>Green</b>	met or exceeded target
<b>IMP</b>	Improved	<b>DET</b>	Worsened	<b>Static</b>	Static

## Council Plan measures: summary performance

There are 31 Council Plan measures for this priority. We are reporting on 24 as data for 7 measures is not available this quarter.



#### Improved performance

- 67% (16 out of 24\*) improved long term (average of previous 4 quarters)
- 43% (10 out of 23\*) improved over the short term (since last quarter)

\*where data available

**Measures in target (green)**

Code	Status	Measure	Long Trend	Short Trend
PH26	Green	Healthy Settings programme	IMP	IMP
ILAC1	Green	Average Caseloads in Assessment teams	DET	IMP
ILAC2	Green	Average Caseloads in Post Assessment teams	IMP	IMP
ILAC6	Green	Rate of open CIN cases per 10,000	IMP	IMP
CA13	Green	The percentage of children permanently excluded from school (upheld only)	IMP	STATIC
CASEIKS4 Ofsted	Green	The percentage of secondary sector schools in Medway judged to be good or better	IMP	STATIC
CASEISPEC Ofsted	Green	The percentage of special schools in Medway judged to be good or better	STATIC	STATIC
SE2 OEPr	Green	The percentage of primary sector schools in Medway judged to be good or better	IMP	STATIC
CASEIEYFS Gap	Green	Percentage achievement gap at Early Years Foundation Stage Profile between the lowest attaining 20 % of children and the mean	IMP	IMP
ASCGBT001	Green	% of Long-term packages that are placements	IMP	DET
ASCOF 2A(2)	Green	Permanent admissions to care homes, per 100,000 pop – 65+	IMP	DET
OfstedPrim Mnt	Green	The percentage of Maintained primary schools in Medway judged to be good or better	IMP	STATIC
CSC0006	Green	Number of CP per 10,000 children	IMP	IMP
PH16	Green	Smoking at time of delivery	IMP	IMP
ASCOF 2A(1)	Green	Permanent admissions to care homes per 100,000 pop – 18-64	IMP	NA
N23	Green	The percentage of children social care substantive posts not filled by permanent social workers	NA	NA

**Measures slightly below target (amber)**

Code	Status	Name	Long Trend	Short Trend
ILAC5	Amber	% of children with long-term fostering as a plan, where the child, carer and service have agreed for the placement to last until the child is ready to leave care.	DET	DET
CSC0004	Amber	Number of LAC per 10,000 children	DET	IMP

Code	Status	Name	Long Trend	Short Trend
ASCOF 1C(2i)	<b>Amber</b>	Percentage of clients receiving a direct payment for their social care service	DET	IMP

**Measures significantly below target (red)**

Code	Status	Name	Long Trend	Short Trend
A1	<b>Red</b>	The average number of days (over the last 36 months) between a child entering care and moving in with adoptive family	IMP	DET
ILAC4	<b>Red</b>	Completed initial child and family assessments which started as S17, where the child was visited within 5 working days.	DET	DET
EDU3(b)	<b>Red</b>	The percentage of children who were persistently absent from school	DET	STATIC
ILAC3	<b>Red</b>	Completed initial child and family assessments which started as S47, where the child was visited within 1 working day.	DET	DET
ASCOF 1G (n)	<b>Red</b>	Proportion of adults with a primary support reason of learning disability support who live in their own home or with their family	IMP	DET

**Measures not available this quarter**

Code	Status	Name	Long Trend	Short Trend
PH14	NA	Excess weight in 4-5-year olds	NA	NA
PH15	NA	Excess weight in 10-11-year olds	NA	NA
SEKS4A8	NA	Average attainment 8 score	NA	NA
ILAC7	NA	Audit Measure	NA	NA
SE KS2Mnt	NA	The percentage of children who achieve the required standard or above in Reading, Writing and Mathematics at KS2 in Maintained Schools Only	NA	NA
ASCOF 2Cii	NA	Delayed transfers of care from hospital and those which are attributable to adult social care, per 100,000 population	NA	NA
SE KS2	NA	The percentage of children who achieve the required standard or above in Reading, Writing and Mathematics at KS2	NA	NA

## Strategic Risks

The quarter 3 20/21 strategic risk register is attached at Appendix 4. The register shows all strategic risks together with mitigation in place to minimise impact and likelihood. The risks pertaining solely to this council priority are shown below (full details in Appendix 4).

Reference	Risk Register Page (app 4)	Risk	Owner	Current residual risk score	L-likelihood I-impact
SR09A NEW	12	Changing Demographics of Older People and Working Age Adults	Director of People	BII	L - high I - critical
SRO9B	16	Keeping vulnerable adolescents safe	Director of People	BII	L - high I - critical
SR26	21	Non-delivery of Children's Services Improvement	Director of People	All	L – very high I - critical
SR39	36	Lack of resources to keep young people with SEND safe due to increasing demand and complexity of need pressures	Director of People	BII	L - high I - critical

### Council Plan Outcome: Healthy and active communities

#### Programme: Improving everyone's health and reducing inequalities

##### Council Plan Measures

**PH14 Excess weight in 4-5 year olds**

Annual	Target	Value	Status	Aim to	Long Trend	Short Trend
2019/20	22.4%	NA	NA	NA	NA	NA
2018/19	21.5%	24%	Red	Minimise	DET	DET

The data for 2019/20 will be published in quarter 4.

**PH15 Excess weight in 10-11 year olds**

Annual	Target	Value	Status	Aim to	Long Trend	Short Trend
2019/20	34%	NA	NA	NA	NA	NA
2018/19	34%	36.2%	Red	Minimise	DET	DET

The data for 2019/20 will be published in quarter 4.

**PH26 Healthy Settings programme**

Quarter	Target	Value	Status	Aim to	Long Trend	Short Trend
Q3 2020/21	13	13	Green	Maximise	IMP	IMP
Q2 2020/21	7	8	Green	Maximise	DET	IMP

6 Gold awards completed during this quarter despite large restrictions imposed due to COVID-19 the programme remains on target. Notable new additions to the programme include Volker highways, KFRS and Nucleus Arts.

**Supporting Healthy Weight**

As part of the whole system strategy, Medway launched a physical activity alliance in December, which is a subgroup of the Healthy Weight network. Partner engagement was hampered by the date of the event being the last day of the November/December national restrictions. Many of the exercise providers were busy re-opening gyms and centres. However, the alliance has 30 organisations signed up and committed to working in partnership to increase activity levels of residents. This is the final subgroup of the network joining the already established infant feeding strategy group and food partnership.

In addition to this strategic activity, the Better Care Fund has agreed to pilot a two-year tier weight management service for young people. This intensive support service will mirror the adult tier 3 service (Tipping the Balance) and aim to support 50 young people and their families per year.

## Council Plan Outcome: Resilient families

### Programme: Together We Can - Children's Services Council Plan Measures

#### A1 The average number of days (over the last 36 months) between a child entering care and moving in with adoptive family

Quarter	Target	Value	Status	Aim to	Long Trend	Short Trend
Q3 2020/21	450	510	Red	Minimise	IMP	DET
Q2 2020/21	450	507	Red	Minimise	IMP	IMP

#### Comments

The 3 year average has seen an increase to 510 days, impacted by COVID restrictions and some delays in finalising court proceedings.

#### Actions:

Medway has now joined with Kent and Bexley into a Regional Adoption Agency so the service will work through the RAA to identify adoptive families in a timely way.

#### Benchmarking

The latest national benchmark is 486 days, and the statistical neighbour outturn is 440. Medway is closer in line with the South East benchmark of 529.

#### CSC0004 Number of LAC per 10,000 children

Quarter	Target	Value	Status	Aim to	Long Trend	Short Trend
Q3 2020/21	70.0	70.6	Amber	Minimise	DET	IMP
Q2 2020/21	70.0	73.5	Red	Minimise	DET	DET

#### Comments

At the end of September there were 467 looked after children, as at 31 December 2020 there were 444, a decrease of 23 children. There was a small rise in the number of looked after children through the first COVID lockdown, but this has now stabilised. Some court proceedings which took longer to finalise due to court backlogs, have now concluded.

#### Benchmarking

Nationally there are 65 Looked After Children per 10,000 population, Medway has a lower rate than our statistical neighbours, at 74 per 10k. However, the rate in the South East is lower than in Medway, at 53 per 10,000 population.

**CSC0006 Number of CP per 10,000 children**

Quarter	Target	Value	Status	Aim to	Long Trend	Short Trend
Q3 2020/21	65.3	29	Green	Minimise	IMP	IMP
Q2 2020/21	65.3	48	Green	Minimise	IMP	IMP

**Comments**

At the end of December 2020 there were 182 children on a Child Protection (CP) plan, a further reduction of 121 children from Q2. The focus in the Improvement Plan on improving quality of practice, introducing additional scrutiny of child in need plans, and working proactively with adolescents, has led to this reduction, and brought Medway more in line with national and statistical neighbours.

**Action:**

Appoint a Child in Need Reviewing officer to support scrutiny and challenge of Child in Need Plans.

Support the expansion of the adolescent service to continue to provide an appropriate multi-agency response to risks associated with contextual safeguarding.

**Benchmarking**

Medway is below the latest National and Statistical neighbour rate, of 43 per 10,000 and South East rate of 41.

**ILAC1 Average Caseloads in Assessment teams**

Quarter	Target	Value	Status	Aim to	Long Trend	Short Trend
Q3 2020/21	22	14.2	Green	Minimise	DET	IMP
Q2 2020/21	22	14.7	Green	Minimise	DET	DET

**Comments**

Case load reduction is a key focus of the Improvement Plan, acknowledging that quality of practice is dependent on workers having a manageable workload.

The snapshot at the end of December 2020 shows the average caseload is 14.2, down from Q2, and remains comfortably below target. 3% of social workers have caseloads above target, a reduction from 7% in Q2 with the highest caseload of any worker being 23.

**Actions:**

Staffing resources will be kept under review to maintain caseloads at manageable levels which support positive interventions with children and families.

**ILAC2 Average Caseloads in Post Assessment teams**

Quarter	Target	Value	Status	Aim to	Long Trend	Short Trend
Q3 2020/21	18	11.8	Green	Minimise	IMP	IMP
Q2 2020/21	18	14.4	Green	Minimise	IMP	IMP

A snapshot at the end of December 2020 shows post assessment social work teams (Areas 1 to 4) Social Workers have an average caseload of 11.8 and a reduction from 14.4 at the end September 2020 and remains below target. The highest caseload is 23 and 17% social workers have caseloads over the target down from 28% in September 2020.

**ILAC3 Completed initial child and family assessments which started as S47, where the child was visited within 1 working day.**

Quarter	Target	Value	Status	Aim to	Long Trend	Short Trend
Q3 2020/21	90.0%	80%	Red	Maximise	DET	DET
Q2 2020/21	90.0%	94%	Green	Maximise	IMP	IMP

**Comments**

This is a new Council Plan measure, introduced following the ILAC inspection, which challenged unidentified risk. The Improvement Plan has a clear focus on quality of practice, including assessment and plans. September 2020 saw the highest reported figure of 94% and above target, performance has fallen to 80% as at end December 2020.

**Actions:**

Continue to review this indicator regularly at Performance Clinics. Where a delay is identified, each case is scrutinised.

**ILAC4 Completed initial child and family assessments which started as S17, where the child was visited within 5 working days.**

Quarter	Target	Value	Status	Aim to	Long Trend	Short Trend
Q3 2020/21	85%	70%	Red	Maximise	DET	DET
Q2 2020/21	85%	74%	Red	Maximise	DET	DET



## Comments

This is a new Council Plan measure, introduced following the ILAC inspection, which challenged unidentified risk. The Improvement Plan has a clear focus on quality of practice, including assessment and plans. September 2020 saw the highest reported figure of 94% and above target, performance has fallen to 80% as at end December 2020.

## Actions:

Continue to review this indicator regularly at Performance Clinics. Where a delay is identified, each case is scrutinised.

### ILAC5 % of children with long-term fostering as a plan, where the child, carer and service have agreed for the placement to last until the child is ready to leave care.

Quarter	Target	Value	Status	Aim to	Long Trend	Short Trend
Q3 2020/21	60.0%	59%	Amber	Maximise	DET	DET
Q2 2020/21	60.0%	65%	Green	Maximise	IMP	IMP

## Comments

This measure is currently sitting just below target, having improved from a low of 19%. Achieving permanency for children is a key issue in the Improvement Plan and mechanisms have been put in place to review permanency plans and to strengthen the work of the fostering panel to continue to improve on this indicator.

## Actions:

Fully implement the Permanency Policy and convene regular permanency panels. Implement the Fostering Strategy to increase supply, choice, and support for carers.

### ILAC6 Rate of open CIN cases per 10,000

Quarter	Target	Value	Status	Aim to	Long Trend	Short Trend
Q3 2020/21	382	299	Green	Minimise	IMP	IMP
Q2 2020/21	382	330	Green	Minimise	IMP	IMP

## Comments

A child in need is defined, under the Children Act 1989 “as a child who is unlikely to reach or maintain a satisfactory level of health or development, or their health or development will be significantly impaired, without the provision of services, or the child is disabled.” This includes all looked after children and all children on a child protection plan as well as other children supported by social services who are not, looked after on a CP plan.

Ensuring children can access the right service at the right time is part of the vision for the service and reviewing the threshold for statutory service provision is an action in the Improvement Plan. This has been done in consultation with partners.

**Action:**

Launch the revised Threshold Document with partners and support through workshops. Monitor appropriateness of referrals and re-referral rates.

**Benchmarking**

Nationally there are 324 CIN cases per 10,000 population. This is slightly higher 331 for our statistical neighbour group and at 304 in the South East.

**N23 The percentage of children social care substantive posts not filled by permanent social workers**

Quarter	Target	Value	Status	Aim to	Long Trend	Short Trend
Q3 2020/21	25%	21%	Green	Minimise	IMP	IMP
Q2 2020/21	25%	30%	Red	Minimise	DET	IMP

**Comments**

This measure is a national indicator that describes the total percentage of substantive posts not permanently filled throughout the whole Service and includes posts outside of the Assessment and Post Assessment teams.

There has been a 6-percentage point improvement in the vacancy rate. This is a 17% positive move, because of a strong focus on both recruitment and retention of staff and the roll out of a Workforce Development Strategy supported across Council partners including HR and Communications.

**Action:**

Continue to roll out targeted recruitment and provide opportunities for internal career progression and development to support retention.

**ILAC7 Audit Measure TBC**

Quarter	Target	Value	Status	Aim to	Long Trend	Short Trend
	NA	NA	NA	NA	NA	NA

The service is undertaking significant auditing and review to establish how this can be appropriately measured.

## Programme: The best start in life

### Council Plan Measures

#### CASEIEYFS Gap Percentage achievement gap at Early Years Foundation Stage Profile between the lowest attaining 20 % of children and the mean

Annual	Target	Value	Status	Aim to	Long Trend	Short Trend
2018/19	30.0%	28.7%	Green	Minimise	IMP	IMP
2017/18	29.5%	31.8%	Red	Minimise	DET	DET

Data is now published for the 18/19 academic year (reported 19/20). Medway has made a 10% improvement (3.1pp) compared to the 17/18 academic year (reported 18/19). This is a strong performance. Medway is now better than national, by 11% (3.7pp) and more importantly Medway has seen an improvement year on year, whilst nationally rates have worsened, by 2%. This means that Medway has now moved from the 2<sup>nd</sup> quartile into the first quartile (best performing) nationally.

#### PH16 Smoking at time of delivery (SATOD)

Quarter	Target	Value	Status	Aim to	Long Trend	Short Trend
Q2 2020/21	17.5%	15.27%	Green	Minimise	IMP	IMP
Q1 2020/21	17.5%	18.37%	Red	Minimise	DET	DET

The data reported represents SATOD prevalence for the whole of Kent & Medway in line with the new CCG footprint. Work is underway to identify if data can be obtained for the Medway footprint only.

Medway Stop Smoking Service has maintained service delivery throughout the COVID-19 pandemic by adapting to remote smoking cessation consultations and maintaining provision of stop smoking medication. We have continued to work effectively with midwifery colleagues, resulting in increased midwife referrals from 120 in Q2 (2019/20) to 133 in Q2 (2020/21). To date, we have seen an 8.7% increase in referrals compared to the same period last year – 322 referrals (2019/20 YTD) compared to 350 referrals (2020/21 YTD).

#### Healthy Child Programme

The service has been significantly impacted since the start of March 2020 due to COVID-19. The service was back in full action from October to December before the restrictions of the latest lockdown. As of January 2021, HCP staff have not been redeployed again but we expect some slippage of this position as part of the combined response to pressure on Medway hospital. Cover for all 5 mandated checks is still strong, although 1 year and 2.5 year have now gone back to digital checks unless the family has a vulnerability or an issue. School Nursing demand is high, and we are in the process of recruiting additional nurses to support schools with mental health and wellbeing. We expect the additional nurses be in place by

Easter. A digital inclusion project with access to tablets and data for Health Visiting, Midwifery and Early Help will be in place by 1 March 2021 to support families struggling digitally.

The Child Health team has been providing ongoing resource packs and lesson plans to schools. They are now producing monthly return to school packs for both staff and students. The packs cover everything from bereavement to domestic abuse. The packs have been shared nationally and are being used by 14 other English local authorities, as well as the Welsh School Board. The team are still working with schools to ensure they are all ready to meet the new national requirements around Relationships and Sex Education (RSE) from September 2021. The team are leading on the Department for Education 'Wellbeing for Education Return programme', which is due to be completed by March 2021.

Public Health have commissioned a media agency to work with the Council on innovative messaging and channels. This will be aimed at young people around COVID-19. Working with the Communications and Digital team, the campaign has been very successful with nearly half a million views of the images and videos on social media, work is ongoing until the end of lockdown.

## **Council Plan Outcome: Older and disabled people living independently in their homes**

### **Programme: Improve support for vulnerable adults by working with partners and communities**

#### **Council Plan Measures**

#### **ASCGBT001 % of Long term packages that are placements**

Quarter	Target	Value	Status	Aim to	Long Trend	Short Trend
Q3 2020/21	30.0%	28.4%	Green	Minimise	IMP	DET
Q2 2020/21	30.0%	28%	Green	Minimise	IMP	IMP

There is minimal fluctuation in the number of clients in long term services and also clients that are placements, therefore this measure remains below target. Currently, there are 773 clients in residential and Nursing homes and a total of 2726 clients receiving long term care.

#### **Benchmarking**

National data for 2019/20 for long term clients in placements is 30.1%, no change from the 2018-19 figure.

Whilst the long-term expectation is that ongoing demographic changes, in particular those relating to an ageing population, will impact on the number of placements

needed, the current COVID-19 situation may be impacting the numbers currently being admitted to and in placements.

#### ASCOF 1C(2i) Percentage of clients receiving a direct payment for their social care service

Quarter	Target	Value	Status	Aim to	Long Trend	Short Trend
Q3 2020/21	30.0%	28.7%	Amber	Maximise	DET	IMP
Q2 2020/21	30.0%	28%	Red	Maximise	DET	DET

#### Comments

As at end December 2020, this measure is sitting at an amber RAG rating at 28.7%, with 566 clients on a direct payment, although this is a decrease of 4 clients as at end Q2, an increase of 0.7% has been achieved. This is a volatile measure as needs to keep pace with the fluctuations in clients receiving long term services.

#### Benchmarking

Nationally and for the South East 27.9% of clients with an ongoing long-term service receive a direct payment a drop on 2018/19 from 28.3% and 29.5%. Our statistical neighbours' performance is higher at 30%.

#### ASCOF 1G(n) Proportion of adults with a primary support reason of learning disability support who live in their own home or with their family

Quarter	Target	Value	Status	Aim to	Long Trend	Short Trend
Q3 2020/21	70.0%	66%	Red	Maximise	IMP	DET
Q2 2020/21	70.0%	67%	Amber	Maximise	IMP	DET

#### Comments

There has been a 1 percentage point drop in the proportion of LD clients living in their own homes or with a family between Q2 and Q3. Several clients remain in long term placements which count negatively in this measure. These placements are, however, the best way to support these clients.

#### Benchmarking

The current national outturn is 77.3% and our statistical neighbours' is 83.5%.

**ASCOF 2A(1) Permanent admissions to care homes per 100,000 pop – 18-64**

Quarter	Target	Value	Status	Aim to	Long Trend	Short Trend
Q3 2020/21	3.5%	1.2	Green	Minimise	IMP	NA
Q2 2020/21	3.5%	redacted	NA	Minimise	NA	NA

**ASCOF 2A(2) Permanent admissions to care homes, per 100,000 pop – 65+**

Quarter	Target	Value	Status	Aim to	Long Trend	Short Trend
Q3 2020/21	154.5	81.4	Green	Minimise	IMP	DET
Q2 2020/21	154.5	54.3	Green	Minimise	IMP	IMP

Please note the target is apportioned per quarter. The full year target is 618 admissions per 100,000, which equates to approx. 273 clients being placed. In Q1, 36 placements were recorded, 34 in Q2 and 36 in Q3. In total 239.7 admission per 100,000. During Q4 167 placements could be made and still be within target. However, we do know that some placements are recorded retrospectively.

**Benchmarking**

The National rate of admissions is 584. This equates to 146 per quarter. Our statistical neighbours 2019/20 outturn of 595.2 (148.8 per quarter).

**ASCOF 2Cii Delayed transfers of care from hospital and those which are attributable to adult social care, per 100,000 population**

Quarter	Target	Value	Status	Aim to	Long Trend	Short Trend
Q3 2020/21	4.1%	NA	NA	NA	NA	NA

Data collection has been suspended by Central Government.

**Social Isolation**

- Training covering loneliness, social isolation, and social prescribing has been delivered virtually. Modules were delivered to 230 participants from internal departments, and external partner agencies. Currently we have 140 people booked for future training.
- Work with BAME groups includes working with colleagues on setting up a 'tea and samosa' social group supporting elderly Punjabi speakers who are not easily accessing services.

- We continue to work with the Kent Muslim Welfare Association, who are supporting volunteer drivers, taking vulnerable people to hospital appointments in COVID-19 compliant ways.
- Link workers, care navigators and the wider social prescribing network has held a virtual forum meeting. Wider issues of common concern were discussed, including how we can reduce the impact of COVID-19 on our communities. A focused input was made on loneliness and social isolation, how the current pandemic was exacerbating this, and how we can best support vulnerable people at this time.
- Digital inclusion work continues. We plan to offer a digital support project from late February that will offer access to devices, with support and guidance from link workers, digital champions, and Mid Kent College.
- The establishment of a series of 'virtual coffee get-togethers' is ongoing. A Better Medway Champions will host a series of virtual get-togethers. These will build on work being done through the Medway Social Isolation Network. Organisations involved include, Jaspers Café, Mid Kent College, and the social prescribing team to offer a range of opportunities to bring people together and reduce social isolation.

## Council Plan Outcome: All children achieving their potential in schools

**Programme: Raising aspiration and ambition**

**Council Plan measures**

### CA13 The percentage of children permanently excluded from school (upheld only)

Quarter	Target	Value	Status	Aim to	Long Trend	Short Trend
Q3 2020/21	0.02%	0.00%	Green	Minimise	IMP	STATIC
Q2 2020/21	0.02%	0.00%	Green	Minimise	IMP	STATIC

Please note, the annual target of 0.06% is apportioned across each quarter.

There was 1 permanent exclusion in Q3, which has since been updated to a declined re-instatement.

In the 20/21 academic year so far, 9 exclusion processes were started. 3 are awaiting an outcome (33% of all stated exclusions), 2 were retracted or not upheld (22% of all stated exclusions) and 1 has been recorded as 'Possible' (11% of all stated exclusions). 2 exclusions remain unresolved and 1 exclusion was recorded as declined reinstatement.

Of the 9 permanent exclusion processes started, 1 attended a primary school and the remaining 8 attended Secondary schools. 8 of the 9 exclusions were from academies and 1 was from an independent provision.

1 pupil had an Education, Health and Care Plan (EHCP), 2 were receiving SEND Support and 6 pupils did not have a SEND status.

Clearly COVID19 and the closure of schools has been a significant factor in reducing the numbers of exclusions.

### Benchmarking

Nationally the rate of permanent exclusions is 0.1% (2017-18)

#### CASEIKS4 Ofsted Partnership measure: Percentage of all Secondary Schools judged good or better

Quarter	Target	Value	Status	Aim to	Long Trend	Short Trend
Q3 2020/21	85%	94.4%	Green	Maximise	IMP	Static
Q2 2020/21	85%	94.4%	Green	Maximise	IMP	Static

### Comments

Of the 18 Secondary schools in Medway 4 are classed as outstanding, 13 are good and 1 is inadequate. This means that 17 of 18 are good or better. The inadequate judgment applies to the Waterfront UTC from its time as Medway UTC.

### Benchmarking

Nationally this figure is 76% and the South East currently has 86.6% of schools graded good or better.

### Actions

During COVID-19 Parliament has suspended Ofsted as an inspection regulator.

#### CASEISPEC Ofsted The percentage of special schools in Medway judged to be good or better

Quarter	Target	Value	Status	Aim to	Long Trend	Short Trend
Q3 2020/21	90.0%	100%	Green	Maximise	Static	Static
Q2 2020/21	90.0%	100%	Green	Maximise	Static	Static

During COVID-19 Parliament has suspended Ofsted as an inspection regulator.

#### EDU3(b) The percentage of children who were persistently absent from school

Quarter	Target	Value	Status	Aim to	Long Trend	Short Trend
Q3 2020/21	11.4%	13.5%	Red	Minimise	DET	Static



Quarter	Target	Value	Status	Aim to	Long Trend	Short Trend
Q2 2020/21	11.4%	13.5%	Red	Minimise	DET	DET

Due to school closures PA was not collected in the Autumn census, therefore there is no updated data at present.

### Benchmarking

Nationally the 2018-19 rate of PA was 11.4%.

#### OfstedPrimMnt The percentage of Maintained primary schools in Medway judged to be good or better

Quarter	Target	Value	Status	Aim to	Long Trend	Short Trend
Q3 2020/21	93%	96%	Green	Maximise	IMP	STATIC
Q2 2020/21	93%	96%	Green	Maximise	IMP	IMP

24 out of 25 LA maintained primary schools are rated good or better, with 4 graded outstanding, 1 requires improvement.

Due to COVID-19 Parliament has suspended Ofsted as an inspection regulator, so there are no changes from quarter 2.

#### SE KS2 The percentage of children who the required standard or above in Reading, Writing and Mathematics at KS2

Annual	Target	Value	Status	Aim to	Long Trend	Short Trend
2019/20	65%	NA	NA	Maximise	NA	NA
2018/19	64%	64%	Green	Maximise	IMP	IMP

Due to COVID-19 there will be no KS2 data for the 19-20 academic year.

#### SE KS2Mnt The percentage of children who achieve the required standard or above in Reading, Writing and Mathematics at KS2 in Maintained Schools Only

Annual	Target	Value	Status	Aim to	Long Trend	Short Trend
2019/20	65%	NA	NA	Maximise	NA	NA

Due to COVID-19 there will be no data for the 19-20 academic year.

**SE2 OEPr Partnership measure: Percentage of all Primary Schools judged good or better**

Quarter	Target	Value	Status	Aim to	Long Trend	Short Trend
Q3 2020/21	87.5%	89.5%	Green	Maximise	IMP	IMP
Q2 2020/21	87.5%	89.5%	Green	Maximise	IMP	IMP

Currently 68 schools are good and better, 8 are outstanding and 60 are good from a cohort of 76.

There are 51 academies. Of these 86% are good or better (4 Outstanding and 40 Good) 3 require improvement and 4 are inadequate.

Due to COVID-19 Parliament has suspended Ofsted as an inspection regulator, so there are no changes from quarter 2.

**SEKS4A8 Average attainment 8 score**

Annual	Target	Value	Status	Aim to	Long Trend	Short Trend
2019/20	46.6%	NA	NA	Maximise	NA	NA
2018/19	46.6%	46.6%	Green	Maximise	IMP	IMP

**Comments**

Due to COVID-19 and the closure of schools there will be no data for the 19/20 academic year.

## Council Priority: PLACE

### Medway: A place to be proud of

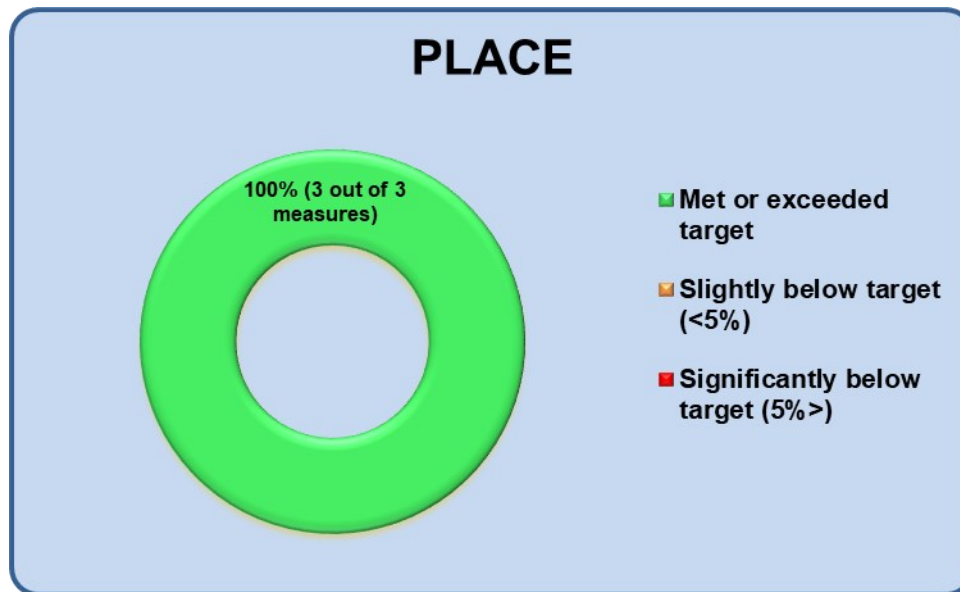
### Performance: Quarter 3 2020/21

**Key**

<b>Red</b>	significantly below target (>5%)	<b>Amber</b>	slightly below target (<5%)	<b>Green</b>	met or exceeded target
<b>IMP</b>	Improved	<b>DET</b>	Worsened	<b>Static</b>	Static

## Council Plan measures: summary performance

There are 3 Council Plan measures for this priority.



### Improved performance

- 67% (2 out of 3\*) improved long term (average of previous 4 quarters)
- 67% (2 out of 3\*) improved over the short term (since last quarter)

\*where data available

### Measures in target (green)

Code	Status	Measure	Long Trend	Short Trend
NI195a	Green	Improved street and environmental cleanliness:	DET	DET
GH6 CP	Green	Satisfaction with parks and green spaces - direct users CP	IMP	IMP
W6 CP	Green	Satisfaction with refuse collection - Citizens Panel result	IMP	IMP

## Strategic Risks

The quarter 3 20/21 strategic risk register is attached at Appendix 4. The register shows all strategic risks together with mitigation in place to minimise impact and likelihood.

## Council Plan Outcome: A clean and green environment

### Programme: Public Realm and Street Scene

#### Council Plan Measures

**GH6 NEW Satisfaction with parks and green spaces - direct users CP**

Quarter	Target	Value	Status	Aim to	Long Trend	Short Trend
Q3 2020/21	75%	87.6%	Green	Maximise	IMP	IMP
Q2 2020/21	75.0%	82.8%	Green	Maximise	IMP	DET

**Comments**

Satisfaction amongst users of parks and open spaces was 87.6% in Q3 2020/21, an increase on the 82.8% in Q2 2020/21. More users were neutral about the service (8.5% of respondents - down from 13% in Q2 2020/21) than dissatisfied (3.9% - static, 4.1% in Q2).

These results are based on the 153 users of parks and open spaces from the 213 respondents to the Q3 2020/21 Citizens' Panel, giving a margin of error of +/-7.9%, meaning the changes are not statistically significant.

**Action**

A variety of projects have been planned for delivery of the Greenspaces Development programme over 2020/2021:

- Horsted Valley – The design of interpretation panels is in progress and anticipated to be installed in spring 2021. The grassland management consultation is on hold due to COVID-19.
- Strood North S106 play improvements at Hancock Close, Cliffe Road, Church Green and Broomhill Park play works completed in November 2020.
- Vinalls Park improvements – completed in October 2020.
- Priority Play/Refurbishment programme - Priority Play (3 sites awarded capital funding at Full Council for FY2020-1) - Darnley Road completed on site in November 2020. The other two sites (Maidstone Road Sports Ground and Heritage Drive) have just been through tender award and should be on site in spring 2021.
- New Hoo Country Park/Reserve (HIF - Cockham Community Parkland) - planning application submitted in December 2020.
- Completion of Command of the Heights - Riverside 1/Barrier Ditch opened to the public on 17 July. A formal opening was delayed due to the pandemic and will now take place in spring 2021.

Green Flag applications and Management plans were updated and submitted in February 2020 for seven sites: Gillingham Park, Hillyfields, Capstone Farm Country Park, Riverside Country Park, Great Lines Heritage Park, Broomhill Park and The Vines, along with a new management plan for the 8th new site at Ranscombe Farm Park.

All 8 sites were successfully awarded Green Flags for 2020, including the new addition Ranscombe Farm Reserve (in partnership with PlantLife). A successful on-line consultation was held for Riverside Country Park (with 750 responses) responses are in the process of being analysed.

### NI 195a NEW Improved street and environmental cleanliness: Litter

Quarter	Target	Value	Status	Aim to	Long Trend	Short Trend
Q3 2020/21	96.0%	96.66%	Green	Maximise	DET	DET
Q2 2020/21	96.0%	97%	Green	Maximise	IMP	STATIC

#### Comments

Medway is split into 22 wards which are inspected yearly with a total of 1,200 sites being inspected. (100 sites x 12 months = 1200 sites per year) Sites are different land classes: Main Retail and Commercial, Local Shopping areas, Residential streets, Main Roads, Waste Bins (litter, canine and combined) Rural Roads, Alleyways, Footbridge and subways.

During Q2, 96.66% of streets surveyed were free from litter at the time of the inspections. This is due to a robust contract monitoring programme and a high standard of cleanse being achieved by Medway Norse.

A visual inspection of 50 meters is reviewed for the amount of litter present and graded. This is a transect. A - B grades are acceptable for litter C – D are unacceptable. The number of sites that are at an acceptable standard at the time of inspection grade A- B are then reported as an overall % of good standard sites. For example, 97 sites at grade A-B / 100 x 100 = 97% of areas inspected were at an acceptable standard.

#### Action

Street Scene Enforcement dealt with a total of 78 fly tips, all of which were removed within one working day. Evidence was retrieved in 3 cases and were referred for further investigation. The team also attended 89 fly tips on private land.

No fly tipping, littering and waste related case was prosecuted at Medway Magistrates Court in Q3 due to COVID-19 lockdown measures. There are 26 cases with legal pending prosecutions and a further 26 under investigation ready for report to Magistrates Court.

During the quarter, the team conducted 3 operations alongside Kent Police that resulted in six vehicles being stopped and searched. This resulted in two drivers being reported for not being licensed to carry scrap metal and one driver being issued with a fixed penalty notice for carrying waste without holding a waste carriers' licence.

173 Community Protection warnings have been issued. These warnings are a quick and effective way to deal with ASB and have been issued to address offences ranging from refuse and waste issues to car repairs and burning of waste.

A full breakdown of Fixed Penalty Notice quarterly data is shown on pages 18 to 20.

Enforcement activity, from Environmental Health and Trading Standards, due to COVID-19 is shown on page 21.

#### W6 CP Satisfaction with refuse collection - Citizens Panel result

Quarter	Target	Value	Status	Aim to	Long Trend	Short Trend
Q3 2020/21	85%	92%	Green	Maximise	IMP	IMP
Q2 2020/21	85%	91.7%	Green	Maximise	DET	IMP

#### Comments

Satisfaction with refuse collection increased slightly to 92% in Q3 2020/21 (up from 91.7% in Q2 2020/21).

5.6% of respondents were neutral about the service (up from 2.9% previously) and 1.9% were dissatisfied (lower than the 3.9% seen in the previous quarter). A further 0.5% did not know or gave no response.

The results are based upon 213 respondents to the Q3 2020/21 Citizens' Panel giving an overall margin of error of +/-6.7%, meaning the changes are not statistically significant.

#### Council Plan Projects

##### Deliver Future High Streets Funds submissions

The High Streets Heritage Action Zone bid aims has four main aims:

- To re-use and revitalise heritage buildings.
- To create and deliver a heritage engagement programme.
- To identify and deliver accessibility and safety solutions to the highway.
- To create a development framework to protect the area's character whilst promoting growth.

On 26 December, The Government announced we had been awarded £9.5m Future High Street Fund investment in Chatham town centre, against a bid value of £13.8m. Officers are working to revise project proposals to fit the amended budget and will submit details of the change to MHCLG by its 26 February deadline.

The bid is centred on two key themes:

- Delivering productive uses
- Enabling and reshaping town centre living.

The Council were advised on 1 April 2020 that our Heritage High Streets Action Zone bid for £1.6m had been approved.

Four initiatives will be developed and delivered:

- The creation of a development framework to guide future development in the area in a way which protects the heritage and character of the area whilst enabling sensitive sustainable growth and regeneration - The creation of a development framework for the Heritage Action Zone area is in its early stages and the project is being scoped and led by the Senior Urban Design Officer and Historic England. During the remainder of the year 2020/21, a brief will be prepared in readiness for commissioning consultants to assist with the work in 2021/22.
- A re-use and re-vitalise buildings programme to offer business support, grants and help promote vacant building opportunities - This will be developed during the remainder of 2020/21 and launched in 2021/22.
- The creation and delivery of a cultural heritage and engagement programme to help tell the area's untold story - This is being developed, the Heritage Action Zone (HAZ) project officers have begun to engage with several stakeholders who live, work and visit the HAZ area. The programme is working with educational bodies such as Mid Kent College and the University of Kent to develop a cultural skills programme, envisaged for the second year of the project (2021/22).

Alongside this, Medway Council are working with GJG consultants to form a Cultural Consortia, who have successfully won a further bid for £10k for a pilot Cultural Programme, funded by Arts Council England. The pilot funding will be used to develop a bid of up to £120k for a Main Cultural Programme, a programme of events to run alongside the lifetime of the Heritage Action Zone.

- Several "open space" community engagement events have been facilitated by GJG consultants to enable a virtual discussion for anyone interested in the area to input how they wish to be involved in the programme going forward. A highway accessibility and safety study to help improve safety and accessibility for pedestrians and cyclists - This workstream will now be included within the development framework project as outlined above.

## **Programme: Public Realm and Street Scene**

### **Council Plan Projects**

#### **Deliver Phase 1 of the Street Lighting LED Programme for 2020-21**

Medway's Street Lighting Network is extensive and is composed of 26,500 columns that are made up of concrete columns, steel columns and aluminium columns. The concrete and steel columns make up over 75% of the Network and all are at or close to the end of their design life requiring a phased programme of replacement.

As part of Budget Setting in 2020-21 capital funding was secured through Prudential Borrowing to award a contract to undertake a Street Lighting LED Programme. The scope of the LED Programme is:

- Converting all Street Lights to LED (23,000 Street Lights).
- Replacing a further 4,000 columns that are beyond design life.



- Installing a Central Management System (CMS) for fault and energy management of the Street Lighting Network.

The benefits of the Street Lighting LED Programme are:

- Reduces energy consumption levels and energy costs for Street Lighting. Energy costs have significantly increased at contract renewal points over the last two financial years and are projected to further increase this year at the contract renewal period (October 20) by 10%.
- Replacing columns that are beyond design life reduces the risk of structural failure and through awarding as a block programme of work competitive financial rates due to economies of scale.
- CMS along with being a fault and energy management systems also has the scope to function as a platform for SMART Technologies that will support the Council's Ambitions to be a Smart City.

The mobilisation of the contract has continued throughout Q3, this includes:

- Finalising technical details on lantern provision and wiring.
- Check the qualifications and skills of the staff, which the contractors have assigned to the project, to ensure they are the best people to deliver it.
- Agreeing asset updating and software provision to complete this.
- Ongoing programme of pre-installation site surveys of the entire asset base to highlight any risks, to enable any risk reduction to take place before installation, enabling better operational delivery of the scheme.

Operational installation is targeted to commence in Q4, and the programme completion date of December 2022 is still on course to be achieved.

## **Programme: Climate change**

### **Council Plan Projects**

#### **Climate change emergency**

A 'Climate Change Emergency Motion' was agreed by Full Council on 25 April 2019. The Council has also signed up to the Kent and Medway Energy and Low Emissions Strategy (KMELES) which was signed off and officially launched at KCC's Road to Net Zero Conference and formally passed through Medway Council's Overview and Scrutiny in Q3. It will be presented to Cabinet in early Q4 with the recommendation that the KMELES is formally adopted by the Council. The Strategy is currently informing Medway's emerging Climate Change Action Plan, which will be presented to Cabinet in May 2021.

A carbon baseline and target mapping report, produced by carbon accounting specialists for Medway Council, has been reviewed by senior officers and will be further refined in Q4 to consider 2019/20 data collected in Q3. Officers have received training in Q3 on a carbon accounting tool which will allow them to carry out accurate carbon emission reporting in future years. The target mapping report will shape the emerging Climate Change Action Plan.



### **Air Quality**

- A winner and runner up have been selected for the anti-idling poster competition: The winner is All Faiths Children's Academy and the runner up is English Martyrs RC Primary School. As part of Clean Air Day on 8 October the schools were presented with their posters made into a metal banner to be displayed around the school.
- The team have worked with communications to produce an animated air quality video which all schools in Medway can access to raise the awareness of air quality and it's affects and what they can do to reduce these impacts. The video has been promoted to all schools in Medway and can also be accessed from the Council's website so that it is available to everyone.
- Taxi and Private Hire ULEV feasibility study- the engagement survey has been completed and a draft report has been produced which is currently being reviewed by the team. The engagement survey was very successful with a 10% response rate across Medway and Gravesham with 74 of the responses coming from Medway drivers. The findings from the report will be shared Q4.

### **Biodiversity and Greenspaces**

- The Greenspace Development Team led on a successful bid to the Forestry Commission for the Urban Tree Challenge Fund. This grant means that they now have funding to plant 13,842 small trees (1 – 2 years old) across 10 sites in Medway. The planting is planned for February 2021 and will involve volunteers working alongside Council and Medway Norse officers.
- The new web form for residents and businesses to support tree planting across Medway, by donating any amount of their choice, is now live. The Medway Tree Fund has been promoted via social media and in the Medway Recycles resident leaflet. It has already generated some interest with £190 donated in the first 4 weeks.
- A Tree Strategy for Medway has been drafted in Q3 and is currently with key officers for comment and will be finalised in Q4. The Strategy uses the findings of the successful tree canopy coverage study in Q2, led by the Greenspaces Development team and undertaken by volunteers from Medway's Urban Greenspaces Forum, which identified a baseline coverage of 16.7% of land area in Medway.

### **Energy**

- Further to the detailed review of Veolia's proposals submitted under the Re:fit initiative, the contract was terminated in Q3 and a new contractor procured via the framework to achieve best value. The contract with the new partner commenced on 11 January 2021. Delivery of Phase One measures are due in Summer 2021 subject to any restrictions that may occur relating to COVID-19 restrictions.
- Registration for the Solar Together scheme closed on the 5 October. The number of registrations across Kent and the 14 participating districts (for both Solar PV and batteries) totalled 4,049 of which 383 were from Medway, 29 of these were for battery storage. The auction took place and personal recommendations were sent out during October. The recommendation included information about the winning installer and the registrant's complete package, costs, and savings. Registrants had until the 11 December to accept the offer. From the 354

registered for Solar PV, 53 have accepted. This represents 8% of the total number (649) of households that accepted the Solar PV offer across Kent. Of the 29 that registered only for battery storage, 2 have accepted. The winning installer will contact each resident to carry out surveys and installs. All installations are planned to be completed by the end of May 2021.

### **Planning and Development**

- Avieco Ltd has been awarded the role of Project Manager on behalf of the Council for the Heat District Network study. They have assisted with the appointment of a specialist consultant to undertake the study, the scope of which will focus primarily on Hoo Peninsula and also consider potential network opportunities in Strood, Rochester and sites with high heat output. The study will commence in Q4 and is intended to take 4 months to complete.
- In Q3, separate funding has been awarded for a study focusing on the feasibility of a River Source Heat Pump. The study will be project managed by Local Partnerships and the new Re:fit partner will carry out the feasibility study. Officers have carried out stakeholder engagement in preparation.

### **Transport**

#### **EV Charging**

- It is anticipated that the charge points identified for installation under the Re:fit\* (Phase 1) energy efficiency programme will be installed from Summer 2021 onwards due to re-appointment of Re:fit contractor, full design requirements and funding approvals.
- Responses to the EV Charge point survey have continued to be received and analysed. The responses, including suggested locations for charging points, and separate evidence of predicted EV uptake scenarios are being used to inform a new 5-year Medway EV Strategy. An internal Medway EV Officer Working group has also been established to comment on the first draft of the Strategy. Approval is being sought to instruct a specialist consultant to provide advice on potential on street charging options in early Q4. An FAQ document, addressing the most common questions around ownership, charging and funding, has been finalised and added to the Council website.
- Officers have continued to engage with KCC on a prospective county wide charging network opportunity within Council owned car parks. This could provide a series of charging hubs to cater for resident and visitor charging. Competition and award of contract to a supplier is intended to take place in Q4, dependant on sign off through Medway's necessary governance process.
- Transport and Parking officers developed a roadmap for installation of charge points across Medway and presented it to Members at the December Climate Change Member Advisory Group meeting. Officers will continue to refine the roadmap in Q4, including robust timescales for delivery.

#### **Electrification of Council fleet**

- 6 chargers have been installed at Broadside House to support a trial of 6 electric vehicles for use by Children's Social Services. The scheme was delivered in 8 weeks and will be monitored for a duration of 12 months.

- Officers are developing a phased approach to replacing small Council petrol and diesel vehicles with electric alternatives. A working group has been set up to explore options for the installation of EV charging points. The transition to an electric fleet has been delayed until suitable locations for charge points have been identified. It is anticipated that the first EV's will be secured in Q4/early Q1 2021/22.

### **Electric Bus Bid**

- Unfortunately, the Council was not successful in the "All Electric Bus Town" bid to DfT in Q1.

### **Active Travel**

- During Q3, a safety assessment has been carried out of the recent changes to the cycle lanes on Dock Road, completed as part of Phase One of the Emergency Active Travel Fund. No highway risks have been identified but the site will continue to be monitored over the winter period.
- A successful bid for a second tranche of Active Travel Funding was submitted during Q3. £927k has been granted for up to 5 innovative projects across Medway (Rochester High Street, Chatham Hill, Cuxton to Strood, Four Elms Hill and Darland). All projects will undergo initial design and feasibility studies (4 by Medway Council and 1 by a specialist consultant) before a decision is made on which projects will be taken forward for delivery. The schemes will be presented for public consultation with completion scheduled for end of March 2022.

### **Staff Travel**

- In Q3, Human Resources continued to review benchmarking data from other local authorities and reviewed the outcome of the staff travel survey completed at the end of 2019. Options for encouraging staff to choose more sustainable modes of travel have been set out in an options paper and will be finalised once it is clear what the Council's position is in relation to home working/agile working. It is anticipated that this will be clearer in Q4 when the pandemic has eased and is a less pressing priority for officers. The new Tusker car scheme launched in Q3, including an electric option.

### **Waste**

- During Q3, officers have worked with the community group Towards Plastic Free Medway to send a letter to all schools in Medway asking them to consider how they can reduce single use plastic within their schools and communities.

## **Council Plan Outcome: Medway on the map**

### **Programme: Medway: a great place to live, work, learn and visit**

#### **Council Plan Projects**

#### **Cultural programme**

The development of the Cultural Strategy and the Compact will include engagement with the cultural sector and residents across the Medway and set the framework by which we can work together to grow and thrive. The Compact will directly oversee the development of Medway's new Cultural Strategy. An appropriate widely owned Compact Business Plan and Cultural Strategy will articulate Medway's cultural attributes, competence and ambition, and in doing so, elevate stakeholder confidence to champion a bid to become the UK City of Culture in 2025.

### **Support the development of Medway's UK City of Culture 2025 bid**

The Council are committed to the vision of Medway City of Culture (CoC) 2025. There are regular meetings with the Bid Director to share local knowledge, information, establish contacts, introduced to key groups such as Medway Arts Forum, Diversity Arts Network, Medway Cultural Diversity Forum.

- Collaboratively drafting the Culture Strategy vision to encompass the ambitions and approach of the City of Culture bid.
- Taking a joined-up approach to press and marketing over the course of the coming year.
- Design the governance structure for the City of Culture project to dovetail with the ongoing governance of the Culture Strategy.
- Ensure information flow between Place Board, City of Culture Board and Creative Medway Compact, addressing the roles of each and how the Strategy, place and bid fit together and outline the collaborative approach we are taking when we represent or introduce our projects or roles to new audiences or partners.
- The Culture and Libraries Team continues to advocate for the City of Culture bid and connecting it wherever possible to other projects, programmes, and areas of work. It is referenced regularly in the Arts Council bid for Dickens Light Nights. It is expected that the Service will have a major role to play in the next steps of development in showing that Medway already has the experience, skills, knowledge, ambition, and community buy in to make this a successful bid. With ongoing discussions around programming, communications, front line public engagement and in particular the work we do across the services with children and young people and families.

### **Supporting Medway Cultural Partnership to produce a new cultural strategy**

The Council are leading on the development of the Cultural Strategy together with the Medway Cultural Partnership. A project plan has been agreed but in Q1 the engagement programme was paused due to COVID-19.

Since July 2020 engagement in the development of the Strategy resumed digitally. The development of the Strategy and action plan took place in Q2 and Q3. The Strategy was agreed by Cabinet in January 2021.

A plan has been developed to seamlessly weave the connection between the Strategy and City of Culture narrative that strategically works from all sides and will support clear future communications.

In October a successful cross-party Member workshop was delivered, and Cabinet adopted the strategy, Creative Medway governance and delivery model on 13 January 2021.

Creative Medway has now formed five working groups that reflect the five themes of the strategy. Individuals to three identified roles in each working group have been elected and in Q4 we will have completed recruitment to the Core Compact including a Chair and connected sector experts.

### **Carry out a review of Medway 2035 in light of the COVID-19 pandemic**

The Economy and Infrastructure Recovery Cell has completed its Impact Assessment and Action Plan (although both remain working documents) and is working to discharge the impact areas to 'business as usual' organisations.

Two distinct sub-groups have emerged from the Cell's work, dedicated to Commercial Moves from London, and Digital Inclusion. These will be areas of special interest for Medway 2037, which will be fully scoped in Q4. Membership of the Kent Economy Cell, and support for KMEP's Renewal and Resilience Strategy, and SELEP's Recovery and Renewal Plan continue.

### **To seek funding opportunities to develop innovative public service solutions**

Medway Council submitted two schemes to MHCLG's call for projects under the Getting Building Fund (GBF) for Britton Farm Mall in Gillingham, and the Innovation Park Medway.

Britton Farm Learning and Skills Hub was awarded £1.99m at October Accountability Board, split across residential, public realm and skills hub sub-projects, delivering over 200 jobs, 44 homes, and 450sqm of new learning space, supporting 350 learners each year. The project will also deliver 200sqm of improved public realm.

A £3m bid for further investment at Innovation Park Medway (IPM) was approved by Kent and Medway Economic Partnership (KMEP) and South East Local Enterprise Partnership and sits at the top of the KMEP reserve list, should any funded GBF projects not proceed. £1m GBF has already been returned, and SELEP will prioritise a pipeline for GBF underspends in March 2021. Officers are looking to develop a £1m IPM project, to match current funding availability. All GBF projects must be delivered by 31 March 2022 at the latest.

We continue to await an announcement in Q4 for the following bids:

- Urban Tree Challenge Application – The Forestry Commission have approved the Council's funding request. The total funding request was for £34,991. £17,495 of this to be funded by the Forestry Commission and £17,495 through forms of match funding. The application was for 15,000 trees to be planted (dependant on COVID-19) across 11 sites in urban areas across Medway. The trees have been delivered and are in the process of being planted.
- Future High Streets Fund (£13.5m bid) – On 26 December, MHCLG announced the award of £9.5m investment in Chatham town centre, and officers are working to revise project proposals to match the budget available. Improvements are

likely to be delivered at the Brook Theatre, the former Debenhams building, St John the Divine Church, Pentagon first floor, Military Road / the Paddock and within redundant High Street space.

- 5G Create Competition – The EOI development process for the 5G Create Competition funded by the Department of Digital, Culture and Media and Sport (DCMS) has created a strong local partnership, and a bid will be submitted to an appropriate future funding round. The fund is to trial a 5G Smart Tourism project in Medway in order to utilise new technological innovations in order to support the tourism sector and enhance the visitor experience through 5G. Up to £30 million is available nationally, this EOI is in development but it is expected the funding request will be around £3million.
- Whose Hoo - An EOI for the Whose Hoo project has been developed ready for the National Lottery Heritage fund to announce their next round of open calls. The application is expected to have a funding ask of £2m that will be used to celebrate, preserve, promote, and raise awareness of the unique special heritage in Hoo.

### Successful delivery of Theatre31

Theatre31 is a £1m, Arts Council funded, youth theatre and performance project running across Medway and Sheppey until 2022. Icon Theatre have been appointed as the Programme Managers.

Delivery has been affected by COVID-19 but where possible has transferred to online/digital, with surprising ease and success. This has included viewing professional theatre productions online, workshops, tutorials, masterclasses, youth panel meetings. Digital access has addressed some of the transport barriers to participation on Sheppey and has increased the number of engagement sessions – the panels and groups are able to meet twice monthly online whereas they were only meeting monthly in person pre-lockdown.

Several seasonal projects have developed because of the challenges of COVID-19. The Snow Queen's Magnificent Message was a COVID-19 safe, distanced performance in school playgrounds in partnership with circus performance arts company Circo Rum Baba. The children were granted an audience with the queen in their playground and set creative tasks to do back in the classroom, including making Christmas cards which the Snow Queen would deliver to hospices and care homes. Uptake from schools was very positive and while a few bookings had to be cancelled due to COVID-19, the majority went ahead and were well received in a year when children have been much starved of access to performing arts.

A digital play in a day package has been developed, guiding teachers through the art of exploring the curriculum subject of the rainforest through craft, drama and characterisation. Performed safely in bubbles, at distance and in the classroom, footage taken on the teachers' mobile phones can be sent to Icon Theatre and edited into a short play which is then sent back to the school to enjoy. This will continue to be offered in 2021.

The Arts Team is connecting Theatre 31 to other projects, programmes and areas of work locally wherever possible and appropriate.

- The Arts Council is supportive of the changes to delivery and milestones which have been necessary during COVID-19. All five national Youth Performance Programme Fund projects are affected and have met digitally to draw support from one another during this time.
- Icon Theatre have expressed an interest in connecting the Theatre31 Project with the Dickens Light Nights, Heritage High Street Action Zone Chatham Intra Cultural Engagement Programme and working in partnership with Medway Libraries on their Prison Library Service.

### **Delivery of South East Creative Cultural and Digital Business Support Programme**

During Q3 South East Creative Cultural and Digital Business Support Programme restarted and a new communication and engagement drive across Medway has led to 17 creative Small Medium Enterprises have been supported through the small grants programme that has included organisations such as Nucleus Arts and SparkedEcho.

### **Medway brand recognition (post event)**

The Medway Place Branding originated from the work undertaken with Thinking Place in 2017, where we created a narrative and brand toolkit for our partners and key stakeholders to use when promoting Medway's offer to their networks. A Place Board was established chaired by the Principal at MidKent College and supported by Medway's Place Manager.

#### **Medway Champions**

Our Medway Champions are our ambassadors from across all areas and sectors in Medway; they help to promote Medway as a great place to live, work, learn and visit by sharing our Medway Story (the Place Branding narrative) with new and existing contacts.

Our Champion Tuesday campaign on social media is going well since launch in November. We asked our champions to record a short video of themselves answering two questions:

- What do you love about Medway?
- What does being a Medway champion means to you?

We are reaching an average monthly Twitter impression of 9,000 which is great considering that all our social is organic and not paid for. The campaign will carried on until the end of January.

Our Medway Champions continue to join us on Zoom for our bi-monthly meetings; with over 50 attendees at each meeting in September and November. 3 new champions have joined since September.



## Digital

Our social media platforms are all performing with increase engagement and followers amount considering that the growth is totally organic

- Twitter: @wearemedway: 698 (increase 71 from October)
- Instagram: @wearemedway: 918 (increase 152 from October)
- Facebook: @wearemedwaychampions: 697 followers/likes (increase 100 from October)

## Events

Attendance at various virtual events to stay abreast of the current situation in Q3:

- Chatham Forum - October
- Women in Business Brunch - November
- SECEN Meeting – November
- VCS Leaders Network Event – November
- Creative Estuary Event - November
- Oslo meets Hackney Place Conference - December
- Kent Invicta Chamber of Commerce Networking Event – December

## Medway relationship development

The Place Manager continues to sit on the Rochester Riverside Community Board, and has held 2 virtual meetings through the pandemic, with the focus being community projects and which projects will receive funds to support the initiatives.

Two young board members have joined the Place board and their first meeting was 27<sup>th</sup> January. They were both enthusiastic and were really involved in the discussions. One of them currently works at the Copper Rivet Distillery and the other one is a newly qualified student looking for her first role. They are both absolute Medway advocates and we are delighted to have them on board. Adverts have been shared on social media and two further interested have been received. Application process in underway for them.

## Work with partners to bring forward the Docking Station project

Operational involvement for Medway Council transferred to Head of Culture as of August 2020.

A significant change of project leads from the University of Kent, Chatham Historic Dockyard and Medway Council has meant a further pause in activity. However, the Board agreed their ongoing commitment to the project, focusing discussions on the ambition of the project, purpose of the board, acquisition and development timetable and challenges and fundraising. The Board has also agreed to formalise its structure with terms of reference. That working groups would be set up as and when required to develop and deliver the projects technical and operational requirements.

There have been some delays to COVID-19, however progress has been made with the architectural competition launching the early 2021 and the potential for further support through the Council's One Public Estate allocation.



### **Successful and safe delivery of the Council's outdoor events and festivals**

Due to COVID-19 the annual festivals and events programme have been cancelled for 2020/21.

Some funding was diverted to support the development of Electric Medway a new digital arts festival, that took place in early September showcasing the work of 50 creatives over ten days with a specific Young Creatives strand supporting 3 paid jobs, 10 commissions and mentoring opportunities for new emerging creatives.

### **Successful transition of the existing Cultural Partnership to Cultural Compact**

The delivery model for Medway's Cultural Strategy reflects both UK Cultural Cities Enquiry Cultural Compact model and the consultative process which developed the strategy. The model called 'Creative Medway' is open to everyone to participate in at a level and to a degree which suits them best.

Creative Medway is an independent partnership made of three components: Compact, Working Groups and Congress.

Creative Medway has now formed its five working groups that reflect the five themes of the Strategy. Individuals to three identified roles in each working group have been elected and in Q4 we will have completed recruitment to the Core Compact including a Chair and connected sector experts.

Creative Medway Compact is at the core of the delivery mechanism. The group is responsible to drive the strategic ambition and the overall performance delivery of the Strategy; it will be a strong advocate for Medway's culture, at a local, regional, and national level.

### **Review events and festivals offer to support the cultural strategy**

Due to pandemic and the cancellation of the 2020/21 events programme it was felt a full review was not appropriate at this time.

The team have developed an alternative COVID-19 secure programme for 2021/22 and the decisions to implement this programme will take place in Q4.

### **Identify programme of restoration and preservation for Dickens Chalet**

Due to the pandemic, it has not been possible to take this project forward, however we will be looking at plans to fund restoration and any additional improvements over the Summer/Autumn 2021.

## Prosecutions and Sanctions

FPNs ISSUED	2018/19					2019/20					2020/21			
	Q1	Q2	Q3	Q4	YEAR TOTAL	Q1	Q2	Q3	Q4	YEAR TOTAL	Q1 20/21	Q2 20/21	Q3 20/21	YEAR TO DATE
FLY TIPPING	15	7	5	4	31	1	5	8	5	19	3	10	4	17
FAILURE TO PRODUCE DOCUMENTS	3	2	2		7								3	3
SCRAP METAL	1				1									
LITTER	42	14	5	8	69	19	12	6	1	38	5	8	4	17
TRADE WASTE	12		3	2	17		4	1	1	6				
FLY POSTING			1		1									
SMOKE FREE						2				2				
BREACH OF A COMMUNITY PROTECTION NOTICE				1	1	1	2	3	1	7		3	1	4
UNLICENSED WASTE CARRIER							1			1			1	1
HOUSEHOLDER DUTY OF CARE											3	4		7
COMMERCIAL DUTY OF CARE												3		3
<b>TOTAL</b>	<b>73</b>	<b>23</b>	<b>16</b>	<b>15</b>	<b>127</b>	<b>23</b>	<b>24</b>	<b>18</b>	<b>8</b>	<b>73</b>	<b>11</b>	<b>28</b>	<b>13</b>	<b>52</b>

## District Enforcement

<b>DISTRICT ENFORCEMENT ISSUED FPNS</b>	<b>Q3 19/20</b>	<b>Q4 19/20</b>	<b>Q1 20/21</b>	<b>Q2 20/21</b>	<b>Q3 20/21</b>
LITTER	1,386	899	157	2,236	2,054
DOG FOULING	11	9		1	
DOGS ON LEAD	1	1		1	
<b>TOTAL</b>	<b>1,398</b>	<b>909</b>	<b>157</b>	<b>2,238</b>	<b>2,054</b>

## Breakdown of Prosecutions

PROSECUTIONS	2018/19					2019/20					2020/21			
	Q1	Q2	Q3	Q4	YEAR TOTAL	Q1	Q2	Q3	Q4	YEAR TOTAL	Q1 20/21	Q2 20/21	Q3 20/21	YEAR TO DATE
FLY TIPPING	7	1		2	10		2		1	3		1		1
DUTY OF CARE FOR WASTE			2	4	6	1			1	2				
LITTER		1	2	1	4	1				1				
FAILURE TO COMPLY WITH S108 NOTICE	2	3	1		6	4	1		5	10				
UNTIDY LAND	5		1		6		1			1				
VEHICLE SALES/REPAIR		1			1									
FAILURE TO COMPLY WITH CPN		1		1	2		1	1		2				
UNREGISTERED WASTE/SCRAP		1	2	1	4	1	1	1	2	5				
SMOKE FREE								1		1				
<b>TOTAL</b>	<b>14</b>	<b>8</b>	<b>8</b>	<b>9</b>	<b>39</b>	<b>7</b>	<b>6</b>	<b>3</b>	<b>9</b>	<b>25</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>1</b>

## Enforcement Actions due to COVID-19.

Quarter	Actions	Key Legislation
1	<ul style="list-style-type: none"> <li>• Issued 14 Formal prohibition notices</li> <li>• Voluntarily closed 110 non-compliant premises</li> <li>• Engaged and visited 4201 commercial premises</li> <li>• Issued 9 Internet take down notices for prohibited businesses</li> </ul>	The Health Protection (Coronavirus, Restrictions) (England) Regulations 2020
2	<ul style="list-style-type: none"> <li>• Issued 4 Formal prohibition notices</li> <li>• Voluntarily closed 49 non-compliant premises</li> <li>• Engaged and visited 2410 commercial premises</li> <li>• Issued 2 Internet take down notices for prohibited businesses</li> </ul>	The Health Protection (Coronavirus, Restrictions) (England) Regulations 2020 & The Health Protection (Coronavirus, Collection of Contact Details etc and Related Requirements) Regulations 2020
3	<ul style="list-style-type: none"> <li>• Issued 0 Formal prohibition notices</li> <li>• Voluntarily closed 89 non-compliant premises</li> <li>• Engaged and visited 2238 commercial premises</li> <li>• Issued 3 Internet take down notices for prohibited businesses</li> </ul>	The Health Protection (Coronavirus, Collection of Contact Details etc and Related Requirements) Regulations 2020
4*  *Figures to date	<ul style="list-style-type: none"> <li>• Issued 5 Formal prohibition notices</li> <li>• Voluntarily closed 54 non-compliant premises</li> <li>• Engaged and visited 1508 commercial premises</li> <li>• Issued 1 Internet take down notices for prohibited businesses</li> </ul>	The Health Protection (Coronavirus, Collection of Contact Details etc and Related Requirements) Regulations 2020 & The Health Protection (Coronavirus, Restrictions (All Tiers) (England) Regulations 2020

The Trading Standards team have been responsible for the various iterations of the Coronavirus restrictions legislation. This legislation has dynamically changed over the period of the pandemic to reflect the Government’s strategy. This makes quarter on quarter comparison of this data very difficult.

This legislation is a key mechanism in the Government’s virus control strategy. A dichotomy in enforcement roles was immediately established with Kent Police, with the Trading Standards team taking the lead in the application of the Regulations to the ‘businesses’ and Kent Police addressing ‘individuals’.

The team takes a ‘proactive regulatory’ approach to the enforcement of the regulations. This sees the team educating traders on their legal obligations, with businesses electing to voluntarily cease any prohibited activities. Importantly, much of the work the team did was advising businesses on how they could lawfully and safely trade during the prohibition period.

## Council Priority: GROWTH

### Maximising regeneration and economic growth

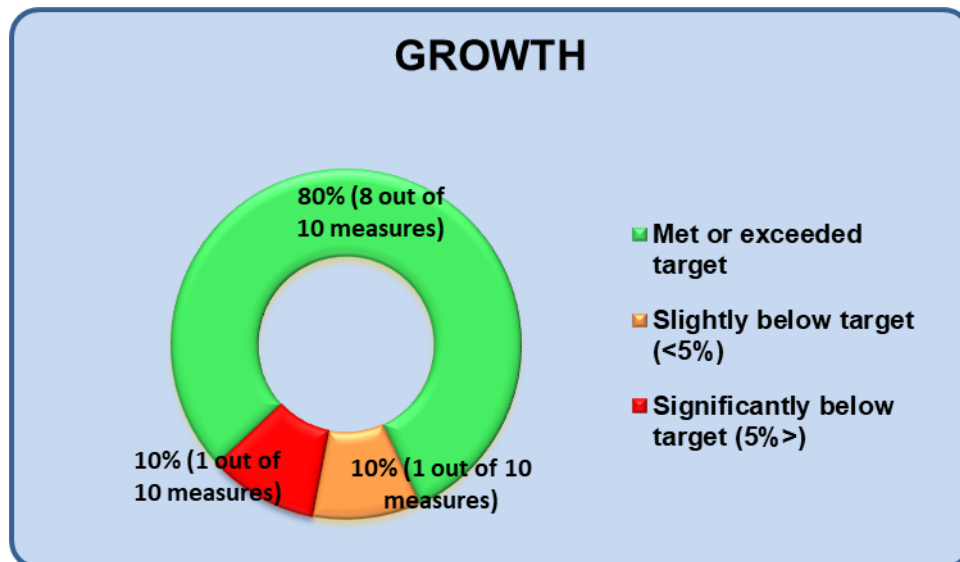
#### Performance: Quarter 3 2020/21

Key

<b>Red</b>	significantly below target (>5%)	<b>Amber</b>	slightly below target (<5%)	<b>Green</b>	met or exceeded target
<b>IMP</b>	Improved	<b>DET</b>	Worsened	<b>Static</b>	Static

### Council Plan measures: summary performance

There are 12 Council Plan measures for this priority. We are reporting on 10 this quarter as data is not available for 2 measures.



### Improved performance

- 80% (8 out of 10\*) improved long term (average of previous 4 quarters)
  - 50% (5 out of 10\*) improved over the short term (since last quarter)
- \*where data available

### Measures in target (green)

Code	Status	Measure	Long Trend	Short Trend
ECD13	Green	% of square footage let at Innovation Centre Medway (ICM)	IMP	IMP
MAE 3	Green	Achievement rate (pass rate)	IMP	IMP
HC3	Green	No. of households with dependent children in B&B who have resided there for 6+ weeks at the end of the quarter	STATIC	STATIC
HC4	Green	Number of private sector properties improved because of the Council's intervention	IMP	DET
ECD20	Green	% of square footage let in council owned business units	IMP	DET
NI 156	Green	Number of households living in temporary accommodation	IMP	IMP
NI 117(16-17)	Green	The percentage of 16-17-year olds who are not in education, employment or training (NEET)	IMP	DET
NI 154	Green	Net additional homes provided	IMP	IMP

### Measures slightly below target (amber)

Code	Status	Name	Long Trend	Short Trend
MAE 2	Amber	% Retention rate	IMP	IMP

### Measures significantly below target (red)

Code	Status	Name	Long Trend	Short Trend
LRCC4a	Red	Number of jobs created and safeguarded (cumulative)	DET	DET

### Measures not available this quarter

Code	Status	Name	Long Trend	Short Trend
GVAPJM	NA	GVA per job	NA	NA
NI 167 NEW	NA	Average journey time along 5 routes across Medway (mins per mile)	NA	NA

## Strategic Risks

The quarter 3 20/21 strategic risk register is attached at Appendix 4. The register shows all strategic risks together with mitigation in place to minimise impact and likelihood. The risks pertaining solely to this council priority are shown below (full details in Appendix 4).

Reference	Risk Register Page (app 4)	Risk	Owner	Current residual risk score	L-likelihood I-impact
SR17	42	Delivering regeneration	Director of RCET	BII	L - high I - critical
SR35	50	Homelessness	AD Physical and Cultural Regeneration	CIII	L - significant I - marginal

## Council Plan Outcome: A strong diversified community

### Programme: Business investment

#### Council Plan Measures

#### ECD13 % of square footage let at Innovation Centre Medway (ICM)

Quarter	Target	Value	Status	Aim to	Long Trend	Short Trend
Q3 2020/21	90.0%	98.68%	Green	Maximise	IMP	IMP
Q2 2020/21	90.0%	98.45%	Green	Maximise	IMP	IMP



## Comments

The Innovation Centre Medway (ICM) aims to support start-up and growth businesses.

There has been a lot of tenant movement again this quarter and this trend is expected to continue in Q4. Q3 has continued to be a busy quarter with 19% of tenants (11 out of 57 tenants) changing office, however tenancy levels are still over target with only two medium offices vacant. Four offices were vacated, 6 offices occupied by new tenants and two tenants swapped offices in Q3. The trend with tenants re-evaluating office requirements due to COVID-19 continues with higher-than-normal levels of office changes taking place and expected to continue in the first 6 months of 2021.

We may see a slight rise in vacant offices as COVID-19 continues to affect businesses and less new enquiries are expected to occur due to Tier 4 restrictions.

There are currently two vacant small offices, however one is due to be occupied by February 2021.

Overall, with the letting of the meeting room G5 we currently have more sq. foot let than the usual capacity of the ICM.

## **ECD20 % of square footage let in council owned business units**

Quarter	Target	Value	Status	Aim to	Long Trend	Short Trend
Q3 2020/21	90.0%	91.67%	Green	Maximise	IMP	DET
Q2 2020/21	90.0%	92.22%	Green	Maximise	IMP	IMP

## Comments

Overall, all four properties continue to perform well despite COVID-19.

The Innovation Centre Medway has two small offices vacant with one about to be occupied by February. There have been 4 offices vacated, 6 offices occupied by new tenants and two tenants swap offices this quarter. The trend with tenants re-evaluating office requirements due to COVID-19 continues with higher-than-normal levels of office changes taking place and expected to continue in the first 6 months of 2021.

The Innovation Studio Medway site has one small office which has just been vacated. One tenant has downsized from two offices to one, one tenant vacated, and one joined in Q3. We have also managed to let more containers in the short term with 13 out of 17 let.

In previous quarters there were 18 containers to let this has reduced to 17 containers as one has become the caretaker's container as a cost reduction opportunity have resulted in the service taking up gardening, window cleaning and carpet tile laying services with associated tools and products needed to be stored on

site. This situation would be reviewed if full occupancy of containers were achieved, which is highly unlikely.

Hopewell Drive has 18 out of 23 units let. The site has had 2 new tenants arrive and 2 tenants vacate.

Pier Road has 26 out of 29 units let. The site has had 2 tenants vacate and one new tenant arrive; with a further tenant waiting to occupy in the new year.

#### **GVAPJ M GVA per job - Medway**

Annual	Target	Value	Status	Aim to	Long Trend	Short Trend
2019/20	NA	NA	NA	Maximise	NA	NA
2018/19	Data	52,333.00	Data	Maximise	IMP	IMP

#### **Comments**

This data is published by the Office of National Statistics (ONS) and is normally released in December each year in arrears. ONS reported in December 2021 that the publication date for 2019 data will not be available until May 2021. GVA data is only available up to 2018/19 from the Office of National Statistics.

Given the volatility with the raw data and because the smoothed data is weighted, year on year comparisons should not be made. GVA per filled job is better considered over a longer period. Trends over a longer period are less likely to be the result of the volatility around any single year estimate and are more likely to be showing a change in the economic performance of Medway.

#### **Actions**

Medway GVA per job is currently 8.7% lower than England; a 1.6 percentage point improvement from 2009 where Medway was 10.3% lower. From 2014 to 2018, Medway's GVA per job has increased by 6.5%, which is below England (9.6%) and the South East (8.5%), however from 2009 Medway has increased by 24.6%, ahead of England (22.4%) and the South East (20.6%).

## Benchmarking

● England ● Medway ● South East



## Council Plan Projects

**Ensure Medway's regeneration agenda delivers economic growth, increasing high-value businesses and high-quality employment, and creating jobs and inward investment.**

During Q3 the Council designed and implemented the Additional Restrictions Grant to assist small businesses affected by the 5 November to 2 December COVID-19 national lockdown. The assessment and monitoring work will continue in Q4

## **Continue to encourage and help facilitate the growth of businesses in Medway**

Since Q1 of this year the Kent Invicta Chamber of Commerce introduced a business Advice Line, which was supported by Medway and other Kent Local Authorities. Since the advice line's inception, a total of 1298 advice line support calls have been received from Medway Businesses, with 269 of these taking place in Q3. Predominately advice line calls were related to COVID-19, seeking general assistance with accessing available Government support and grants.

## **Development of Innovation Park Medway (IPM)**

Innovation Park Medway is a significant redevelopment opportunity and has a vital role to play in Medway's economic future. A masterplan has been adopted (subject to Highways England response) to set the context for the development of up to 101,000sqm of high quality, innovative B1 and B2 commercial development in the high value technology, engineering, manufacturing, and knowledge intensive industries. Medway Council and Tonbridge & Malling Borough Council have each drafted a Local Development Order (LDO), which will offer a fast-tracked planning approvals process within 28 days, if adopted. Supported by a Design Code, Environmental Statement, and self-certification form, the LDO simplifies the planning requirements for future occupants.

Part of the North Kent Enterprise Zone, Enterprise Zone status runs until March 2022 and offers incentives such as business rates discounts to occupants. Medway

Council has secured significant funding via the Government's Local Growth Fund (LGF) and Growing Places Fund (GPF).

Innovation Park Medway continues to be developed and is progressing well against programme, albeit slightly delayed due to COVID.

The Local Development Order (LDO) has now been adopted by Medway and is expected to be adopted by Tonbridge & Malling in February 2021. The tender pack is now complete and is expected to go live on the procurement portal 25 January, we expect to appoint a contractor in March with a view to start on site in May 2021. The archaeological ground works (trial trenches) will commence late January and are expected to last approx. 6 weeks. The boundary fence is now installed and hoarding, and graphics are in place. Various monitoring and management plans will be put in place to satisfy conditions of the LDO adoption for the benefit of Highways England. Procurement has commenced to appoint a contractor to deliver the infrastructure works at IPM. This process is due to be completed at the end of March, with various internal approval processes being undertaken between then and May 2021. It is expected that the contractor will be appointed formally at this time with a start on site expected at the end of June 2021. There is likely to be a phased approach to the delivery of the infrastructure and this will be determined in conjunction with the contractor.

Airport works continue at pace, again a delay due to COVID19 has occurred, however, it is expected these works will be completed by November 2021.

## Council Plan Outcome: Resident with jobs and skills

### Programme: Jobs, Skill and Employability

#### Council Plan Measures

#### NI 117(16-17) The percentage of 16-17 year olds who are not in education, employment or training (NEET)

Quarter	Target	Value	Status	Aim to	Long Trend	Short Trend
Q3 2020/21	2.6%	2.60%	Green	Minimise	IMP	DET
Q2 2020/21	2.6%	1.60%	Green	Minimise	IMP	IMP

The rate of NEET 16- and 17-year olds is 2.6 %. this represents 169 young people.

Due to the cyclical nature of this measure comparisons are made to the position 12 months ago rather than from quarter to quarter.

In November 2019, 2.8% of 16- and 17-year olds, 180 individuals, were NEET. Year on year there has been a 6.1% improvement in the proportion of young people who are NEET. There are currently 11 less 16- and 17-year old's who are NEET than a year ago.

The rate of NEET must be looked at in conjunction with the number of 16- and 17-year olds whose activity is not known. Currently this is 10.2% which represents 673 individuals. In November 2019 there were 627 children whose activity was unknown this was 12.8%. As such, compared to last year this statistic has improved by 20%.

The reduction in the number of not knowns will have been one reason for the increase in the number of NEETs. However, to contextualise the data the combined NEET/not Known percentage is now 12.7%, compared to 12.8% a year ago.

#### Benchmarking

Nationally, the rate of NEET is at 2.5 % for November and at 2.1% in the South East.

The National rate of Not Knowns is 5.7% and the rate in the South East is 8.1%. Both of these have worsened compared to last year 0.9% and 2.5% respectfully. However, Medway has seen more of a deterioration at 3.7%.

Nationally, the combined NEET/Not known percentage is 8.2% and in the South east it is 11.6%. As such, Medway is worse than both National and the South East. Kent's combined rate is 10.1%.

#### **LRCC4a Number of jobs created and safeguarded (cumulative)**

Quarter	Target	Value	Status	Aim to	Long Trend	Short Trend
Q3 2020/21	225	58	Red	Maximise	DET	DET
Q2 2020/21	150	18	Red	Maximise	DET	DET

#### Comments

In Q3, a successful inward Investment, (Introland 30 FTE,) was achieved by our contracted inward investment agency, Locate in Kent.

#### Action

Throughout Q3, we are now beginning to see a consistent increase in new workplace tenancies across a range of the Council managed workspaces, contributing significantly to the figures reported.

In addition to this, a central focus of the Economic Development Team, throughout the later phases of Q3 was the development and administration of Medway Council's Additional Restrictions Grant (ARG) Scheme. Through the ARG scheme, Central Government allocated Medway Council £5.571million to support businesses through future national lockdowns from December.

# Council Plan Outcome: Delivering new homes to meet the needs of Medway's residents

## Programme: Delivering new homes to meet the needs of Medway's residents

### Council Plan Measures

#### NI 154 Net additional homes provided

Annual	Target	Value	Status	Aim to	Long Trend	Short Trend
2019/20	1000	1130	Green	Maximise	IMP	IMP
2018/19	1000	647	Red	Maximise	IMP	DET

#### Comments

This performance is reported annually. This data was published in the Council's Authority Monitoring Report in December 2020 and is available on the website.

The main findings from the Monitoring Report (December 2020) includes the completion of 1,130 dwellings, which is a significant increase compared to 647 dwellings in 2018/19. The Government has provided Local Housing need figures for each local authority. With effect from March 2020 a target of 1,662 dwellings per annum has been set for the Medway area.

### Council Plan Projects

#### Preparation of the new Medway Local Plan

The Local Plan 2019 to 2037 sets out a vision for future development in Medway to ensure that the needs of the area are met by providing homes and supporting infrastructure.

Officers are currently working on completing the evidence base to support the publication of the draft local plan. This includes work on Strategic Transport Assessment, Viability Assessment, Infrastructure Delivery Plan, Habitat Regulations Assessment, Sustainability Appraisal and Cumulative Ecological Impact Assessment. The updated Local Development Scheme was reported to Cabinet in August. The draft plan is to be published in Spring 2021.

The Housing Test Delivery Plan (HTDP) proposes measures to contribute to increasing the amount and speed of delivery of new housing and sets out measures to continue housing delivery and understanding factors influencing delivery rates. The second HTDP was reported to Cabinet on 4 August 20 and published mid-August.

The Council continue to promote the pre-application service and the use of the Planning Protocol with developers and landowners to improve the quality of applications and development and deliver growth through partnership working.

## **Increase the supply of accommodation available to Medway residents**

Projections of new builds indicate the Council will meet the target of 204 units again this year. We currently anticipate 120 social rented units and 80 shared ownership ranging from 1 bed flats to 4 bed houses. These are on Rochester Riverside and various sites in Hoo, including former BAE site, Rainham and Chatham including Southern Water site. So far this year a total of 134 units have been delivered.

The service continues to ensure that commuted sums\* are utilised to provide additional affordable housing in Medway. One proposal is progressing at present with MOAT for between 8-20 three bed social rented homes. A further proposal has been received from the HRA for purchase of land known as Lennox Wood. The bid is for £750,000 and would allow delivery of 20 units of social rented housing. The bid has been independently evaluated and confirmation received that this represents appropriate use of commuted sums. Approval to progress has been given in principle.

The HRA have recently drafted a Development Strategy along with detailed delivery report. The high level 3-year programme has been identified focusing on delivering 30-31 units per year over the next 10 years.

Tenders have been returned for phase 4 developments and visits completed with architect and options appraisal are in the process of being completed. Phase 4 works are due to start mid-2021.

\*Commuted sums – on occasion, instead of providing affordable units within a development, the developer transfers money to the Council to assist with more of these units elsewhere.

## **HRA Development of new homes**

The team continue to look and review potential sites for development.

Phase 4 works were due to start in December 20 to deliver 28 units in the Twydall area, however the originally appointed contractor has now gone into administration. The programme is being tendered again and it is anticipated that works will now start mid-2021.

Several HRA owned garage sites have been revisited with an architect and options appraisals are in the process of being completed. If any of these sites are deemed as being viable then there may be an opportunity to add them into phase 4.

## **Explore the opportunities arising from the establishment of Medway Development Company Limited (MDCL)**

MDCL are progressing a number of schemes and each has brought various opportunities to widen the benefits achieved which are outlined below:

### Britton Farm

The delivery of a project at Britton Farm that will provide 44 new homes and forms part of wider regeneration initiatives being implemented in Gillingham.

An example of this is the conversion of the adjacent former supermarket into accommodation for the Kent and Medway NHS and Social Care Partnership Trust (KMPT). This project has been delivered by MDC due to our detailed knowledge of this site and the interface with the residential scheme.

At the end of Q2 we confirmed that Kent and Medway NHS and Social Care Partnership Trust (KMPT) were operational and that we were supporting the Council to prepare a funding bid for the conversion of part of the former supermarket into a new skills hub and public realm enhancements in front of KMPT's new main entrance, plus funding for the planning approved residential scheme.

We are pleased to say that the bid has been successful, and we are already progressing these new projects which will deliver further investment to support the regeneration of Gillingham.

#### White Road

This scheme will provide 20 family homes. The aim of this project is to deliver high quality housing to enhance a site which has suffered with anti-social behaviour problems.

The scheme has a modern innovative design and is built using the latest modular construction techniques. The houses are designed to maximise light into the homes and will provide spacious accommodation which exceed the national described space standards.

The project will also deliver improvements to the adjacent Community Centre including enhanced access, a new play area and tree planting to the school playing field behind the site.

The scheme has been completed and handed over to MHS. Fully occupied now.

#### Whiffens Avenue

This scheme will deliver 115 new homes on a site which is positioned in front of an historic escarpment which provides defenses to the buildings of Fort Amherst. The proposed development has a modern contemporary design and has been carefully developed to be sympathetic to the character of the surrounding area.

The project provided the opportunity to enhance the historically significant Fort Amherst by removing vegetation to reveal its historic structures. The scheme will also lead to significant improvements to the adjacent Town Hall Gardens and the Military Road area that lies opposite the Brook Theatre.

The project is within its enabling works phase where archaeological works are progressing, and levels are being reduced to enable foundations to commence.

#### Mountbatten House

This scheme is within its early phases and planning designs are currently being developed. The appointed architect was identified through a design competition process and extensive consultation was undertaken with Historic England in compiling the competition documents and this engagement continues.



The project will see the conversion of Mountbatten House which will bring an empty building back into use alongside a new build extension where the former bus station ramps are located.

The project is expected to deliver circa 160 homes as well as enhancements to the former bus station, taxi rank and public realm areas that surround the site. We are also exploring enhancements to the building facades to improve its appearance as well as potential ground and rooftop commercial uses.

This project will build on the regeneration initiatives that have been delivered in Chatham and those which are currently in their delivery phases.

### **Chatham Waterfront – 170 housing units and with appropriate commercial development.**

Planning permission has been granted to develop a high-quality, mixed-use development at the Chatham Waterfront site which will act as a driver for further regeneration in the area. The plans include 175 new homes, new commercial spaces for cafes, restaurants, and offices alongside a new public realm to create a vibrant centre for Chatham.

The works are now progressing through their enabling works phase and currently the archaeology works are nearing completion and these activities are expected to finish in July 2021 to allow the project to progress to its construction phase.

The scheme will see a significant enhancement to Chatham and will transform the riverside area.

### **Encourage the delivery of homes to meet our targets – Rochester Riverside**

During Q1 the site was closed in April and May due to COVID-19. The site was re-opened and construction recommenced in June after the development of new social distancing protocols.

Phase 1 – 2: Almost completion, with commercial units now occupied, affordable units handed over and the remaining 129 houses awaiting fixtures and fitting which will be completed in Q4.

Phase 3: We are awaiting a decision from the Department for Education in February 21 to fund the difference between delivery of one further education classrooms (one class per year) to two. The Contractor Mid Group, who will build the school, are to be appointed in February 2021. Start on site expected in Q1 2021/22 and target opening date for the school is September 2022.

Contractors have been appointed and works have started on the Repair of the Roman wall on site; this will be completed by Q4.

Phase 3 – 7: Phase 3 Draw Down discussion are ongoing are hoping to be completed by Q1 2021/22. Phase 7 pre-app discussions continue re development of the site for further housing.

## Encourage the delivery of homes to meet our targets – Strood Waterfront

The former Civic Centre site is currently undergoing a revised massing study being led by Medway Development Company, who are due to report back in mid-February. The 2 bids from Countryside and London Square are currently on hold pending the results of this massing study as both bids were below expectations.

## Support the delivery of 1,200sqm of commercial development at Rochester Riverside

Phase 4 which will see an additional 9,000 square feet of commercial/retail space on Rochester Riverside. The developer is starting to identify users/occupiers, but no tenancies have been agreed to date.

## Council Plan Outcome: Getting around Medway Programme: Tackle congestion hotspots by transport and public realm improvements

### Council Plan measures

#### NI 167 Average journey time along 5 routes across Medway (mins per mile)

Quarter	Target	Value	Status	Aim to	Long Trend	Short Trend
2019/20	4	NA	NA	Minimise	NA	NA
2018/19	4	3.14	Green	Minimise	IMP	IMP

### Comments

During Q3, the analysis of the journey time data issued by the Department of Transport (DfT) for the calendar year 2019 was completed by the commissioned consultant. The results provided minutes-per-mile data for all five of the key transport corridors into the centre of Medway, the average of these calculated for this measure.

Across all five routes, (Wainscott bypass, Main Road Hoo to Medway Tunnel, Medway Tunnel through to Will Adams Way roundabout, A2 corridor from Rainham to New Road near Star Hill and A2 corridor from Strood to New Road near Star Hill) journey times went down, in some cases up to a minute per mile. This is an excellent result and a testament to the varied projects undertaken across the year to improve traffic flows across Medway, such as the Local Growth Fund Strood Journey Times Improvement scheme, and the program of traffic signal timing improvements carried out.

### Action

The future prosperity of Medway depends on the prospect of continuing economic growth. The provision of adequate infrastructural investment of new and improved roads is fundamental to enable economic development to come to Medway. In conjunction with these infrastructure developments is the need to meet the challenge of social and environmental objectives of cleaner air and providing a pleasant environment in which to live, work and learn.

Medway Council is committed to enable citizens, visitors, and business to move around Medway's road network easily and in the way they choose, i.e., car, public transport, cycling and on foot, encouraging sustainable transport where possible. The connectivity of transport hubs, leisure, shopping, and health facilities is at the forefront of our planning so that there is an integrated approach to travel throughout Medway.

## **Council Plan Projects**

### **Deliver Phase 1 of the Medway Tunnel Improvement Programme for 2020-21**

Medway Council has secured £4.972 million ring-fenced capital grant from the Department for Transport (DfT) Challenge 2B Fund. This award is for essential capital infrastructure works required for the Medway Tunnel as well as funding for highway resurfacing and rebuilding of the retaining wall along Pier Road. All works need to be completed by the end of financial year 2023- 2024 and will be delivered through the Highways Infrastructure Contract in programme phases.

Key work-streams delivered during Q3 include:

- **Ventilation Fans:** The details around this scheme are being developed in conjunction with the Mechanical and Electrical Principal Inspection (M&EPI) to enable the full scope to be produced. Following this, consultants will be able to produce a detailed specification and tender package for the upgrade and replacement of the ventilation fans. The aim is to not only replace the fans but also upgrade the detection system which determines how the fans operate.
- **Contraflow Gaps** Sub-contractors visited site during the September closure to enable them to accurately measure and price up the works required to close up the old contraflow gaps and install removable barrier in two of the locations. Trial holes were carried out to determine the base construction. The aim is for works to begin on site in December 2020 closure.
- **Sump Gas Sampling System Investigation** works, and detailed design has been progressing well with the final design due to be completed by the end of November. There will be relevant sign offs and checks on the design, following this the estimated start date for the works is at the June 2021 closure.
- **VMS / SCADA / CCTV** Consultants have begun investigation works on the current systems to establish the detailed condition.
- **Pier Road Retaining Wall:** A feasibility study has been produced by consultants to put forward the different construction options to rebuild the unstable parapet to the retaining wall. A price is being put together for the detailed design for a reinforced concrete parapet which will fit in well with the rest of the retaining wall. The current estimated start date for works on site is summer 2021, but this is subject to change.
- **Manhole Upgrade and Replacement:** The programme for upgrading all the manholes within the tunnel remit started in the September closure. The new manholes come with a five-year guarantee, but the expected life is much longer than this.
- **Pumps and Sumps Refurbishment and Upgrade:** The full scope of this scheme will be able to be discussed and determined following the completion of the M & E PI.

## Council Plan Projects

### **Achieve Band 3 status for Highway Asset Management Self- Assessment via DfT**

The Department of Transport (DfT) introduced an Annual Self-Assessment Process for Highway Authorities in 2015-16 that measures how Highway Authorities manage the Highway Network in respect of:

- Asset Management (Policy & Strategy)
- Resilience
- Customer
- Benchmarking & Efficiency
- Operational Services Delivery

The Self-Assessment operates on a banding score of 1-3 and Medway are currently self-assessed as a Band 3 Highway Authority. Band 3 is the highest band score a Local Highway Authority can secure and this resulted in Medway securing an Incentive Fund allocation of £430,000 this financial year for allocating to Highway maintenance.

Key work streams delivered during Q3 are:

- Lifecycle Planning to inform Highway Investment Levels underway with a revised schedule for completion by the start of Q4. This was scheduled to be completed by the end of Q2 but was delayed as a result of operational priorities around COVID-19. Lifecycle Planning is on the Regeneration, Culture & Environment Overview & Scrutiny Committee Forward Work Plan for presentation as a Briefing Note.
- Biennial review of the Resilient Network completed to Final Consultation Stage.
- Highway Risk Register Review completed, and consultants commissioned to produce an updated Skid Policy.
- The Annual National Highways & Transportation (NHT) Survey completed with an overall satisfaction score of 53% secured. This is in-line with the National Average and represents a 1% improvement on the 2019 NHT Survey.
- Self-Audit assessments are showing a compliance score of 65-70% with the evidence base for the 22 Self-Assessment questions that needs to be submitted by February 2021. The main areas of risk at this stage in securing a Band 3 score are in relation to the evidence base for Asset Management (Policy & Strategy) as a number of key documents such as the Highway Asset Management Plan have not been subject to a Biennial Review.

### **Project management and delivery of full LTP programme of schemes and projects for 2020/21 to budget and timescale**

Medway Council receives £1.3m a year from Central Government to complete local transport project schemes. Projects for 2020/21 cover improvements to traffic management, traffic signals, road safety, cycling, accessibility, bus infrastructure, and rights of way.

Project management and delivery of the £1.3million annual funding to deliver transport improvements across the Medway network continued during Q3. However, due to the increase in restrictions and the reintroduction of partial lockdown in November in response to COVID project delivery slowed again. As before this was due to an

increase in restrictions on site, a slowing of the supply chain for materials, and other factors.

During Q3, the Council was successful in securing an additional £937,000 in funding through tranche two of the Active Travel Fund. This funding will allow the investigation and possible delivery of five additional projects across Medway to improve walking and cycling routes. An inception meeting for the project management of the schemes was held at the end of Q3. The meeting assigned each of the five projects a specific project lead, discussed which of the projects might need consultancy support, discussed potential issues that might crop up on each of the five schemes, and potential delivery timetables.

### **Streetworks - Permitting Programme**

In 2017, Medway Council introduced a Permit Scheme, under the Traffic Management Act (2004) to manage works undertaken on the highway network. The main objective of the scheme is to work with works promoters to deliver a safe, efficient, and sustainable highway network for everybody, by aiming to minimise disruption to network users, whilst still allowing essential works and maintenance to be undertaken. It supports wider transport needs, businesses, and economic growth, whilst getting people into work and children to school.

The scheme covers all works undertaken on “highway maintained at public expense” and works promoters must submit a permit for any intended work, which cannot be undertaken unless approved by the Streetworks Team. It is the Network Officers job to co-ordinate works, to ensure the most effective traffic movement possible, whilst the work is ongoing and the New Roads and Street Works Act Inspectors undertake operational inspections of sites, for safety and compliance.

Work has continued during Q3 as usual, allowing promoters to undertake their duties as normal and take advantage of a slightly quieter than normal network due to the continued COVID.

During Q3, 4,584 permit applications were received of which 3,977 (87%) were agreed. 122 FPNs, both real and shadow were issued, and the rate of inspection pass was 94% (target 75%), with 2149 inspections undertaken.

### **Ongoing management and delivery of the LGF project for journey time and accessibility improvements on Medway City Estate**

During Q3 the tender for the works contractor was finalised and published. The return date for tender submissions was 31 January 2021. Negotiations on the required land acquisition continued during the quarter; the commissioned negotiator is confident that the required acquisitions can be completed according to the project timetable and will provide a further update during Q4.

The required Construction Environment Management Plan was submitted to Natural England. A response is anticipated in Q4. Site visits for ecological surveys were also undertaken during the quarter.

Officers worked with colleagues in the HIF team across the quarter to discuss the cost of moving statutory supplies (electric, phone, etc). As the cost for these works are high and the works will benefit the HIF scheme in due course, discussions are ongoing on potential sharing of the cost between the projects.

Final work on preparing the tender documentation for the slip lane construction contractor was completed during Q2. It is proposed that the tender period will be from late October to the end of January 2021, with tender evaluations and award taking place during Q4. The delivery programmed is subject to satisfactory completion of the outstanding issues outlined above.

### **S106 commitment for scheme delivery at Rochester Riverside**

The construction of a new controlled pedestrian crossing linking Rochester Riverside with the city centre has now been completed. This includes the installation of new traffic detection equipment along this section of Corporation Street to improve the operation of the signals and regulate traffic flow. There were no further milestones for Q3.

Continuation of traffic optimisation review and outline design for further pedestrian crossing facilities serving Rochester Riverside to be continued in Q4.

The review of the existing UTMC (Urban traffic Management Control) system, including vehicle detection, and bus lane controls is still to be undertaken. This will ensure the signal design is optimised. The outline design for new controlled pedestrian crossing at Blue Boar Lane will conclude in Q4.

### **Make improvements to parking services**

During Q3, the contract to commission new parking infrastructure for the Brook Multi Storey Car Park, was awarded to the successful bidder for the new barrier and ANPR infrastructure. The team has been working with the new provider to customise the software requirements. However, the COVID pandemic has delayed the delivery of the equipment, however we aim to complete this project by the end of Q4.

In addition, 44 new pay and display machines have been installed with the option to pay using cash, contactless and card. This will improve the customer journey and improve the service for those wishing to pay by card at the machine.

### **Develop parking and permit scheme performance indicators in 2020/21**

The development of creating new parking and permit scheme performance indicators for the service commenced during Q2. The work continued through into Q3, where officers have been working on comparing current performance indicators with other neighbouring Local Authorities, with a view of amending and consulting on these accordingly.