

Business Support

Overview and Scrutiny Committee

Overall Council Performance and Risk Register Review: QUARTER 4 2020/21

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

Council Priority: PEOPLE

Supporting Medway's people to realise their potential

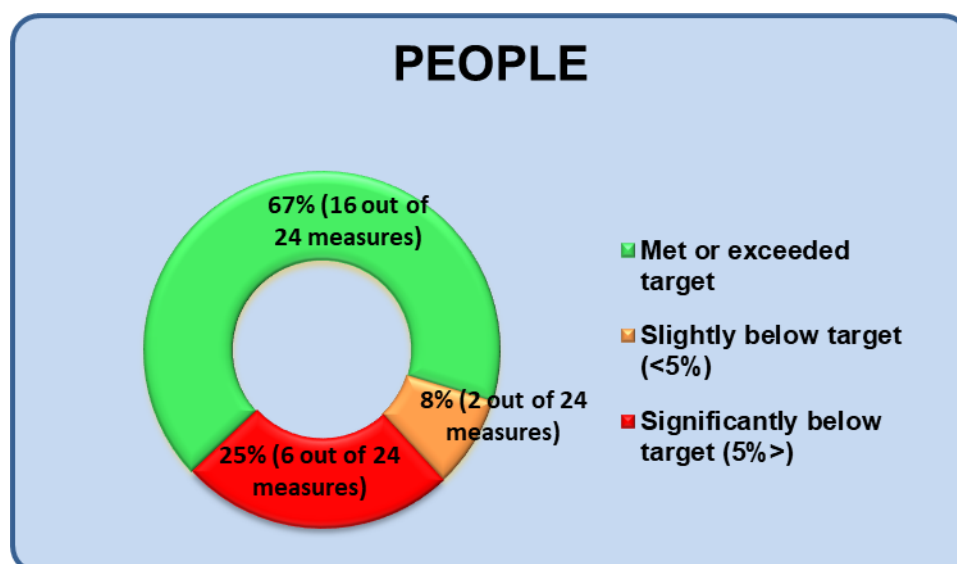
Performance: Quarter 4 2020/21

Key

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

- 57% (13 out of 23*) improved long term (average of previous 4 quarters)
- 52% (12 out of 23*) improved over the short term (since last quarter)

* where data available

Measures in target (green)

Code	Status	Name	Long Trend	Short Trend
ILAC1	Green	Average Caseloads in Assessment teams	IMP	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)	DET	DET
CASEIKS4 Ofsted	Green	The percentage of secondary sector schools in Medway judged to be good or better	STATIC	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
ILAC5	Green	% 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	IMP
CSC0004	Green	Number of LAC per 10,000 children	IMP	IMP
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
ILAC3	Green	Completed initial child and family assessments which started as S47, where the child was visited within 1 working day.	IMP	IMP
PH26	Green	Healthy Settings programme	DET	DET

Measures slightly below target (amber)

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

Code	Status	Name	Long Trend	Short Trend
ASCOF 2A(2)	Amber	Permanent admissions to care homes, per 100,000 pop – 65+	DET	DET

Measures significantly below target (red)

Code	Status	Name	Long Trend	Short Trend
A1	Red	The average number of days (over the last 36 months) between a child entering care and moving in with adoptive family	DET	DET
ILAC4	Red	Completed initial child and family assessments which started as S17, where the child was visited within 5 working days.	STATIC	IMP
ASCOF 2A(1)	Red	Permanent admissions to care homes per 100,000 pop – 18-64	DET	DET
PH14	Red	Excess weight in 4–5-year-olds (2019/20 annual)	DET	DET
PH15	Red	Excess weight in 10–11-year-olds (2019/20 annual)	DET	DET
ILAC7	Red	The percentage of CSC Audits graded good or outstanding	NA	NA

Measures not available this quarter

Code	Status	Name	Long Trend	Short Trend
EDU3(b)	NA	The percentage of children who were persistently absent from school	NA	NA
ASCOF 1G (n)	NA	Proportion of adults with a primary support reason of learning disability support who live in their own home or with their family	NA	NA
SEKS4A8	NA	Average attainment 8 score	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
N23	NA	% children social work substantive posts not filled by permanent social workers	NA	NA

Strategic Risks

The quarter 4 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	14	Changing Demographics of Older People and Working Age Adults	Director of People	BII	L - high I - major
SRO9B	18	Keeping vulnerable adolescents safe	Director of People	BII	L - high I - major
SR26	25	Non-delivery of Children's Services Improvement	Director of People	CII	L - significant I - major
SR39	38	Financial Pressures on SEN Budgets	Director of People	BII	L - high I - major

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%	25.5%	Red	Minimise	DET	DET
2018/19	21.5%	24%	Red	Minimise	DET	DET

PH15 Excess weight in 10-11 year olds

Annual	Target	Value	Status	Aim to	Long Trend	Short Trend
2019/20	34%	36.9%	Red	Minimise	DET	DET
2018/19	34%	36.2%	Red	Minimise	DET	DET

Comment

Rates of children classified as "overweight" and "obese" are monitored through the National Child Measurement Programme (NCMP), which is delivered through schools. Children's weight and height are measured in reception class (ages 4-5) and again in year 6 (ages 10-11). For children in reception year, the rates of those with excess weight is 25.5% in Medway for 2019/20 (increasing from 23.9% from the previous year), which is above the England average of 23%.

Obesity is a complex problem with multiple causes and significant implications for health and beyond. To tackle the increasing issue of obesity in children and adults, national and local action is needed now. With no one single solution available, tackling such an ingrained problem requires a long-term, system-wide approach that makes obesity everybody's business. Medway Council's Public Health Team have developed a whole system approach to tackling obesity, based on Public Health England's recently published whole system obesity guidance. Medway Council provide a wide range of services to prevent and treat childhood obesity including:

- A comprehensive range of family and adult support services for tier 2 and tier 3 weight management, offering free support services for people at varying levels of excess weight.
- Healthy eating and cookery programmes for families and children.
- Regular promotion of national and local campaigns such as Sugar Smart, Change4Life and Beside You breast feeding campaign.
- A planning guidance note that restricts hot food takeaways within a 400m radius of schools.
- Providing a wide range of training to professionals and volunteers on subjects like healthy eating and obesity.
- Commissioning 0-19 provider to include healthy weight as a priority in health visiting and school nursing contracts.
- Coordination of an annual healthy weight summit that encourages as many public, private, voluntary, and academic sector partners to promote this agenda and take their own actions forwards.
- A Better Medway workplace programme, that supports workplaces to create healthy workforces.
- Free swimming for under 16s.
- Multiple sport and physical activity opportunities within schools and in community settings.

Wider system action is integral if we are to realise the national aspiration of halving childhood obesity by 2030. The Medway Healthy Weight Network and its subgroups are one vehicle where this action can be taken forward. The network has stated the following priorities for 2021/22:

- Increasing the volume of peer supporters to improve breastfeeding rates.
- Enhanced activity for the infant feeding communication campaigns.
- Achieving a higher level of Baby Friendly Accreditation in acute and community settings.
- Cooking on a budget classes.
- Developing and marketing culturally sensitive eat well guidance.
- Improving the whole school food approach.
- Enhancing the newly established Physical Activity Alliance and the partnership working between the group.
- Understanding and addressing the barriers of why specific groups have the lowest physical activity levels.

PH26 Healthy Settings programme

Quarter	Target	Value	Status	Aim to	Long Trend	Short Trend
Q4 2020/21	20	20	Green	Maximise	IMP	IMP
Q3 2020/21	13	13	Green	Maximise	IMP	IMP

Comment

Assessments have been difficult to schedule due to restrictions imposed by the pandemic with numerous organisations choosing to hold submitting evidence until staff return from furlough. Despite this the target has been achieved. With 4 Golds and 3 Silver awards issued during this quarter (not including re-accreditations for organisations who have held the award for 3 years). Notable organisations this quarter include BAE systems and KMPT who complete the award and now look to strive for Platinum through promotion of the programme and by providing inspiration to other organisations in their business sectors of healthcare and technology.

Supporting Healthy Weight

We held the Healthy Weight Summit in March. The summit brought together a wide range of private, public, voluntary, and academic sector partners to agree a set of priorities for the network for 2021/22. The priorities were identified by the Medway Food Partnership, Physical Activity Alliance and Infant Feeding Strategy, which are subgroups of the Healthy Weight Network. The priorities include increasing peer support for breastfeeding, health promotion campaigns, developing a whole food approach in Medway schools, and identifying and addressing barriers to physical activity. The nine priorities will be taken to the Health and Wellbeing Board to recruit high level support.

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
Q4 2020/21	450	527	Red	Minimise	DET	DET
Q3 2020/21	450	510	Red	Minimise	IMP	DET

Comment

The 3-year average has seen an increase to 527 days, impacted by Covid19 restrictions and some delays in finalising court proceedings.

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.

Action

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.

19 Medway children have been matched since November 2020 at an Adoption Partnership panel. Panels are held weekly which ensures that children are matched without delay where suitable adopters can be found within the resources of Adoption Partnership.

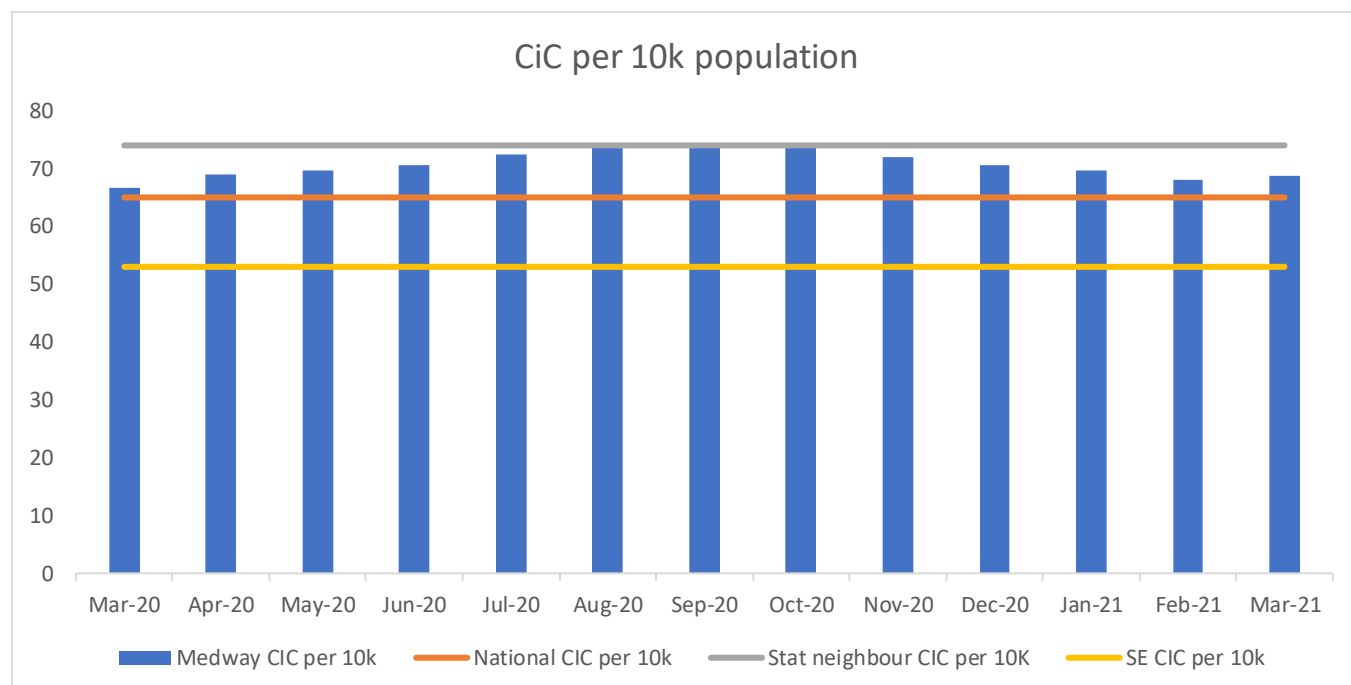
Adoption Partnership have approved 29 adopters since November 2020, with a further 23 approvals booked on for the next three months, which indicates the strength of the Partnership going forward and the benefit that it will bring to Medway children with an adoption plan.

CSC0004 Number of LAC per 10,000 children

Quarter	Target	Value	Status	Aim to	Long Trend	Short Trend
Q4 2020/21	70.0	68.7	Green	Minimise	IMP	IMP
Q3 2020/21	70.0	70.6	Amber	Minimise	DET	IMP

Comment

Currently there are 438 children in care, which is a rate of 68.7 per 10,000. This is a drop of 29 children from the end of Q3. This may be a result of the conclusion on court proceedings that were held up by Covid19 restrictions.



Benchmarking

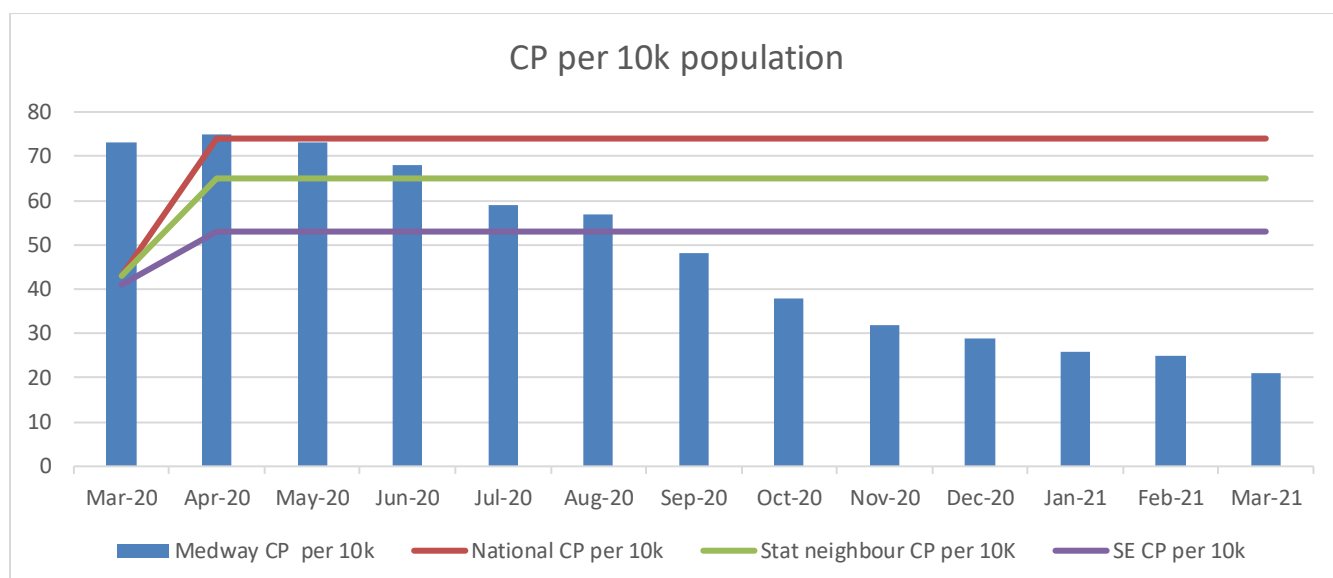
Nationally there are 65 Looked After Children per 10,000 population. Medway has a lower rate than our statistical neighbours, at 74 per 10k. However, the rate in the South East is lower than in Medway, at 53 per 10,000 population.

CSC0006 Number of CP per 10,000 children

Quarter	Target	Value	Status	Aim to	Long Trend	Short Trend
Q4 2020/21	65.3%	20.8%	Green	Minimise	IMP	IMP
Q3 2020/21	65.3%	29%	Green	Minimise	IMP	IMP

Comment

Currently there are 133 children on a Child protection plan. This equates to a rate of 20.8 per 10,000, a further reduction from the rate at the end of Q3.



Benchmarking

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

Action

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 below national and statistical neighbours.

Decision making has been tested by our Partner in Practice, Essex, and decisions to end plans were found to be appropriate. The service is continuing to monitor progress against this and reports monthly to the Improvement Board.

Referrals to the service have been low over the last year due to Covid19, and a rise in referrals with an associated increase in numbers of children progressing to child protection plans is anticipated now that schools have returned.

ILAC1 Average Caseloads in Assessment teams

Quarter	Target	Value	Status	Aim to	Long Trend	Short Trend
Q4 2020/21	22	13.2	Green	Minimise	IMP	IMP
Q3 2020/21	22	14.2	Green	Minimise	DET	IMP

Comment

The snapshot shows the average caseload in the assessment teams is 13.2, down from Q3 and comfortably below target. 13% of social workers have caseloads above target, a rise from Q3 with the highest caseload of any worker being 28.

Action

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

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
Q4 2020/21	18	10.3	Green	Minimise	IMP	IMP
Q3 2020/21	18	11.8	Green	Minimise	IMP	IMP

Comment

The snapshot shows post assessment social work teams (Areas CS Teams 1-8) have an average caseload of 10.3, a reduction from 11.8 at the end of Q3. This remains below target. The highest caseload is 21 and 10% of social workers have caseloads over the target down from 17% in Q3. The highest caseload is 21.

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
Q4 2020/21	90.0%	100%	Green	Maximise	IMP	IMP
Q3 2020/21	90.0%	80%	Red	Maximise	DET	DET

Comment

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. The snapshot at the end of March saw all visits being within 1 day.

Action

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
Q4 2020/21	85%	75%	Red	Maximise	STATIC	IMP

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

Comment

This is a new Council Plan measure, introduced following the ILAC inspection, which challenged unidentified risk – see above for reference to the Improvement Plan. Whilst performance has improved from the end of Q3 the target has been missed.

Action

Continue to review this indicator regularly at Performance Clinics. Managers will maintain overview and scrutiny of all delays and impact on children.

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
Q4 2020/21	60.0%	60%	Green	Maximise	DET	IMP
Q3 2020/21	60.0%	59%	Amber	Maximise	DET	DET

Comment

This measure has met target, representing a significant improvement in performance over the year. 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.

Action

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
Q4 2020/21	382	277	Green	Minimise	IMP	IMP
Q3 2020/21	382	299	Green	Minimise	IMP	IMP

Comment

The rate of CIN continues to fall and is now at its lowest level this year. Medway is below all our comparator groups. The number of CIN will be affected by the closure of CP plans, if those children then cease to receive a service.

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.

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.

Action

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.

The Service will launch the revised Threshold Document with partners and support through workshops. The monitoring appropriateness of referrals and re-referral rates continues.

The service has established a Child in Need Review Officer to monitor the quality of practice for children subject to Child in Need plans and support correct application of threshold. As part of the role the Child in Need Review Officer is establishing a multi-agency panel for Child in Need cases so that risks are robustly addressed, and the children and families receive services early enough before risks escalate.

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
Q4 2020/21	25%	NA	NA	Minimise	NA	NA
Q3 2020/21	25%	21%	Green	Minimise	IMP	IMP

Comment

Q4 data is not available.

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.

Action

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

ILAC7 The percentage of CSC Audits graded good or outstanding

Quarter	Target	Value	Status	Aim to	Long Trend	Short Trend
Q4 2020/21	80%	45%	Red	Maximise	NA	NA

Comment

The service is committed to completing 10 audits per month selected from across all service areas. The target is at least 80% of audits will graded Good or Outstanding by end September which will be an improvement from the current position of 45%.

Programme: The best start in life**Council Plan Measures****CASEIYFS 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
2019/20	30.0%	28.7%	Green	Minimise	IMP	IMP
2018/19	30.0%	31.8%	Red	Minimise	DET	DET

Comment

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 2nd 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
Q3 2020/21	17.5%	12.42%	Green	Minimise	IMP	IMP
Q2 2020/21	17.5%	15.27%	Green	Minimise	IMP	IMP

Comment

As with previous submissions, data reported represents SATOD prevalence for the whole of Kent and Medway in line with the new CCG footprint. Work continues in identifying a process to collect quarterly data for the Medway footprint only. For comparison purposes, it should be noted that Pentana data submitted for Q1 2020/21 reflects overall Medway NHS Foundation Trust (MFT) data (Medway and Swale footprints), and not data for the whole of Kent and Medway.

Medway Stop Smoking Service has maintained effective service delivery throughout the Covid19 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 a 10.8% increase in midwife referrals from 360 (2019/20 YTD) to 399 (2020/21 YTD). This quarter has also seen an exemplary success rate of 71%, with 25 women successfully quitting smoking with the service from 35 women setting a quit date.

Healthy Child Programme

The service is now back to operating face-to-face as standard. Virtual appointments can be accommodated if requested. Coverage for all five mandated checks is over 90%. The service has commenced the screening programme for weight, vision and hearing for children in the first year of primary school. This was due to start in late 2020 so a rapid catch-up is planned by the end of the school year. Demand for School Nursing services is high, so Medway Community Healthcare have recruited additional nurses to support schools with mental health and wellbeing, who are due to start in May. A digital inclusion project providing access to tablets and data for health visiting, midwifery and Early Help is now in place and is already supporting families.

The Child Health team have been providing resource packs and lesson plans to schools. They are now producing monthly return to school packs for both staff and students. The packs cover topics from bereavement to domestic abuse. The team have been shortlisted for national awards (CYP Now for Adolescent Self-Harm project, and RSPH for Digital).

Public Health have been working with the Communications and Digital team and an external media agency to work with the Council on innovative messaging and channels. This will be aimed at young people around Covid19. The campaign has been very successful with nearly half a million views of the images and videos on social media, and over a million impressions (advertisements appearing on a user's screen).

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
Q4 2020/21	30.0%	28.6%	Green	Minimise	IMP	DET

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

Comment

There is minimal fluctuation in the number of clients in long term services and clients that are placements, therefore this measure remains below target. Currently there are 759 clients in residential and nursing homes and a total of 2,651 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 Covid19 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
Q4 2020/21	30.0%	29.5%	Amber	Maximise	IMP	IMP
Q3 2020/21	30.0%	28.7%	Amber	Maximise	DET	IMP

Comment

As at the end of March 2021, this measure is sitting at an amber RAG rating at 28.7%, with 557 clients receiving a direct payment. This is a volatile measure which needs to keep pace with the fluctuations in clients receiving long term services.

Currently 99.5% of clients receive self-directed support.

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%.

Action

As lockdown eases, the service is noticing an increase in referrals. Over the coming weeks the service is focusing their efforts on those who had support packages set up during lockdown following discharge from hospital and where possible transferring to direct payment.

The service are targeting day support providers as they open. Work will concentrate on those accessing the service, reviewing their services and where possible transferring them to direct payment.

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
Q4 2020/21	70.0%	NA	NA	Maximise	NA	NA
Q3 2020/21	70.0%	67%	Amber	Maximise	IMP	DET

Comment

The final year end result for this measure will be calculated as part of the ASC statutory returns. A provisional result will be available in July 2021.

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
Q4 2020/21	3.5%	5.4	Red	Minimise	DET	DET
Q3 2020/21	3.5%	3	Green	Minimise	IMP	IMP

Comment

Please note the target is apportioned per quarter. The full year target is 14 admissions per 100,000, which equates to approx. 24 clients being placed. In Q1, 7 placements were recorded, 6 in Q2 and 5 in Q3. In total 10.6 admission per 100,000. During Q4, 9 placements have so far been recorded, missing the target by 3 individual admissions. This means that the annualised rate is 16 admissions per 100,000, missing the target by 2 admissions per 100,000 admissions. This may increase if packages are added retrospectively.

Benchmarking

Nationally the benchmark is 14.6 per 100,000 for the full year, just under 3.7 per 100,000 for each quarter and for our statistical neighbours the figure is 13.8 (a little under 3.5 per 100,000).

Action

The service has seen an increase in the number of individuals with a higher level of need. Working with our commissioning colleagues we will continue to identify and commission further appropriate alternative forms of accommodation with a view to reducing the numbers requiring care home admissions.

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

Quarter	Target	Value	Status	Aim to	Long Trend	Short Trend
Q4 2020/21	154.5%	159.6%	Amber	Minimise	DET	DET
Q3 2020/21	154.5%	131.2%	Green	Minimise	DET	DET

Comment

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. This has been achieved.

For the full year there has been 205 placement starts, this equates to 463.7 admissions per 100,000, under target.

In Q1, 38 placements were recorded, 39 in Q2 and 58 in Q3. 70 people have been placed in Q4 (159.6 per 100,000). This is above the quarterly target and may increase as placements are updated.

30% of new starts were in nursing care, 70% in residential care.

The impact of Covid19 on our older population with increased hospital admissions and acuity of need has in turn led to an increase in number of placements, particularly recorded in Q4. We will closely monitor this going forward as there is good evidence of the positive impact of vaccination on our older population.

Benchmarking

The National rate of admissions is 584. This equates to 146 per quarter. Our statistical neighbours' 2019/20 outturn is 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
Q4 2020/21	4.1%	NA	NA	NA	NA	NA

Comment

Data collection has been suspended by Central Government.

Social Isolation

The Covid19 pandemic has made the issue of isolation and loneliness worse.

A welfare response team was brought together to 'check-in' on vulnerable people and at-risk groups. This saw the coordination of telephone befriending projects in partnership with: Medway Voluntary Action; Age UK Medway; Kent Muslim Welfare Association; Churches Together in Medway; Walderslade Together; wHoo Cares; Medway African and Caribbean Association; and Mutual Aid Road Reps.

The team conducted 739 calls and made 279 referrals to different organisations.

Virtual workshops have been developed to create connections and bring people together. These included Adult Education and Public Health classes offering physical activity sessions, cooking and health eating workshops, virtual coffee groups, and support with mental health and wellbeing.

Social isolation and loneliness training modules have moved to virtual delivery. The use of Teams and Zoom has enabled the delivery of six workshops with 98 people attending from a diverse range of services and community projects.

Targeted work has taken place to support BAME groups around interventions that positively impact social isolation. This has included working with Medway Diversity Forum, Kent Muslim Welfare Association, and Medway African Caribbean Association with high levels of cultural awareness to ensure befriending projects are relevant and effective.

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
Q4 2020/21	0.02%	0.01%	Green	Minimise	DET	DET
Q3 2020/21	0.02%	0.00%	Green	Minimise	IMP	STATIC

Comment

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

This financial year there have been 4 permanent exclusions. This equates to 0.01% and is below target. All these exclusions are in secondary schools.

In the 20/21 academic year so far, 13 exclusion processes were started. 4 resulted in an exclusion which equates to 0.01%. 5 were retracted or not upheld and 4 exclusions remain unresolved.

Clearly, Covid19 and the closure of schools has been a significant factor in reducing the number of exclusions.

Benchmarking

Nationally the rate of permanent exclusions is 0.09% (2018-19).

Action

During 'National Lockdown' the Inclusion team continued to offer support via 'The School Support Group' which is held virtually. Once all pupils returned to school, the team members re-engaged with pupils in their home school setting. Team members also contacted families during lockdown to try and keep links with pupils on their caseload. Virtual meetings were offered to schools and advice and guidance given via telephone and email to support around pupils whose behaviour could lead to an exclusion.

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

Quarter	Target	Value	Status	Aim to	Long Trend	Short Trend
Q4 2020/21	85%	94.4%	Green	Maximise	Static	Static
Q3 2020/21	85%	94.4%	Green	Maximise	IMP	Static

Comment

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.

Action

During Covid19, 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
Q4 2020/21	90.0%	100%	Green	Maximise	Static	Static
Q3 2020/21	90.0%	100%	Green	Maximise	Static	Static

Comment

During Covid19 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
Q4 2020/21	11.4%	NA	NA	Minimise	NA	NA
Q3 2020/21	11.4%	13.5%	Red	Minimise	DET	Static

Comment

Data is currently not available for this measure.

Benchmarking

Nationally the 2018-19 rate of PA was 11.4%, and Medway had a rate of 10.9%.

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
Q4 2020/21	93%	96%	Green	Maximise	IMP	STATIC
Q3 2020/21	93%	96%	Green	Maximise	IMP	STATIC

Comment

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

Due to Covid19, 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

Comment

Due to Covid19 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

Comment

Due to Covid19 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
Q4 2020/21	87.5%	89.5%	Green	Maximise	IMP	STATIC
Q3 2020/21	87.5%	89.5%	Green	Maximise	IMP	IMP

Comment

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 Covid19, Parliament has suspended Ofsted as an inspection regulator, so there are no changes from quarter 3.

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

Comment

Due to Covid19 there will be no KS4 data for the 19-20 academic year.

Council Priority: PLACE

Medway: A place to be proud of

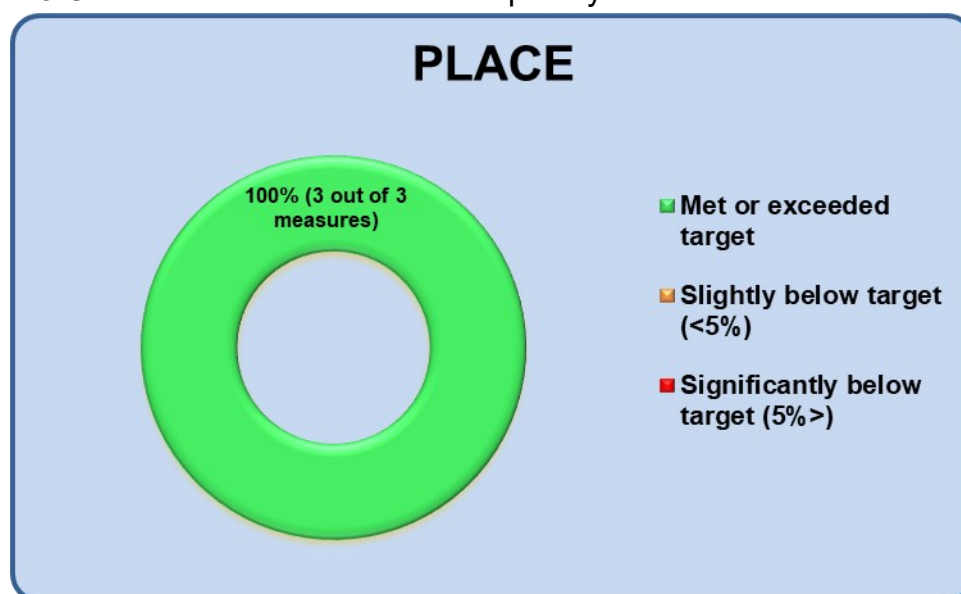
Performance: Quarter 4 2020/21

Key

Red	significantly below target (>5%)	Amber	slightly below target (<5%)	Green	met or exceeded target
IMP	Improved	DET	Worsened	Static	Static
Data	No target	NA	Not available	Not available	Not available
Short Trend	Since last qtr	Long Trend	Avg over last 4 qtrs	Avg over last 4 qtrs	Avg over last 4 qtrs

Council Plan measures: summary performance

There are 3 Council Plan measures for this priority.



Improved performance

- 33% (1 out of 3*) improved long term (average of previous 4 quarters)
- 33% (1 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:	IMP	IMP
GH6 CP	Green	Satisfaction with parks and green spaces - direct users CP	DET	DET
W6 CP	Green	Satisfaction with refuse collection - Citizens Panel result	DET	DET

Strategic Risks

The quarter 4 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
Q4 2020/21	75%	79.1%	Green	Maximise	DET	DET
Q3 2020/21	75%	87.6%	Green	Maximise	IMP	IMP

Comments

Satisfaction amongst users of parks and open spaces was 79.1% in Q4 2020/21, a decrease on the 87.6% seen in Q3 2020/21.

More users were neutral about the service 10.8% of respondents (up from 8.5% in Q3 2020/21) than dissatisfied, 9.5% (up from 3.9% in Q3).

These results are based on the 148 users of parks and open spaces from the 235 respondents to the Q4 2020/21 Citizens' Panel, giving a margin of error of +/-8.1%, meaning the change in satisfaction is statistically significant.

Action

A variety of Greenspaces Development projects were delivered during 2020/21:

- Horsted Valley – The design of interpretation panels is complete and anticipated to be installed in Spring 2021. The grassland management consultation is on hold due to Covid19. Footpath and access improvements were completed in Autumn 2020.

- Strood North S106 play improvements at Hancock Close, Cliffe Road, Church Green and Broomhill Park play works were completed in November 2020.
- Rainham S106 play improvements were completed in July 2021 at Rainham Recreation Ground, Ryetop and Bayswater Drive.
- Vinalls Park improvements – these were completed in October 2020.
- Priority Play / Refurbishment programme - Priority Play (3 sites awarded capital funding at Full Council for FY2020-1) - Darnley Road was completed on site in November 2020. The other two sites (Maidstone Road Sports Ground and Heritage Drive) were completed on site on 31 March 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.

All 8 sites were successfully awarded Green Flags for 2020, including the new addition Ranscombe Farm Reserve (in partnership with PlantLife). The Council has updated management plans and submitted 2021 applications for all 8 sites in February 2021. A successful online consultation was held for Riverside Country Park (with 750 responses) and two successful Riverside Forums have since been held virtually.

NI 195a NEW Improved street and environmental cleanliness: Litter

Quarter	Target	Value	Status	Aim to	Long Trend	Short Trend
Q4 2020/21	96.0%	99.00%	Green	Maximise	IMP	IMP
Q3 2020/21	96.0%	96.66%	Green	Maximise	DET	DET

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 = 1,200 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 Q4, 99% 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 cleansing being achieved by Medway Norse.

A visual inspection of 50 metres is reviewed for the amount of litter present and graded. This is a transect. A - B grades are acceptable for litter, and 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 percentage of good standard sites. For example, 97 sites at grade A-B / 100 x 100 = 97% of areas inspected were at an acceptable standard for litter.

Action

Street Scene Enforcement dealt with a total of 545 deposits on the public highway, all of which were removed within one working day. Evidence was retrieved in 42 cases

and were referred for further investigation. The team also attended 55 fly tips on private land.

Nine Environmental Crime cases were prosecuted at Medway Magistrates Court in Q4. Fines and costs totalled £11,029. There are 20 cases with legal pending prosecutions and a further 29 under investigation ready for report to Magistrates Court.

During the quarter, the team conducted 2 operations alongside Kent Police that resulted in five vehicles being stopped and searched. This resulted in the seizure of one vehicle.

127 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 later in this Appendix.

W6 CP Satisfaction with refuse collection - Citizens Panel result

Quarter	Target	Value	Status	Aim to	Long Trend	Short Trend
Q4 2020/21	85%	90.6%	Green	Maximise	DET	DET
Q3 2020/21	85%	92%	Green	Maximise	IMP	IMP

Comments

Satisfaction with refuse collection increased slightly to 90.6% in Q4 2020/21 (down from 92% in Q3 2020/21).

3.4% of respondents were neutral about the service (down from 5.6% previously) and 5.1% were dissatisfied (higher than the 1.9% seen in the previous quarter). A further 0.9% did not know or gave no response.

The results are based upon 235 respondents to the Q4 2020/21 Citizens' Panel giving an overall margin of error of +/-6.4%, 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 £9.5million Future High Street Fund investment in Chatham town centre, against a bid value of £13.8million. Officers revised the project proposals to fit the amended budget and submit details of the change to MHCLG by the 26 February deadline. The Council have received the formal funding agreement offer letter.

The bid was 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 £1.6million 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 High Street Heritage Action Zone area is currently in its enabling and scoping phase in partnership with Historic England, HTA Design LLP and the University of Kent's School of Architecture and Planning. The next phase of developing the vision will start in September in conjunction with the new academic year.
- A re-use and re-vitalise buildings programme to offer business support, grants and help promote vacant building opportunities – The business support and promotion package is currently being scoped ahead of going out to tender in Q1, with the aim of launching by mid-2021/22. We will also imminently be tendering for a Conservation Consultant to run the Revitalise & Repair property grants scheme, with the first grant already awarded as a pilot to a window repair at 351 High Street, transforming the look of the side elevation and better securing the property.
- 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 a number of 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 4,600 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 2020) 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 Q4 and has moved into the delivery phase, this includes:

- All base stations for the CMS have been installed.
- Column replacement programme has commenced - 166 installed to date.
- Lantern replacement programme has commenced - 586 installed to date.
- CMS Asset Register has commenced.
- Web page created and published providing information to customers about the scheme.

Programme: Climate change

Council Plan Projects

Climate change emergency

A 'Climate Change Emergency Motion' was declared by Full Council on 25 April 2019.

Air Quality

- The Kent and Medway Energy and Low Emissions Strategy was formally adopted by Cabinet in early Q4. The Strategy has informed the development of the emerging Climate Change Action Plan which has been drafted, with significant input from service areas across the Council. The carbon baseline report has been further refined and finalised following consideration of additional data collected in Q3. A standalone report assessing the 2019/20 data is due to be finalised in early Q1 2021/22. The baseline report sets out a recommended pathway to achieve net zero carbon emissions by 2050 and the measures and high-level costs required to achieve this. The Action Plan and baseline report have been progressed through internal governance procedures and are intended to be presented at the Climate Change Member Advisory Board in early Q1 2021/22. Due to the change to the May 2021 Cabinet date, it is now intended that the action plan will be presented to Cabinet in June allowing time for feedback from the Member Advisory Board to be incorporated into the action plan prior to Cabinet. Subject to approval, the next stage will be to carry out a more detailed costing exercise for the actions in the action plan.
- The significance of the climate emergency has been recognised by incorporating climate change as a core council value within the Council Strategy.

Biodiversity and Greenspaces

- The Greenspace Development Team led on a successful bid to the Forestry Commission for the Urban Tree Challenge Fund. This grant provided funding to plant 13,842 small trees (1 – 2 years old) across 10 sites in Medway. The planting took place in Q4 and involved volunteers working alongside the 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. At the close of Q4 a total of £290 had been received in donations to the Medway Tree Fund. This will continue to be promoted during 2021/22.
- A Tree Strategy for Medway continued to refine in Q4 and it is intended that a first draft be ready by Q1 of 2021/22. A considerable amount of officer scoping and input has been required to ensure that the strategy also includes an action plan against which progress can be monitored. 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.

- In Q4 an additional ten sites across Chatham, Strood and Rochester were added to the wildflower verge programme to create a more diverse habitat and reduce CO2 by reducing grass verge maintenance. There are now a total of 35 sites across Medway. There are plans to survey the naturalised verges during 2021 to assess any flower mix and consider if adding more native meadow flower seed in this area is a suitable approach.

Energy

- During Q4, SSE were successfully appointed as the new contractor for the Re:fit energy efficiency programme. SSE completed a High-Level Audit of the 12 buildings in Phase 1 using digital representations to understand their current energy usage and demands. This resulted in an assessment of the measures necessary to reduce carbon savings and increase energy savings across the Phase 1 portfolio, including the projected costs. Proposed upgrades include Solar PV, LED lighting, window film, ventilation, heating and hot water system upgrades and electric vehicle charging infrastructure. The assessment further quantified that the estimated carbon savings from these improvements will be in excess of 20% of the baseline carbon footprint of these buildings. The High-Level Audit was presented to Property Board at the end of Q4 and following a further presentation to the Financial Director in early Q1 2021/22 the recommendations will be presented to Cabinet.
- Registration for the Solar Together scheme closed on 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 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. Aecom were formally appointed as the specialist consultant to take the Heat District Network study forward. In Q4, they started to carry out a preliminary study to identify heat sources within Strood and Gillingham. The study commenced in Q4 and is on track against the delivery programme which is intended to take 4 months to complete.
- In Q3, separate funding was 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. The separate River Source Heat Pump feasibility study went out to tender during Q4, with submissions due for

return in early Q1 2021/22. The study is anticipated to be completed by Autumn 2021.

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 by the end of 2021, subject to Cabinet approval. This is due to the re-appointment of the 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. The study went out to procurement during Q4, with a consultant recently having been appointed to develop this further over a 12-week contract. Medway's EV Officer Working group continues to meet on alternate months, with EV workstream updates reported to Climate Change Advisory Board throughout the year.
- Officers continue to engage with KCC as part of the Kent and Medway EV District Network Project, involving a consistent network of EV charging points being implemented within council- owned car parks (including 30+ locations in Medway) and funded as part of a concessionary arrangement. An MOU was signed by the Deputy Chief Executive during Q4, with Procurement Board and Legal approval alongside to advance the project. Applications will be scored during the next quarter, with Medway being represented on the countywide panel.
- Officers have also engaged with Connected Kerb as part of a separate EV project, involving 34 charging points being installed within three council-owned car parks in Medway: Rochester MSCP, Station Road, Rainham and Commercial Road, Strood. A bid was submitted during Q4 to the Office for Zero Emission Vehicles (OZEV) to potentially fund 75% of the capital costs, with the remaining 25% to be secured through the Local Transport Plan. The OZEV funding bid outcome is expected during the next quarter.

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.

Active Travel

The Council were awarded £927k by the DfT as part of the Active Travel Fund Tranche 2. Early design and investigation work has been undertaken for improvements to Medway's cycle network as part of the Active Travel Fund:

- A228 Four Elms Hill; resurfacing and widening of the existing shared cycle / pedestrian footway, junction accessibility / visibility improvements at Beacon Hill Lane.

- New cycle route from Darland to Capstone, linking with onward journeys to central Chatham.
- New shared scenic route from Cuxton to Medway Valley Park, bypassing the A228 Sundridge Hill.

A separate scheme on Hollywood Lane, Wainscott is also being considered, with possible improvements to the existing off-carriageway shared cycle / pedestrian route. All projects will be progressed further during the next quarter, including updated project briefs, design work and stakeholder consultation.

Bikeability training resumed from 8 March 2021 when schools reopened after lockdown 2, with courses fully booked for the remainder of the academic year.

The Walking Bus initiative remains on hold due to pandemic safe distancing restrictions; however, the Walk on Wednesday 'WOW' initiative continues to operate within Medway schools, in partnership with the KM Charity Team.

The Big Pedal (18 – 30 April 2021) is currently being promoted by Medway Council with all Medway schools contacted with information of the event, free e-resources to help promote the competition and registration details. Medway Council continues to promote other walking and cycling initiatives, including social media updates and working with schools and partners including the KM Charity Team and Sustrans. The Zig Zag Banner campaign, used to discourage dangerous parking during school peak times, is still in demand since schools reopened in early March.

Staff Travel

- 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. In Q4 20/21 and Q1 21/22 a home working / agile working staff survey was undertaken and results from the survey will be incorporated into the options paper.

Waste

- During Q4, the "Blue and White – sort it right!" campaign for residents was launched to promote separating paper and cardboard at the kerbside. The benefit of correctly separating the materials is that it goes directly to the paper mill and requires far less processing than if it is mixed with other recyclable material. New livery promoting the campaign was produced for the waste collection vehicles and promotional material included in with residents' annual council tax bill.

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. Activity in Q4 includes:

- The Theatres Team are supporting the creative industries during the current pandemic, and both theatres are now compliant to allow professional rehearsals if required. Following on from the storytelling films our technical team did for the libraries they have been asked if they will work on a similar format supporting MACA to bring online stories into the community. This has become part of their funding bid.
- Library Management meeting with the Bid Director to explored how and in what areas the service can support the bid that has led to members of the team meeting being part of the working groups.
- The Culture Development Team are continuing to support the Bid Director, sharing local knowledge, information, establishing useful contacts, introducing key individuals and groups. Regular monthly meetings are in place to ensure opportunities to provide further support are not missed.
- The Culture Team are continuing to advocate for City of Culture bid and connecting it wherever possible to other projects, programmes and areas of work. It is referenced regularly in recently submitted funding applications and all new partnership projects are encouraged to back the bid by displaying the logo on their publicity and comms.
- The Culture Team are facilitating discussions between the Icon Theatre and Bid Team in order to merge their two separate youth panels.
- The Head of Culture and Libraries are continuing to support the Bid Director with regular meetings providing advice, support and resources where appropriate and providing a string connection between he bid the new cultural strategy and Creative Medway.

Supporting Medway Cultural Partnership to produce a new cultural strategy

Medway's new cultural strategy was approved by Cabinet on 12 January 2021 agreeing the vision that 'By 2030 Medway will be internationally recognised for its creativity and culture, exemplifying the positive impacts on everyone's lives. Diverse, collaborative and engaged, we will celebrate the strength and creativity of all our residents.'

Creative Medway, the governance and delivery model is fully formed with the recruitment of a Chair and Compact members in March 2021.

The Culture Team continues to support GJG Consultancy, the newly formed Working Groups, and Creative Medway Chair as plans are made to engage with partners and develop actions plans. This has included weekly 121s with the new Chair, preparing governance documents and an Arts Council England funding application to support the work of Creative Medway, the development of an Open Space event for June, ensuring close working with the City of Culture bid and negotiating support from the Council's Digital Team to develop of a Creative Medway website.

Carry out a review of Medway 2035 in light of the Covid19 pandemic

The Economy and Infrastructure Recovery Cell continues to meet and help shape the context for the review of Medway 2035.

An independent review of the potential impact of Covid19 on the IPM (and in particular the Gateway Building) has been completed and will also provide context for the review.

A support officer was appointed in March via the Kickstart scheme to help progress the review of Medway 2035, although has been, at present, largely diverted to work on the Levelling-Up and Community Renewal Funds.

To seek funding opportunities to develop innovative public service solutions

In January 2021 the Government announced that we had been awarded £9.5million Future High Streets Fund investment for Chatham town centre.

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

- 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 to utilise new technological innovations in order to support the tourism sector and enhance the visitor experience through 5G. Up to £30million 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 £2million that will be used to celebrate, preserve, promote and raise awareness of the unique special heritage in Hoo.

- The South East Local Enterprise Partnership (SELEP) have prioritised our bid for £778k further investment at Innovation Park Medway, with a formal decision due to be made in July.
- The future funding landscape was set out in the March budget, with significant new funding responsibilities and opportunities for Medway through the newly announced Levelling Up Fund and Community Renewal Fund which offer competitive bidding opportunities to support local priorities for investment. The latter requires local authorities to take on the role of 'Accountable Body', inviting and assessing bids from local project promoters, and monitoring and quality assuring those that are successful. Bids are under development for both funds, which share a deadline of 18 June 2021.

Successful delivery of Theatre31

Theatre31 is a £1million, 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 continued to be affected by Covid19 but where possible has transferred to online / digital, often with surprising ease and success. This has included viewing professional theatre productions online, workshops, tutorials, masterclasses, youth panel meetings.

A special celebration premier night was achieved in Q4 where the results of digital projects for young people were shared, including the Hip Hopera trailer.

Following an open-call, two digital projects have been commissioned. Sparked Echo are delivering Medway Megaliths, an episodic theatre Zoom project. And Paper Balloon are delivering a music video project with primary schools creating original sea shanties.

The Youth Panels have been relaunched as the more exciting sounding Young Artists Collective, and Theatre31 has joined forces with the City of Culture Bid Team to merge their young people's consultation groups. 21 new young people have so far signed up for this.

Icon is considering a programme of open-air activities over the summer, enabling young people to participate in theatre activities, but at a safe distance and in fresh air.

The Culture Team is connecting Theatre31 to other projects, programmes and areas of work locally wherever possible and appropriate.

Icon Theatre have expressed an interest in connecting the Theatre31 Project with the Light Nights, HSHAZ Cultural Consortium Engagement Programme, Electric Medway and working in partnership with Medway Libraries on their Prison Library Service.

Delivery of South East Creative Cultural and Digital Business Support Programme

During Q4 South East Creative Cultural and Digital Business Support Programme restart and a new communication and engagement drive across Medway has led to 19 creative SMEs 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 Simon Cook, Principal at Mid Kent College and supported by Medway's Place Manager, Virginie Giles.

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 still going well since launch in November. We have promoted the campaign again amongst our champions and are receiving enough videos to carry for a little while. We are reaching an average monthly Twitter impression of 12,000. We maintain our champion's number at 200 with new champions joining and others leaving.

Medway's UK 2025 City of Culture bid together with the Medway Champions, Medway Place Board and local arts organisation Art Is For All, launched a "Love Medway" creative competition to coincide with Valentine's day in February. The contest saw school-age children across Medway express pride in their local neighbourhood by designing a 'Love Medway' template. Entries were submitted on social media and via Medway's schools and libraries. They featured impressive interpretations of local culture, with illustrations of dancing Waghorn statues, languages spoken throughout the area, historic landmarks and dogs met during walks through Medway's parks.

Each will see their designs on billboards and banners across the local area, showing support for Medway's bid to be UK City of Culture 2025. The winning designs will also be available to purchase on products via Art Is For All.

We promoted the coverage from ITV's Saturday Night Takeaway show across our social media channels.

We are working with our colleagues across the Council on a regional campaign to promote the ARG grants and Medway For Business wider services to our business landscape.

Meetings – We ran the last two champions meeting on Zoom (January and March) with an overwhelming audience of 55 and 66 respectively attending to hear talks from key guest speakers. Our March meeting was our most attended one so far with amazing talks from Public Health, James Devine from Medway NHS Trust and Mat Burbeck from Kent Police.

The next Champions meeting is on 20 May with Medway Council's Planning, and Climate Change, teams as guest speakers. We are planning our May event to be a "hybrid" event where 4 - 6 champions will be in the same room broadcasting to the rest of the champions on Zoom with the view of going back to normal meetings in July. Other meetings have been held with Francis Knight, KM Group, UCA and Demelza charity.

Digital

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

- Twitter: @wearemedway: 819 (increase 121 from January).
- Instagram: @wearemedway: 1,036 (increase 118 from January).
- Facebook: @wearemedwaychampions: 750 followers / likes (increase 53 from January).

Medway relationship development

In Q4 we have commenced discussions with The Thinking School Academy Trust and Arriva Buses about using our place branding on their sites and assets.

We have appointed four new young people to join our Place Board, with an additional two places being recruited to over the next quarter.

We are supporting the City of Culture Bid, with the Place Manager being co-chair of the Marketing and Communications working group and the Chair of the Place Board being on the City of Culture Trustee Board.

Work with partners to bring forward the Docking Station project

The Docking Station is a partnership project led by the University of Kent (UoK) with key partners Medway Council (MC) and Chatham Historic Dockyard Trust (CHDT).

The Docking Station will transform the Police Section House located on the Interface Land at the CHDT, into an environmentally sustainable, innovative and dynamic 'University of the Future'. It will unite industry, creatives, students, academics and young people in state-of-the art digital facilities, co-working space and innovative research and development space. It will offer digital skills development, knowledge exchange, and drive innovation, fuelling the growth of the Medway creative economy.

The Police Section House is owned by Homes England (HE) and detailed Heads of Terms have been agreed for the acquisition. CHDT will facilitate this by purchasing the long-term peppercorn lease of the building and enter into a 'back-to-back' lease arrangement with UoK. This will allow four years to realise the project before potentially returning to the ownership of HE if the project is unsuccessful.

The purchase and the back-to-back lease agreement were both due to be signed on 31 March 2020 but had been put on hold. All parties are keen to progress this and to sign in Spring 2021, with further detailed work to develop lease arrangements between CHDT and UoK is taking place w/b 11 January 2021.

Supporting surveys and reports have been commissioned from the £50K One Public Estate (OPE) funding secured by MC, and from the £100K Creative Estuary (CE) project being delivered by UoK.

Countryside have recently provided a red-line plan defining the of Interface land around the Police Section House available for development. The red-line area is not as originally envisaged, with Countryside using more land to the rear of the House to maintain the viability of their own development. This new red line does compromise the original thinking but there are still viable options available and discussions with Countryside continue.

The first stage of our Docking Station feasibility study is complete, and an architectural competition will be launched in Spring 2021 to develop the concept to RIBA Stage 3. It is expected that enhanced visuals for the project will be available in Summer 2021. Any delays in finalising the red line with Countryside will delay the launch of the architectural design competition.

Considering the delay to the project, completion is now anticipated for December 2024 in line with Medway UK City of Culture 2025.

A significant change of project leads from the UoK, CHDT and MC 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.

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

The Architectural design competition launched in January had over 300 enquiries and 33 companies submitted bids. The selection process will be completed in April 2021 and designed will be developed to support the fundraising programme that will begin in Summer 2021.

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

Due to Covid19 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 the 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, replacing Medway Cultural Partnership. It comprises of the Creative Medway Cultural Compact that brings together six professionals representing the breadth of the creative sector alongside six representatives of strategic partners across education, health and wellbeing, businesses, voluntary organisations and the local authority. Five working groups that reflect the five themes of the strategy. The Compact brings together six professionals representing the breadth of the creative sector alongside six representatives of strategic partners across education, health and wellbeing, businesses, voluntary organisations and the local authority.

Individuals to three identified roles in each working group have been elected and a Chair and Compact members have been recruited.

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 the 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 Covid19 secure programme for 2021/22 and the decisions to implement this programme will take place Q1 2021/22.

Identify programme of restoration and preservation for Dickens Chalet

An updated conditions survey has now taken place to assess the state and condition of Dickens' writing chalet located in Eastgate House Gardens, Rochester. This conditions report is currently being assessed to determine immediate small repairs and medium-term larger repairs / restoration. Medway Council will then contact timber conservation specialists to obtain quotes for these works in late Spring / early Summer.

Medway a Smart City

An outline Smart City strategy has been developed to lay the foundations for Medway to become a leading Smart City. The Strategy is built upon the following strands:

Smart People

- Data: Build trust and transparency.
- Public Service Innovation.
- Open Data.
- Digital Inclusion and Skills.
- Co-working.
- Smart Healthcare.

Smart Place

- Connected Streetlights.
- Intelligent City Platform & IoT Sensor Network.
- Living Labs.
- Smart Buildings.
- Smart Tourism: Embracing smart tech to enhance Medway's UK City of Culture Bid 2025.

Smart Growth

- Clean Growth.
- Digital Connectivity.
- Transport Innovation.
- AI enabled Transport Management.
- Smart Parking & Kerbside Management.
- MaaS: Mobility as a Service.
- Digital Twin.

The initial draft Smart City strategy is now in the process of being completed, with key stakeholders to be consulted internally for comments by May 2021. Following this, the final document will be further refined, formatted and presented at Transformation Board towards the end of July 2021.

The strategy links with the Council's strategic priorities and objectives and is themed under the following headings: *Smart People*, *Smart Place* and *Smart Growth*. The narrative will also cross reference with Medway's emerging Digital Strategy, UK City of Culture Bid, Cultural Strategy, Climate Change Action Plan, emerging Local Plan and Medway 2035 (to be updated).

Alongside strategy development, a number of Smart City projects or bids have also been delivered or commenced in Q4:

Delivered (or Operational) – Q4

- **Digital Infrastructure** CityFibre Full Fibre Network Deployment (expected completion Q1 2024).

- **Smart Streets** Footfall Counting Solution for Chatham Intra – HSHAZ Programme.
- **Smart Roads** RouteReports – Smart Road Surface Monitoring Pilot.
- **Smart Parking** RINGO Cashless Touch Screen Project, Medway Park Sports Centre.
- **Smart Mobility** Electric Vehicle Charging Points EVCP “Quick Win” Project – successful OZEV bid of £85k awarded to the Council towards EV deployment in three Council car parks.

Projects Commenced Q4 (or bids submitted)

- **Smart Parking** ANPR system to be installed at Rochester MSCP and St Johns Car Park – to be tendered Q1 2021/22.
- **Proptech** Local Plan Pathfinder EOI bid submitted – VU.CITY ‘Digital Twin’ Platform – Q1 2021/22 (await response).
- **Smart Mobility** Medway ULEV Strategy (in partnership with Transport & Parking) - to be completed by Q2 2021/22.
- **Smart Mobility** Kent & Medway Electric Vehicle Charging Point (EVCP) Network – Tender to be reviewed in Q1 2021/22.
- **IoT Network** Smart Gritting / Road Temperature Pilot.

Prosecutions and Sanctions

FPNs ISSUED	2018/19					2019/20					2020/21				
	Q1	Q2	Q3	Q4	YEAR TOTAL	Q1	Q2	Q3	Q4	YEAR TOTAL	Q1	Q2	Q3	Q4	YEAR TO DATE
FLYTIPPING	15	7	5	4	31	1	5	8	5	19	3	10	4	8	25
FAILURE TO PRODUCE DOCUMENTS	3	2	2		7								3		3
SCRAP METAL	1				1										0
LITTER	42	14	5	8	69	19	12	6	1	38	5	8	4	6	23
TRADE WASTE	12		3	2	17		4	1	1	6					0
FLY POSTING			1		1										0
SMOKE FREE						2				2					0
BREACH OF A COMMUNITY PROTECTION NOTICE				1	1	1	2	3	1	7		3	1	2	6
UNLICENSED WASTE CARRIER							1			1			1		1
HOUSEHOLDER DUTY OF CARE											3	4		2	9
COMMERCIAL DUTY OF CARE												3		1	4
TOTAL	73	23	16	15	127	23	24	18	8	73	11	28	13	19	71

District Enforcement

DISTRICT ENFORCEMENT ISSUED FPNS	Q3 19/20	Q4 19/20	Q1 20/21	Q2 20/21	Q3 20/21	Q4 20/21
LITTER	1,386	899	157	2,236	2,054	1,624
DOG FOULING	11	9		1		1
DOGS ON LEAD	1	1		1		0
TOTAL	1,398	909	157	2,238	2,054	1,625

Breakdown of Prosecutions

Due to the timeliness of reporting, there can be an increase or decrease in the number of prosecutions previously reported in Pentana

PROSECUTIONS	2018/19					2019/20					2020/21				
	Q1	Q2	Q3	Q4	YEAR TOTAL	Q1	Q2	Q3	Q4	YEAR TOTAL	Q1	Q2	Q3	Q4	YEAR TO DATE
FLY TIPPING	7	1		2	10		2		1	3	0	1	0	1	2
DUTY OF CARE FOR WASTE			2	4	6	1			1	2	0	0	0	1	1
LITTER		1	2	1	4	1				1	0	0	0	0	0
FAILURE TO COMPLY WITH S108 NOTICE	2	3	1		6	4	1		5	10	0	0	0	2	2
UNTIDY LAND	5		1		6		1			1	0	0	0	0	0
VEHICLE SALES/REPAIR		1			1						0	0	0	0	0
FAILURE TO COMPLY WITH CPN		1		1	2		1	1		2	0	0	0	0	0
UNREGISTERED WASTE/SCRAP		1	2	1	4	1	1	1	2	5	0	0	0	7	7
SMOKE FREE								1		1	0	0	0	0	0
TOTAL	14	8	8	9	39	7	6	3	9	25	0	1	0	11	12
REPORTED IN PENTANA	13			7	36			2		24					9

Enforcement Actions due to Covid19.

Quarter	Actions	Key Legislation
1	<ul style="list-style-type: none"> • Issued 14 Formal prohibition notices. • Voluntarily closed 110 non-compliant premises. • Engaged and visited 4,201 commercial premises. • Issued 9 Internet take down notices for prohibited businesses. 	The Health Protection (Coronavirus, Restrictions) (England) Regulations 2020
2	<ul style="list-style-type: none"> • Issued 4 Formal prohibition notices. • Voluntarily closed 49 non-compliant premises. • Engaged and visited 2,410 commercial premises. • Issued 2 Internet take down notices for prohibited businesses. 	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"> • Issued 0 Formal prohibition notices. • Voluntarily closed 89 non-compliant premises. • Engaged and visited 2,238 commercial premises. • Issued 3 Internet take down notices for prohibited businesses. 	The Health Protection (Coronavirus, Collection of Contact Details etc. and Related Requirements) Regulations 2020
4	<ul style="list-style-type: none"> • Issued 11 Formal prohibition notices. • Voluntarily closed 74 non-compliant premises. • Engaged and visited 5,779 commercial premises. • Issued 3 Internet take down notices for prohibited businesses. • Issue two fixed penalty notices. 	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 Health Protection (Coronavirus,

		Restrictions (Steps) (England) Regulations 202i
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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. On two occasions the team were compelled to issue a fixed penalty notices to businesses.

Council Priority: GROWTH

Maximising regeneration and economic growth

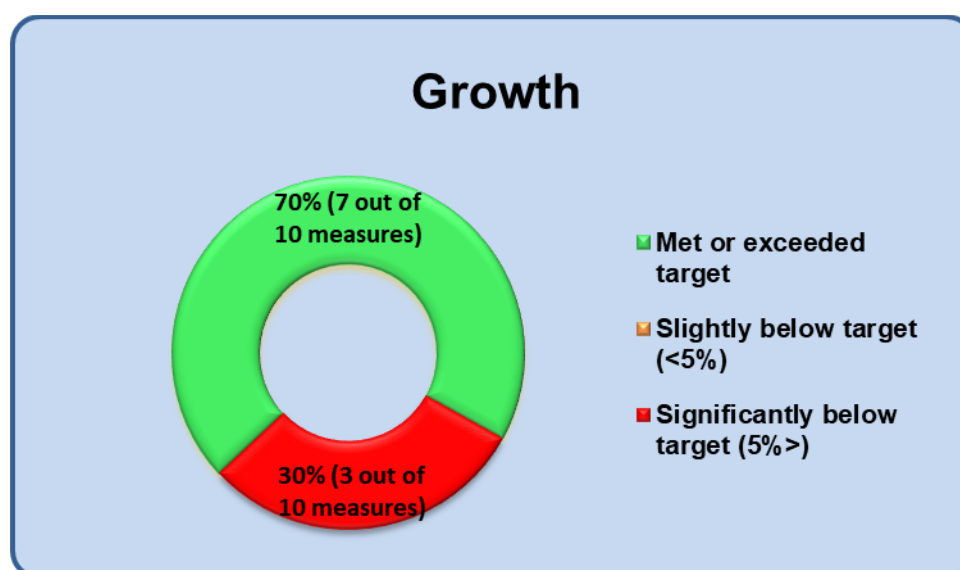
Performance: Quarter 4 2020/21

Key

Red	significantly below target (>5%)	Amber	slightly below target (<5%)	Green	met or exceeded target
IMP	Improved	DET	Worsened	Static	Static
Data	No target	NA	Not available	Not available	Not available
Short Trend	Since last qtr	Long Trend	Avg over last 4 qtrs	Avg over last 4 qtrs	Avg over last 4 qtrs

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

- 60% (6 out of 10*) improved long term (average of previous 4 quarters)
- 40% (4 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	STATIC
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	DET	DET
ECD20	Green	% of square footage let in council owned business units	IMP	IMP
NI 156	Green	Number of households living in temporary accommodation	IMP	IMP
NI 154	Green	Net additional homes provided	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

Code	Status	Name	Long Trend	Short Trend
NI 117(16-17)	Red	The percentage of 16–17-year-olds who are not in education, employment or training (NEET)	DET	DET
MAE 2	Red	% Retention rate	IMP	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 4 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	45	Delivering regeneration	Director of Place	BII	L - high I - major
SR35	52	Homelessness	AD Culture and Community	CIII	L - significant I - moderate

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
Q4 2020/21	90.0%	100%	Green	Maximise	IMP	IMP
Q3 2020/21	90.0%	98.68%	Green	Maximise	IMP	IMP

Comment

The Innovation Centre Medway is 100% occupied with six new tenants, four leaving and one changing office size over the quarter.

ECD20 % of square footage let in council owned business units

Quarter	Target	Value	Status	Aim to	Long Trend	Short Trend
Q4 2020/21	90.0%	92.56%	Green	Maximise	IMP	IMP
Q3 2020/21	90.0%	91.67%	Green	Maximise	IMP	DET

Comment

The four sites continue to perform well despite Covid19.

The Innovation Studio Medway is 100% occupied with the vacant office being taken as a second office by one of the existing tenants. Containers let are 11 out of 17 with a small reduction due to one tenant who had temporarily taken on more storage due to Covid19 handing back three containers.

Hopewell is 85% let with 19 out of 23 units taken. There is one prospective tenant going through the contract signing process and another likely to take a second unit.

Pier Road is 85% let with 24 of the 29 units taken. There is one tenant going through the contract signing process. Many of the unoccupied units have EPC related modifications required to make them suitable for letting.

GVAPJ M GVA per job - Medway

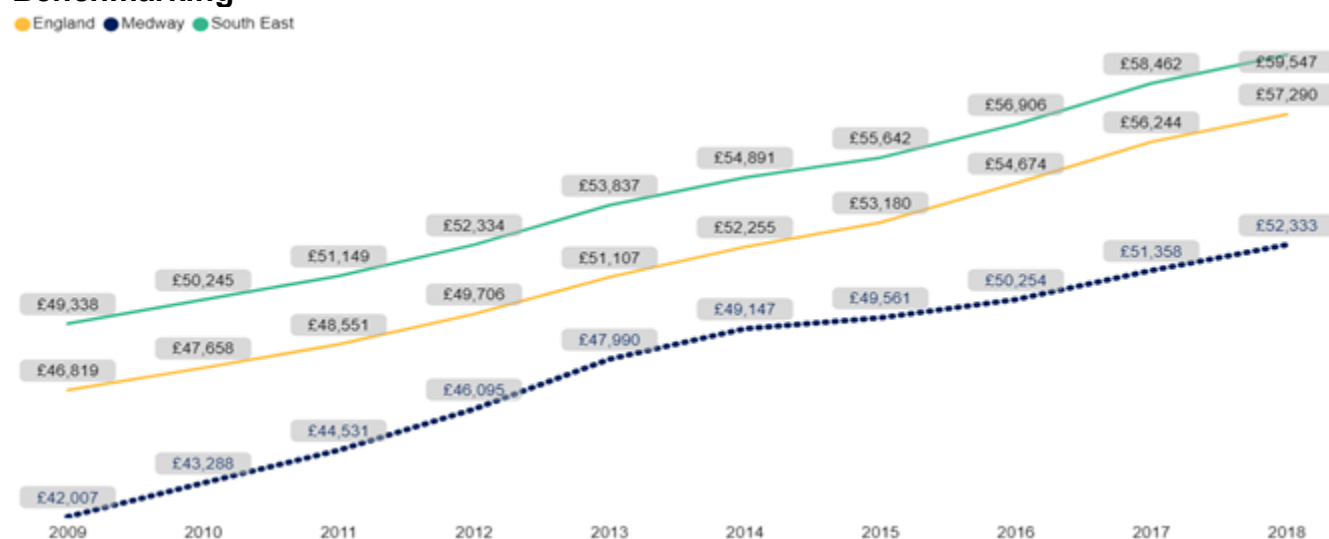
Annual	Target	Value	Status	Aim to	Long Trend	Short Trend
2019/20	NA	NA	NA	Maximise	NA	NA
2018/19	Data	52,333.00	Data	Maximise	IMP	IMP

Comment

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 volatility around any single year estimate and are more likely to be showing a change in the economic performance of Medway.

Benchmarking



Action

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%).

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 Q4, the Council implemented the Additional Restrictions Grant (ARG) to assist small businesses affected by all local and national lockdown restrictions since 5 November 2020. The assessment, delivery and monitoring of the ARG scheme throughout Q4 has resulted in the delivery of 236 grant awards to local business, for a total value of £514,830.

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 1,665 advice line support calls have been received from Medway Businesses, with 367 of these taking place in Q4. Predominately advice line calls were related to Covid19, seeking general assistance with accessing available Government support and grants.

Development of Innovation Park Medway

Innovation Park Medway (IPM) 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's 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).

IPM continues to be developed and is progressing well against programme, albeit slightly delayed due to Covid19.

Officers carried out a successful tender exercise to procure and appoint a contractor to deliver the IPM infrastructure works. For the Northern site a construction contractor has been appointed to carry out the enabling infrastructure works for the Northern and Runway Park site. Officers are reviewing the tenders for the Southern site and will seek permission to appoint a separate contractor to carry out the infrastructure works for the Southern site.

The Local Development Order (LDO) has now been adopted by Medway and Tonbridge & Malling. Following liaison with Highways England (HE) and KCC Highways, a set of conditions relating to the impact on the Strategic Road Network were included in the LDO. This included the requirement for a Monitor and Manage Mitigation Strategy (M&M) to be undertaken and agreed with HE and KCC prior to the delivery and occupation of any buildings on site. A tender is currently live for a consultancy team to undertake the M&M strategy, with roles in both spatial and transport planning to ensure the team will liaise with HE and KCC to agree the way forward.

Officers are discussing marketing material with Harrisons and Locate in Kent and aim to start marketing in June once the approach to land disposal has been agreed.

SQW.co.uk (a company that specialises in economic and social development research), working in conjunction with Oxford Innovations, were commissioned in 2020 to develop the business case for the Gateway Building. This commission was split in to two stages (feasibility study, and financial modelling), with the first complete in May 2020. Stage 2 work is underway. The design of the Gateway Building is currently paused until this piece of work is concluded.

Airport works continue at pace. Again, a delay due to Covid19 has occurred, however practical completion for all elements of works (including landscaping) is 1 November

2021. The airport will have beneficial occupation as outputs are delivered and completed. The first output to be delivered is Hangar 3, to be followed by Hangar 5 in July 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
Q4 2020/21	2.6%	3.4%	Red	Minimise	DET	DET
Q3 2020/21	2.6%	2.60%	Green	Minimise	IMP	DET

Comment

Data is for February 2021. The rate of NEET 16- and 17-year-olds is 3.4%. This represents 220 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 February 2020 3.2% of 16- and 17-year-olds, 199 individuals, were NEET. Year-on-year there has been a 7% deterioration in the proportion of young people who are NEET. There are currently 21 more 16- and 17-year olds 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 3.7% which represents 238 individuals. In February 2020 there were 482 children whose activity was unknown; this was 7.7%. As such, compared to last year this statistic has improved by 52%.

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 7.1%, compared to 11% a year ago.

Benchmarking

Nationally the rate of NEET is at 2.9% for February and has worsened by 5% compared to last year, slightly more slowly than the rate for Medway. It is 2.7% in the South East, having deteriorated at the same rate as the Medway rate.

The National rate of Not Knowns is 2.0% and the rate in the South East is 3.0%. Both of these have improved compared to last year (7% and 6% respectfully). However, Medway has improved at a much faster rate (52%).

Nationally the combined NEET / Not Known percentage is 4.9% and in the South East it is 5.7%. As such, Medway is worse than both National and the South East. Kent's combined rate is 7.1%.

Action

The Service continues to focus on providing opportunities for young people in the target groups and to work to build on the success already delivered in reducing the numbers of Unknowns.

LRCC4a Number of jobs created and safeguarded (cumulative)

Quarter	Target	Value	Status	Aim to	Long Trend	Short Trend
Q4 2020/21	300	19	Red	Maximise	DET	DET
Q3 2020/21	225	58	Red	Maximise	DET	DET

Comment

In Q4, there have been two successful inward investments, (Frontier Management, 4FTE and Bluebell Physiotherapy 9FTE) achieved by our contracted inward investment agency Locate in Kent.

Action

Throughout Q4, we are now seeing a decrease in new workplace tenancies across a range of the Council's managed workspaces, which had been anticipated after the latest government restrictions were imposed in January.

In addition to this, a central focus of the Economic Development Team, throughout Q4 was the development and administration of Medway Council's Additional Restrictions Grant (ARG) Scheme. Through the ARG scheme, Central Government allocated Medway Council £7.9million to support businesses through future national lockdowns from December 2020 to March 2022. To date, 236 Grant awards have been delivered through this scheme to local businesses, totalling £514,830.33. The likely significant impact the implementation of this scheme may have on the creation and safeguarding of jobs during Q4 of this financial year, has not been reflected in the reporting above.

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	1,000	1,130	Green	Maximise	IMP	IMP
2018/19	1,000	647	Red	Maximise	IMP	DET

Comment

This performance is reported annually. The latest data has been 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) included 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, it stands at a target of 1,662 dwellings per annum for the Medway area.

Council Plan Projects

Preparation of the new Medway Local Plan

The Local Plan 2021 to 2037 sets out a vision for future development in Medway to ensure that the growth needs of the area are met by providing homes, employment and commercial areas revitalising our town centres and protecting our natural and historic environment along with providing supporting infrastructure.

Officers are currently working on completing the evidence base to support the publication of the draft local plan. This includes work on the Strategic Transport Assessment, Viability Assessment, Infrastructure Delivery Plan, Waste Needs Assessment, Habitat Regulations Assessment, Sustainability Appraisal and Cumulative Ecological Impact Assessment. The updated Local Development Scheme was reported to Cabinet in August 2020. The draft plan is to be published in Summer 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 2020 and published in mid-August.

Increase the supply of accommodation available to Medway residents

During the year 2020/21 a total of 216 affordable units were completed exceeding the target of 204 and represents an investment of £24,840,000. The units are a mixture of affordable rented and shared ownership units ranging from 1 bed flats to 4 bed homes.

We continue to ensure that commuted sums* are utilised to provide additional affordable housing in Medway. One project with MOAT is now under way to deliver between 8-20 three bed social rented homes with another project at Lennox Wood now also progressing.

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 in May 2021.

*Committed 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 2020 to deliver 28 units in the Twydall area, however the originally appointed contractor has now gone into administration. The project has been re-tendered and the recommendation for award is going to procurement board mid-March with a view to awarding early April and starting on site early May 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. Norfolk Close may be added into Phase 4 tender and has a planning application submitted which is yet to be determined.

The HRA is also in the process of exploring the possibility of purchasing some units from a local developer.

The HRA purchased Block A at Ingram Court consisting of 17 units and these are due to be let by the end of March 2021. The site has a second block that is in the process of being determined by the Planning Service after the developer's application to increase the units from five to nine was not supported.

The developer has expressed an interest in working in partnership with the HRA to potentially work together on other schemes they have.

The possibility of the HRA purchasing Lennox Wood is also being explored. Aburound House which is owned by MDC is also being reviewed as a potential acquisition. A third Site at Jeffery Street is also being discussed and it is hoped that all three sites will be acquired to allow the HRA to deliver affordable housing schemes.

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

MDC continues to progress several schemes and explore opportunities that widen the benefits realised by the company, which are outlined below:

Britton Farm

As previously updated, MDC has successfully delivered the conversion of the adjacent former supermarket into accommodation for the Kent and Medway NHS and Social Care Partnership Trust (KMPT). KMPT are now operational within their new premises and the building is now generating rent for the Council.

Following the successes of the KMPT scheme, a grant bid was developed in order to seek funding to create a new Skills hub facility adjacent to the KMPT occupied premises and also to transform a public realm area. The bid also included a request to provide funding towards the residential scheme to help unlock its delivery. MDC helped compile parts of the bid which has been successful enabling further regeneration investment within Gillingham.

White Road

MDC has delivered twenty new family homes with a modern innovative design and built using the latest modular construction techniques. The houses incorporate solar voltaic panels to generate electricity and are designed to maximise light into the homes. The layouts provide spacious accommodation which exceed the national space standards and the typical standards expected for affordable housing.

MDC has coordinated the sale of the development to MHS homes, generating a substantial capital receipt to the Council.

The project has also delivered enhancements to the adjacent Community Centre, including a new play area, fencing, trees and plants as well as tree planting to the school playing field behind the site. The completion of the scheme is expected to help mitigate anti-social behaviour that previously existed in this location and the new boundary treatments installed have increased the perimeter security for the neighbouring nursery, school and residential dwellings.

Whiffens Avenue

The proposed development of 115 homes has a modern contemporary design which has been carefully developed to be sympathetic to the character of the surrounding area.

The project is in construction and will 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.

Mountbatten House

This scheme has now been submitted to the Planning Authority. 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 will deliver circa 165 homes as well as enhancements to the former bus station, taxi rank and public realm areas that surround the site. The scheme also has a rooftop restaurant which will be able to enjoy far reaching views across Medway.

Funding has also been approved through the Future High Streets Fund where MDC assisted the Council in developing the bid. The funding will be used to complete public realm works to the Paddock area which lies opposite Mountbatten House as well enabling works for the Mountbatten scheme.

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 continue to progress well on site which will lead to the construction of 182 new homes, new commercial spaces for cafes, restaurants and offices.

The piling works are nearing completion and the above ground works are expected to commence in Spring 2021. 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

- Phase 3 started on site with services under licence, land draw down for Phase 3 completed on 4 March 2021.
- Phase 1 and 2 properties are on schedule for completion by September 2021.
- Planning Permission for the 2FE element of the school received 8 February 2021.
- 2FE School Development Agreement completed at the end of March 2021 for start on site April 2021.
- Phase 4 of the development to begin planning discussions in May 2021.

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. Following initial feedback, further detailed work is to be undertaken.

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

The Commercial element of Rochester Riverside is progressing as planned with the Co-op and Costa in place along with the Travelodge Hotel.

The remainder of the commercial element for the scheme is not due to be delivered until Summer 2021. An additional 9,000 square feet of commercial / retail space is expected to be delivered and is focused on the station square.

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

Comment

Journey time data for Q4 and the calendar year 2020 is expected to be issued by the DfT later in 2021. This PI will be updated then once that data has been received and analysed.

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 businesses 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

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

Medway Council have secured £4.972million 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 the financial year 2023- 2024 and will be delivered though the Highways Infrastructure Contract in programme phases.

Key work-streams delivered during Q4 include:

Ventilation Fans – The current system has had an analysis report produced and a fire assessment report has also been produced. They have been through a review and there are a few amendments to be made. Following this, the next stage is to produce the basis of design for the new ventilation and detection system.

Contraflow Gaps – One of the three gaps have been filled with permanent crash barrier and this was carried out at the March closure. The other two gaps are to be filled with a removable crash barrier. Estimate completion is September 2021.

Sump Gas Sampling System – Proposed design has been produced. It will now go through a review and then finalised.

VMS / SCADA / CCTV – A preliminary design report has been produced and initial comments have been received. Consultants are now moving onto outline design and specification works.

Pier Road Retaining Wall – The detailed design for the wall has now been completed and signed off. Final surveys and consultation with adjacent garages is ongoing. Estimated budget prices to be received Q1 2021/22.

Manhole Upgrade – The programme for upgrading all the manholes within the tunnel remit is progressing well. The new manholes come with a five-year guarantee, but the expected life is much longer than this.

Pumps and Sumps Refurbishment and Upgrade – Design scope has been agreed and initial reviews and proposals are being worked on before moving onto outline design details.

Council Plan Projects

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

The Department for Transport (DfT) introduced in 2015-16 a Self-Incentive Fund that requires Local Highway Authorities to measure through an annual self-assessment process how Local Highway Authorities manage the Highway Network in respect of:

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

The Self-Assessment operates on a banding score of 1-3 with Medway currently assessed as a Band 3 Local Highway Authority with Band 3 being the highest banding score that can be achieved.

The value of participating in the DfT Self-Incentive Fund is:

- Maximising levels of DfT funding secured and by being and retaining a Band 3 score Medway Council secures additional funding of £353,000 per annum for carriageway resurfacing.
- Embedding Highway Asset Management principles into service planning and delivery to support strategic investment decisions.

Key work streams delivered during Q4 are:

- Medway's Highways Consultant has produced the second Lifecycle Planning report, which will be used to inform Highway Investment Levels against service performance targets. Final amendments are required considering recent alterations to capital funding allocations received from the DfT, prior to the report being presented to senior management.
- A biennial review of the Resilient Network has been completed. To take forward an external stakeholder resilient network consultation process in 2021/22.
- The Annual National Highways & Transportation Survey, which measures public satisfaction with Highways & Transportation, with final survey results reported and shared with senior management and Portfolio Holder.
- Framework for monthly audits of the 22 Self-Assessment questions developed. This has been delivered through asset management 'Deep Dive' meetings, whilst ensuring the evidence base for a Band 3 submission has been achieved.
- The Highway Asset Management Delivery Plan has been adopted, to assist with delivering key asset management functions outlined within the Self-Assessment questions and Highways Code of Practice going forward.

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

Medway Council receives £1.3million 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.

With lockdown restrictions still in place across Q4 the management of the LTP programme of schemes continued with the necessary social distancing restrictions applying. For most of 2020/21, LTP meetings were held virtually, as were update and progress meetings on specific schemes. The supply chain and resourcing for individual projects saw some interruption still due to Covid19 restrictions. However, despite these issues good progress was still made on a number of schemes, including the completion of the new crossing on Best Street / A230 which improved traffic movements for HGVs and the public realm, and the continuation of improvement works at the Chatham Bus / Rail interchange which improved movements for buses and traffic flows. During the final part of Q4 officers worked on preparing proposed schemes for the LTP scheme list for 2021/22.

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 Street Works 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.

During Q4:

- Work has continued as usual, allowing promoters to undertake their duties as normal and take advantage of a quieter than normal network due to Covid19.
- 5,508 permit applications were received of which 4,606 (83.6%) were agreed.
- 143 Fixed Penalty Notices were served, which is low compared to the number of works being undertaken on the network, meaning that high levels of compliance are being achieved.
- The rate of inspection pass was 91.54% (target 75%), with 1,939 inspections undertaken.
- MTFs Funding secured as part of Budget Setting (February 2021) to enable realignment of StreetWorks Income Target from 2021-2022. In addition, income performance significantly improved due to (1) windfall income through the Cityfibre Programme along with (2) Management Action which resulted in a year end Income Shortfall of £198k against a predicted shortfall of £350K at the start of the year.

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

During Q4 responses to the tender for a works contractor were received and evaluated. Whilst a good response from the market was received, the winning contractor's price will add additional costs to the project budget because there was no way of knowing the prices submitted by the tenderers for the works before undertaking the tender process. Officers will work to ascertain where these costs can be budgeted from.

Work to clear the scrubland located at the area where the new retaining wall is to be located was successfully completed.

Work continues on the negotiations for land acquisition and the landowner was re-engaged towards the end of Q4. Officers hope to have the issue of land acquisition finalised in Q1 2021/22. Commencement of the works contractor on site will be dependent upon successful land acquisitions and engagement from statutory undertakers on the diversion / relocation of utilities and cabling.

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. 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 concluded in Q4. Coordination with the Development Control Officer has continued throughout the year seeking appropriate opportunities to secure further S106 support for infrastructure.

Make improvements to parking services

During Q4, several improvements to Parking Services were progressed. Contract renewal work on the Parking Process System software, and Parking Debt Collection contracts was progressed, working with colleagues in Category Management and Legal to ensure the most efficient process was followed to achieve the best value outcome. This work will continue into Q1 and Q2 2021/22.

Across the year and Q4, 45 new Pay & Display parking machines were successfully installed across Medway. These will offer residents a more secure and efficient way of paying for parking at various sites, which should contribute to greater footfall in areas requiring it (post-Covid19) and an increase in parking income. Work also commenced at The Brook Multi Storey Car Park, installing new ANPR barriers and payment machines which offer an improved range of payment methods. Once completed this new infrastructure will make a vast improvement to the facilities in The Brook and will hopefully lead to improved footfall in Chatham High Street once Covid19 restrictions are lifted.

Develop parking and permit scheme performance indicators in 2020/21

Following a full assessment of potential and current PIs (performance indicators) for Parking, officers proposed and retained all PIs relating to the number and type of parking permits applied for and issued across the borough. These PIs will be monitored and reported on going forward as they have been to date.