

**Business Support**  
**Overview and Scrutiny Committee 25 November 2021**  
**Overall Council Performance and Risk Register Review:**  
**QUARTER 2 2021/22**  
**(excluding performance under remit of Business Support**  
**Overview and Scrutiny Committee)**

**Council Priority: PEOPLE**

**Supporting Medway's people to realise their potential**

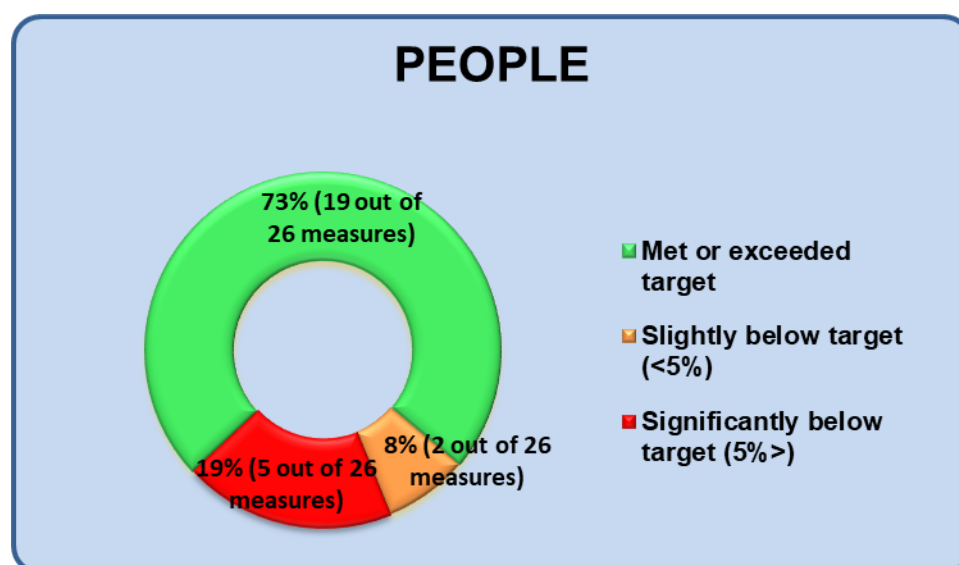
**Performance: Quarter 2 2021/22**

Key

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

## Council Plan measures: summary performance

There are 34 Council Plan measures for this priority. We are reporting on 26 as data for 8 measures are not available this quarter.



### Improved performance

- 42% (10 out of 24\*) improved over the short term (since last quarter)
- 46% (12 out of 26\*) improved long term (average of previous 4 quarters)

\* where data available

**Measures in target (green)**

Code	Status	Measure	Short Trend	Long Trend
PH13	<b>Green</b>	Rate per 100,000 of self-reported 4 week smoking quitters aged 16 or over (Q1 2021/22)	IMP	IMP
PH17	<b>Green</b>	Breastfeeding initiation	IMP	IMP
PH23	<b>Green</b>	Dementia friendly settings	NA	IMP
CSC0006	<b>Green</b>	Number of CP per 10,000 children	DET	IMP
ILAC1	<b>Green</b>	Average Caseloads in Assessment teams	IMP	IMP
ILAC2	<b>Green</b>	Average Caseloads in Post Assessment teams	IMP	DET
ILAC4	<b>Green</b>	Completed initial child and family assessments which started as S17, where the child was visited within 5 working days.	IMP	IMP
ILAC5	<b>Green</b>	% 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.	IMP	IMP
ILAC6	<b>Green</b>	Rate of open CIN cases per 10,000	IMP	IMP
N23	<b>Green</b>	% children social work substantive posts not filled by permanent social workers	DET	DET
PH16	<b>Green</b>	Smoking at time of delivery (Q1 2021/22)	DET	IMP
ASCGBT001	<b>Green</b>	% of Long-term packages that are placements	DET	DET
ASCOF 1G (n)	<b>Green</b>	Proportion of adults with a primary support reason of learning disability support who live in their own home or with their family	DET	STATIC
ASCOF 2A(2)	<b>Green</b>	Permanent admissions to care homes, per 100,000 pop – 65+	IMP	IMP
CA13	<b>Green</b>	The percentage of children permanently excluded from school (upheld only)	STATIC	DET
CASEIKS4 Ofsted	<b>Green</b>	The percentage of secondary sector schools in Medway judged to be good or better	STATIC	STATIC
CASEISPEC Ofsted	<b>Green</b>	The percentage of special schools in Medway judged to be good or better	STATIC	STATIC
OfstedPrim Mnt	<b>Green</b>	The percentage of Maintained primary schools in Medway judged to be good or better	STATIC	STATIC

Code	Status	Measure	Short Trend	Long Trend
SE2 OEPr	<b>Green</b>	The percentage of primary sector schools in Medway judged to be good or better	DET	DET

**Measures slightly below target (amber)**

Code	Status	Measure	Short Trend	Long Trend
A1	<b>Amber</b>	The average number of days (over the last 36 months) between a child entering care and moving in with adoptive family	IMP	IMP
CSC0004	<b>Amber</b>	Number of LAC per 10,000 children	DET	DET

**Measures significantly below target (red)**

Code	Status	Measure	Short Trend	Long Trend
ILAC3	<b>Red</b>	Completed initial child and family assessments which started as S47, where the child was visited within 1 working day.	STATIC	DET
ILAC7	<b>Red</b>	The percentage of CSC Audits graded good or outstanding	IMP	IMP
ASCOF 1C(2i)	<b>Red</b>	Percentage of clients receiving a direct payment for their social care service	DET	DET
ASCOF 2A(1)	<b>Red</b>	Permanent admissions to care homes per 100,000 pop – 18-64	NA	DET
EDU3(b)	<b>Red</b>	The percentage of children who were persistently absent from school	DET	DET

**Measures not available this quarter**

Code	Status	Measure	Short Trend	Long Trend
PH14	<b>NA</b>	Excess weight in 4–5-year-olds (2020/21 annual)	NA	NA
PH15	<b>NA</b>	Excess weight in 10–11-year-olds (2020/21 annual)	NA	NA
PH8	<b>NA</b>	Percentage of children and young people achieving a lifestyle improvement as a result of completing a young people weight management service	NA	NA
CASEIEYFS Gap	<b>NA</b>	Percentage achievement gap at Early Years Foundation Stage Profile between the lowest attaining 20 % of children and the mean (2019/20 academic year)	NA	NA
ASCOF 2Cii	<b>NA</b>	Delayed transfers of care from hospital and those which are	NA	NA

		attributable to adult social care, per 100,000 population		
SE KS2	NA	The percentage of children who achieve the required standard or above in Reading, Writing and Mathematics at KS2 (2020/21 annual)	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 (2020/21 annual)	NA	NA
SEKS4A8	NA	Average attainment 8 score (2020/21 annual)	NA	NA

## Strategic Risks

The quarter 2 21/22 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	18	Changing Demographics Meeting the needs of Older People and Working Age Adults	Director of People – Children and Adults Services	BII	L – high I – major
SR09B	25	Keeping vulnerable adolescents safe Failure to meet the needs of children and young people	Director of People – Children and Adults Services	BII	L – high I – major
SR26	36	Non-delivery of Children's Services Improvement	Director of People – Children and Adults Services	CII	L – significant I – major

Reference	Risk Register Page (app 4)	Risk	Owner	Current residual risk score	L-likelihood I-impact
SR39	58	Financial Pressures on SEN Budgets	Director of People Assistant Director Education and SEND	BII	L – high I – major
SR52	90	A new severe pandemic, e.g. flu, Covid-xx, MERS or other, more serious than Covid-19	Director of Public Health	BI	L – high I – catastrophic

## Council Plan Outcome: Healthy and active communities

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

#### Council Plan Measures

#### PH13 Rate per 100,000 of self-reported 4 week smoking quitters aged 16 or over

Quarter	Target	Value	Status	Aim to	Short Trend	Long Trend
Q1 2021/22	68	91	Green	Maximise	IMP	IMP
Q4 2020/21	567	391	Red	Maximise	DET	DET

#### Comments

Data runs a quarter arrears. In Q1 2021/22, so far there have been 348 quit attempts and 200 quits, providing a 57% success rate. These figures are provisional as the official Stop Smoking Services Quarterly Return has been delayed by National Health Service (NHS) Digital this quarter. The core team have been offering face-to-face service provision during Q1, however telephone support remains the most popular way to access the service. In addition, residents are offered a Text to Quit app. The pregnancy team have been offering remote options including digital online video conferencing and have been planning their return of face-to-face delivery of service, which will commence in Q2.

Pharmacies, and in particular General Practitioners (GPs), are still facing increased pressure and capacity issues as a result of the Covid19 pandemic. Therefore, the service hasn't yet resumed across all sites. Both workstreams continue to refer into the core team.

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

Annual	Target	Value	Status	Aim to	Short Trend	Long Trend
2020/21	22.4%	NA	NA	Minimise	NA	NA
2019/20	22.4%	25.5%	Red	Minimise	DET	DET

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

Annual	Target	Value	Status	Aim to	Short Trend	Long Trend
2020/21	34%	NA	NA	Minimise	NA	NA
2019/20	34%	36.9%	Red	Minimise	DET	DET

#### Comments

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 the Beside You breastfeeding 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 a 0-19 provider to include healthy weight as a priority in health visiting and school nursing contracts.

- The 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 sub-groups 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 Eatwell 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.

#### PH17 Breastfeeding initiation

Quarter	Target	Value	Status	Aim to	Short Trend	Long Trend
Q2 2021/22	70%	72.26%	<b>Green</b>	Maximise	IMP	IMP
Q1 2021/22	70%	70.3%	<b>Green</b>	Maximise	IMP	IMP

#### Comments

Medway National Health Service (NHS) Foundation Trust record breastfeeding initiation rates for all newborn infants. Evidence shows that breastfeeding gives children the best start in life and has health benefits for the mother. In Q2, we had the highest rates reported for over two and half years.

#### PH23 Dementia friendly settings

Quarter	Target	Value	Status	Aim to	Short Trend	Long Trend
Q2 2021/22	2	3	<b>Green</b>	Maximise	NA	IMP
Q1 2021/22	NA	NA	<b>NA</b>	Maximise	NA	NA

## Comments

The assessment of dementia friendly settings has been incorporated into the Non-Visible Disabilities (NVDi) project which launched at Rochester Cathedral on 3 September 2021. Several premises on Rochester High Street have made adaptations which satisfy "working towards dementia friendly" status as well as increasing inclusivity for those living with other NVDi. To date, three have been issued with stickers and this is expected to increase over the remainder of the year.

## PH8 Percentage of children and young people achieving a lifestyle improvement as a result of completing a young people weight management service

Quarter	Target	Value	Status	Aim to	Short Trend	Long Trend
Q2 2021/22	75.0%	NA	<b>NA</b>	Maximise	NA	NA
Q1 2021/22	75.0%	NA	<b>NA</b>	Maximise	NA	NA

## Comments

Please note, performance has been directly impacted by national regulations that required the Public Health team not to undertake any work in these areas. The status for this indicator has been temporarily removed due to the impact of Covid19.

Plans for our programmes are already in place to recommence in the coming weeks. There is evidence of recovery as referrals into our Children's Services are now increasing following recent National Child Measurement Programme (NCMP) measurements being undertaken by the School Health team. Several children have booked on the current courses planned. The Tri courses are 12 weeks long, and further courses are being planned to accommodate the increase in referrals following a review of processes for referral.

## Supporting Healthy Weight

Medway Council received an adult weight management grant to enhance their tier 2 weight management offer for adults. This grant is being used to double the existing capacity for weight management services and provide new options for people who want to lose weight. In August, a new Man Vs Fat football league kicked off in Rainham, with a third planned for January. Two brand new digital support services launched on 1 October after concluding a commissioning process. The Healthy Way team are also reaching out to third sector groups and organisations to provide tailored weight loss support for communities who have higher obesity rates and do not routinely access specialist support. This includes people living with a physical or learning disability and ethnic minority residents.

As part of the National Health Service (NHS) Population Health Management work, obesity has been chosen as a priority group for both the Integrated Care Partnership (ICP) place-based programme and the Primary Care Network (PCN). Medway and Swale ICP is developing an initiative to support children living with obesity and a co-morbidity, and Medway Central PCN is developing a new initiative to support working



age adults who have a high weight and hypertension. The intervention design process commenced in October.

## 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	Short Trend	Long Trend
Q2 2021/22	450	461	Amber	Minimise	IMP	IMP
Q1 2021/22	450	503	Red	Minimise	IMP	IMP

#### Comments

The 3-year average has decreased to 431 days, an improvement on the Q2 outturn. This has resulted in both short- and long-term trends changing to show positive movement and the status has moved from red to amber.

#### Benchmarking

The latest national benchmark is 486 days, and the statistical neighbour outturn is 440. The South East benchmark is 529.

#### Actions

Medway has now joined with Kent and Bexley into a Regional Adoption Agency (RAA) so the service will work through the RAA to identify adoptive families in a timely way. Panels are held weekly which ensures that children are matched without delay where suitable adopters can be found within the resources of the Adoption Partnership (AP). As this is the 3-year figure this involves children adopted both before and after the AP went live although obviously not so many since.

In addition, Covid19 has affected the length of proceedings for many recent children placed and adopted. The current rolling 12-month figure is 409 days (the A1 figure is 36 months) which is longer due to delays in court.

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

Quarter	Target	Value	Status	Aim to	Short Trend	Long Trend
Q2 2021/22	70.0	70.5	Amber	Minimise	DET	DET
Q1 2021/22	70.0	68.9	Green	Minimise	DET	IMP

### Comments

Currently there are 449 children in care, which is a rate of 70.5 per 10,000. There has been a rise on the Q1 outturn, however numbers of children in care are lower than June last year, by 4% (20 children).

### Benchmarking

Nationally there are 65 Looked After Children (LAC) per 10,000 population, Our statistical neighbours have a figure of 74 per 10k. However, the rate in the South East is lower than in Medway, at 53 per 10,000 population. We are updating our LAC (Children in our Care) Strategy and our Sufficiency Strategy to include how we will work towards rehabilitation of children and young people safely, where appropriate, to their families. We will also focus on undertaking effective work with those children/young people on the 'edge of care', to seek to reduce our Children In Care (CIC) population over the next year.

### Actions

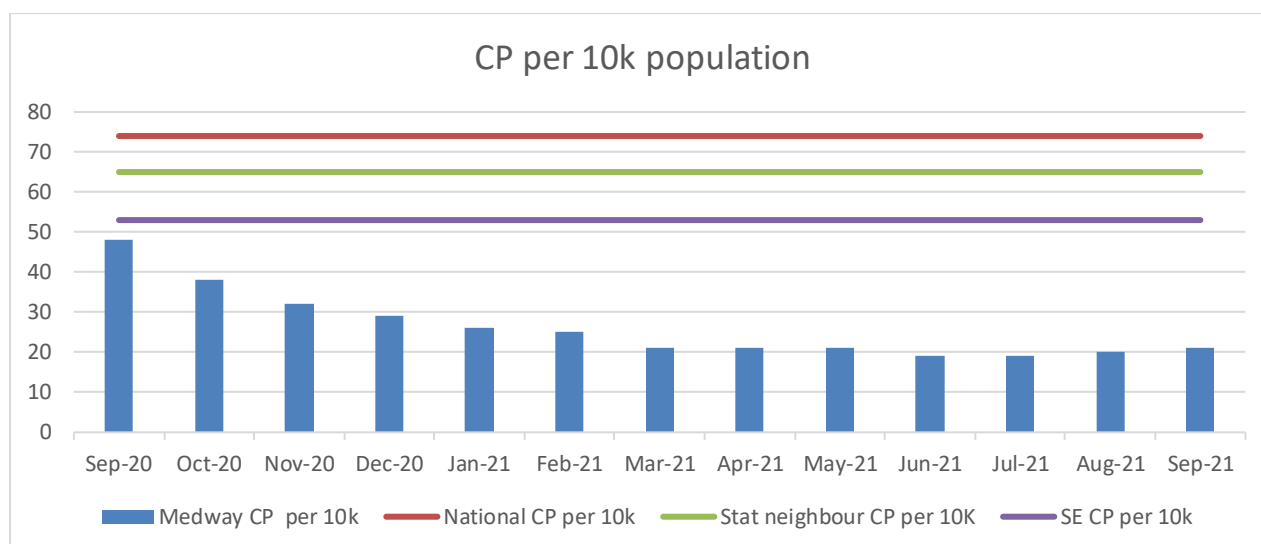
The number of CIC did show a small reduction in August, with 436 children in care. This brings us back to the figure at the beginning of 2021 but one that is down by more than 20 on the position a year ago. Over the last month there have been more children exiting care (14) than coming into care (10). Work to strengthen parenting support, in order to target children at risk of coming into care and children getting ready to return home is planned and will potentially have an impact in the long term.

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

Quarter	Target	Value	Status	Aim to	Short Trend	Long Trend
Q2 2021/22	65.3	21.0	Green	Minimise	DET	IMP
Q1 2021/22	65.3	19.0	Green	Minimise	IMP	IMP

### Comments

Currently there are 131 children on a Child Protection Plan. This equates to a rate of 21 per 10,000, a small increase since Q1, relating to 12 children.



### Benchmarking

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

### Actions

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.

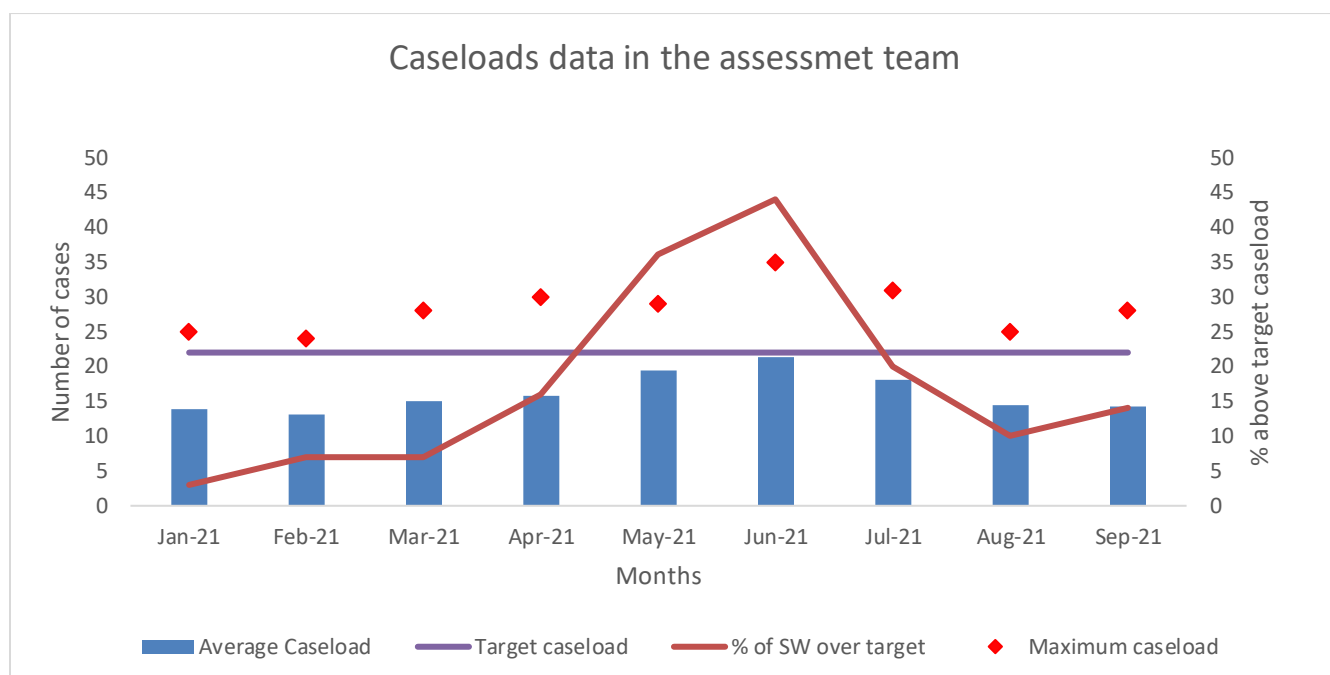
Decision making has been tested by our Partner in Practice, Essex, and decisions to end plans were found to be appropriate. The service is continuing to monitor progress against this and reports monthly to the Improvement Board.

### ILAC1 Average Caseloads in Assessment teams

Quarter	Target	Value	Status	Aim to	Short Trend	Long Trend
Q2 2021/22	22	14.3	Green	Minimise	IMP	IMP
Q1 2021/22	22	21.4	Green	Minimise	DET	DET

### Comments

The snapshot shows the average caseload in the assessment teams is 14.3 at the end of Q2, a decrease from 21.4 last quarter. Currently 14% of social workers are over the target caseload of 22, with the highest caseload at 28. This is a considerable improvement from the position three months ago.



### Actions

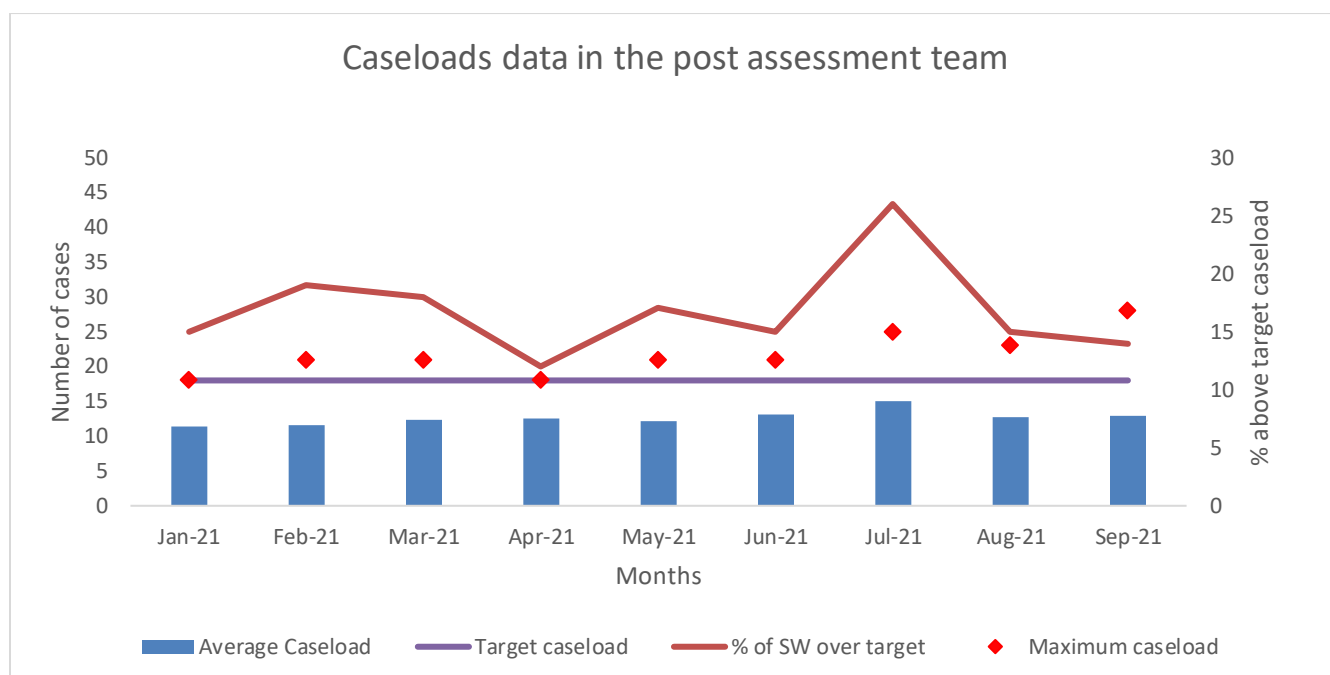
Caseloads in Assessment have decreased compared with the previous quarter as we have managed to recruit to most vacancies and at the same time, we have seen a decrease in the number of referrals we received. In some teams, caseloads remain over average due to locum workers leaving with short notice and their work needing to be reallocated to the other workers in the team. The team managers and the Group Manager have been able to offer supervision and additional support by way of group supervision and case mappings to enable workers to manage increased demands.

### ILAC2 Average Caseloads in Post Assessment teams

Quarter	Target	Value	Status	Aim to	Short Trend	Long Trend
Q2 2021/22	18	13	Green	Minimise	IMP	DET
Q1 2021/22	18	13.4	Green	Minimise	DET	IMP

### Comments

The snapshot shows post assessment social work teams (Areas CS Teams 1-8) have an average caseload of 13.0, a small decrease on the Q1 outturn. This remains below target. The highest caseload is 28 and 14% of social workers in these teams have caseloads over the target.



### Actions

The caseloads in the Children Social Work teams are on average below target. There are currently six unfilled posts in the Children Social Work teams meaning that, in effect, we are operating with only seven Children Social Work teams out of eight. The vacancies are due to permanent workers leaving to become locum or pursuing career progression opportunities. We have been unable to recruit to the vacancies; there has been a relatively lower number of locum and permanent candidates that have shown an interest in these positions. We are continuing to work with agencies to attract suitably experienced practitioners to these posts.

**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	Short Trend	Long Trend
Q2 2021/22	90%	85%	Red	Maximise	STATIC	DET
Q1 2021/22	90%	85%	Red	Maximise	DET	DET

### Comments

The end of quarter snapshot shows that 85% of assessments were visited within 1 working day. This is the same as in Q1. During the quarter the average rate was just over 88%, with 100% of children seen within one working day in July.

### Actions

The exceptions to completing S47 visits in timescales refer to a small number of families; the visits were late by one or two working days. The delays were due to difficulties locating families, workload challenges and staffing difficulties.

We continue to review this indicator regularly at Performance Clinics. Where a delay is identified, each case is scrutinised and managers record oversights on the child files to account for the delays and to ensure appropriate safety measures are in place.

#### 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	Short Trend	Long Trend
Q2 2021/22	85%	86%	Green	Maximise	IMP	IMP
Q1 2021/22	85%	79%	Red	Maximise	IMP	IMP

### Comments

The end of quarter snapshot shows 86% of S17 assessments were visited within 5 working days. This is an increase on the Q1 outturn.

### Actions

The exceptions for S17 visits are due to difficulties locating some families or engaging them in the assessment process. We 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	Short Trend	Long Trend
Q2 2021/22	60%	63%	Green	Maximise	IMP	IMP
Q1 2021/22	60%	62%	Green	Maximise	IMP	IMP

Target has since been increased to 70% to enable ongoing improvement

### Comments

There has been a small rise in the proportion of children for whom permanency has been agreed to 63% and is above the target of 60%. Year-on-year the proportion of children with a permanency plan has risen by 2 percentage points. 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.

Group Managers for Adoption/Fostering and Children in Care are jointly responsible for the tracking of permanency.

### Actions

Actions include to:

- Fully implement the Permanency Policy and convene regular permanency panels.
- Implement the Fostering Strategy to increase supply, choice, and support for carers.
- Work with Independent Reviewing Officers (IROs) to ensure all children and young people have a permanence plan, including looking to those children/young people who can safely return home, with effective support in place.

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

Quarter	Target	Value	Status	Aim to	Short Trend	Long Trend
Q2 2021/22	382	273	Green	Minimise	IMP	IMP
Q1 2021/22	382	301	Green	Minimise	DET	IMP

### Comments

The rate of Children In Need (CIN) per 10,000 has fallen since Q1 with 178 fewer children counted as CIN than at the end of June. There are 17% fewer children counted as CIN than in September 2020. Medway remains below all of our comparator groups.

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 Child Protection Plan.

### Benchmarking

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

### Actions

Ensuring children can access the right service at the right time is part of the vision for the service and we have recently reviewed, in consultation with partners, the threshold for statutory service provision.

We are continuing to review through audit and dip sampling the decisions made by team managers upon completion of Child and Family Assessment to make sure that children and families are offered support when this is needed.

### **ILAC7 The percentage of CSC Audits graded good or outstanding**

Quarter	Target	Value	Status	Aim to	Short Trend	Long Trend
Q2 2021/22	80%	14%	<b>Red</b>	Maximise	IMP	IMP
Q1 2021/22	80%	7%	<b>Red</b>	Maximise	IMP	IMP

#### **Comments**

There were 29 moderated audits in the quarter; 14% (4) were graded good, 38% (11) were inadequate and 48% (14) required improvement.

The percentage of good audits has doubled since Q1.

#### **Actions**

Our audits are selected from cases across a range of services offered to children across Medway, including Child Protection, Children in Care (Children Act 1989, s.20 & s.31), Children in Need, Children with Disabilities (0-25 Disabilities Service), Adolescent and 16+ Care Leavers Service, and the Fostering and Youth Offending Team (YOT). Currently 100% of audits are subject to moderation. The moderator does not directly line manage the case being moderated and this allows independent scrutiny and autonomy. As our trajectory for improvement goes up, we anticipate moving to a position where we moderate 50% of audits to maintain a level assurance but no longer 100% moderation. Regular audit training continues to be rolled out for auditors and moderators which strengthens the roll that audit plays in practice improvement.

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

Quarter	Target	Value	Status	Aim to	Short Trend	Long Trend
Q2 2021/22	25%	22%	<b>Green</b>	Minimise	DET	DET
Q1 2021/22	25%	15%	<b>Green</b>	Minimise	IMP	IMP

#### **Comments**

Currently there are 54 social care posts not filled by permanent social workers. Of these 7.5 are managerial posts and 46.5 social work posts.



## Programme: The best start in life

### Council Plan Measures

<b>CASEIYFS Gap</b>	<b>Percentage achievement gap at Early Years Foundation Stage Profile between the lowest attaining 20 % of children and the mean</b>					
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Annual	Target	Value	Status	Aim to	Short Trend	Long Trend
2019/20 Academic year	30%	NA	<b>NA</b>	Minimise	NA	NA
2018/19 Academic year	30%	28.7%	<b>Green</b>	Minimise	IMP	IMP

#### Comments

Due to the pandemic there is no data for this measure for the academic year 19/20.

<b>PH16</b>	<b>Smoking at time of delivery (SATOD)</b>					
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Quarter	Target	Value	Status	Aim to	Short Trend	Long Trend
Q1 2021/22	16%	14.36%	<b>Green</b>	Minimise	DET	IMP
Q4 2020/21	17.5%	11.6%	<b>Green</b>	Minimise	IMP	IMP

#### Comments

Data runs a quarter in arrears. As in 2020/21, data reported would normally represent Smoking at time of delivery (SATOD) prevalence for the whole of Kent & Medway in line with the new Clinical Commissioning Group (CCG) footprint. However, National Health Service (NHS) Digital publication of Q1 2021/22 data has been delayed therefore this submission reflects overall Medway (NHS) Foundation Trust (MFT) data (Medway and Swale footprints). Work is ongoing with newly appointed Smoking in Pregnancy Specialist Midwife and Intelligence teams to identify a process to collect quarterly data for the Medway footprint only.

The Medway Stop Smoking Service has maintained effective service delivery throughout the Covid19 pandemic and there are plans to return to offering face-to-face support from September 2021. We have continued to work effectively with midwifery colleagues and despite extreme pressures in the acute setting we have received a total of 174 referrals this quarter - a 20.8% increase on the same period last year (2020/21).

## Healthy Child Programme

The Health Visiting service continues to operate face-to-face as standard. Virtual appointments can be accommodated if requested. In Q2 coverage for new birth visits and 6-8 week checks reduced slightly compared to the previous quarter, but remains in line with Council Plan targets. This is due in large part to a number of 'did not attends' (DNAs). Medway Community Healthcare (MCH) have responded by setting up Saturday clinics to increase access, reduce DNAs, and maximise uptake.

MCH continue to provide a Clinical Commissioning Group (CCG) funded tongue tie service for any children born at Medway Maritime Hospital.

Demand for School Nursing services remains high. MCH have recruited four additional nurses to support schools with mental health and wellbeing. This service will complement the Mental Health School Support team to maximise coverage across Medway.

School nurses now have termly meetings with all schools to identify children with additional needs and agree a support plan.

The Medway Children and Young People's Consultation and Engagement Framework and Toolkit has been produced and received positive feedback from the Medway Safeguarding Children Partnership (MSCP) Learning Lessons Subgroup. The intention of this document is to ensure, as an authority, Medway's children and young people are included in discussions about their lives. Connecting children and young people with the adults that make the decisions that affect them locally ensures parity in representation for children and adults throughout Medway Council's plans and services.

## 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	Short Trend	Long Trend
Q2 2021/22	30%	29.7%	Green	Minimise	DET	DET
Q1 2021/22	30%	29.1%	Green	Minimise	DET	DET

#### Comments

There are some fluctuations in the number of clients in long term services but a 3.5% rise over the quarter of the number of clients in placements, therefore this measure

remains below target but has risen. Currently there are 822 clients in Residential and Nursing homes and a total of 2,768 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, numbers of clients in placements are currently lower than pre-Covid19 levels.

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

Quarter	Target	Value	Status	Aim to	Short Trend	Long Trend
Q2 2021/22	30%	28.5%	Red	Maximise	DET	DET
Q1 2021/22	30%	29.1%	Amber	Maximise	DET	STATIC

### Comments

There has been a drop in the proportion of clients receiving long-term services (denominator) as an ongoing direct payment (numerator). 28.5% represents 564 individuals, which, whilst is a rise in the actual number is not enough of an increase to keep pace with the rise in the denominator. Currently 99.7% of clients receive self-directed support.

Between the period 1 July to 30 September the team received 242 new referrals for a direct payment. 55% were referrals for a child direct payment/short break, 26% were for a carers Direct Payment (DP) and only 19% were for an adult DP.

During the months of July, August, and September the team prioritised children's direct payment and short breaks to ensure that disabled children and their families had funding to purchase short breaks during the school holidays.

There is a recognised shortage of staff within the care sector which is having an impact on setting up direct payments.

### Benchmarking

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

### Actions

The team will work with locality teams to ensure that they are aware of the benefits of receiving a DP and promote referrals to the Self Directed Support (SDS) team.

The team have streamlined the short breaks process to ensure quick turnaround of all short breaks referrals; the team can now focus resources on setting up Adult DP referrals.

SDS is to work with performance colleagues to ensure that DP data is accurate and recording is up-to-date.

We are recruiting a Variations Administrator to support the Brokerage team to process all variation requests.

The team are focusing on securing additional carer capacity by nurturing the peer-to-peer network. We are seeing a return on this investment of SDS time and resources via the securing of approximately two carers per week to the pool of Personal Assistants (PAs). The team have provided intensive support to the securing of alternative Package of Care (POC) during a market shortage and have worked with PAs to develop microenterprises that can provide flexible and bespoke support.

#### **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	Short Trend	Long Trend
Q2 2021/22	70%	70%	<b>Green</b>	Maximise	DET	STATIC
Q1 2021/22	70%	71%	<b>Green</b>	Maximise	DET	IMP

#### **Comments**

In June, 71% of adults with a learning disability lived in their own home or with their family. This has dropped marginally to 70% this quarter. In September 2020 this measure was at 58%. As such, in the last year, there has been over a 20% improvement. There will always be a requirement for some clients to be accommodated outside of the home environment.

#### **Benchmarking**

The current national outturn is 77.3% and our statistical neighbours' is 83.5% (2019/20 data).

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

Quarter	Target	Value	Status	Aim to	Short Trend	Long Trend
Q2 2021/22	3.5	6.5	<b>Red</b>	Minimise	NA	DET
Q1 2021/22	3.5	NA	<b>NA</b>	Minimise	NA	NA

#### **Comments**

Please note the target is apportioned per quarter.

There have been 16 admissions so far this year. This means that the full year rate is 9.5 per 100,000 and is in excess of the half year target of 7. To hit the full year target there needs to be less than 24 admissions of under 65s.

### 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).

### Actions

The service has seen an increase in the number of individuals with higher levels of need. Working with our commissioning colleagues, we will continue to identify and commission further appropriate alternative forms of accommodation with a view to ensuring that the numbers requiring care home admissions is as low as possible.

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

Quarter	Target	Value	Status	Aim to	Short Trend	Long Trend
Q2 2021/22	154.5	86.1	Green	Minimise	IMP	IMP
Q1 2021/22	154.5	150.2	Green	Minimise	IMP	DET

### Comments

Please note the target is apportioned per quarter.

39 admissions have been recorded in Q2, so far. This equates to 86.1 admissions per 100,000 population, which is under target. However, we can expect this to rise as packages are added retrospectively.

Currently, this year, there have been 107 65+ admissions which equates to 236.3 per 100k population. This is below target. The target rate allows for 280 admissions per year so currently the number of admissions is positive.

### 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).

### Actions

The service is currently recruiting an administrator to support the Brokerage team to process all recording of placements in a timely way.

**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	Short Trend	Long Trend
Q2 2021/22	4.1	NA	<b>NA</b>	Minimise	NA	NA
Q1 2021/22	4.1	NA	<b>NA</b>	Minimise	NA	NA

**Comments**

Data collection has been suspended by Central Government.

**Social Isolation**

Medway Council, through its Better Connected Fund, is supporting ten community groups to deliver activities aimed at reducing social isolation and loneliness. The diversity of this delivery includes making planters for people living in confined spaces, a gardening project for stroke survivors, indoor bowls mats, and digital inclusion for Black and Asian Minority Ethnic (BAME) groups across Medway. As restrictions reduce, the Chatty Cafés and Places of Welcome are returning to face-to-face sessions. It is planned to use these spaces and opportunities to develop our 'digital champions' initiative and work to reduce digital exclusion and improve community confidence in using technology and being online. The Chatty Cafés are also providing an ideal opportunity for social prescribing referrals and engagement with clients by link workers and project officers. The issue of social isolation and loneliness has been promoted at a series of events including the Medway Mile, welcome events at the three Universities, and freshers' events at MidKent College.

Social isolation and loneliness training modules continue to be delivered. These include internal staff, and staff and volunteers from partner agencies and projects. 35 people have attended the two recent events.

Our Social Prescribing team continues to take referrals and help people find the meaningful connections that are important to everyone. This work further helps to reduce social isolation across Medway. Link workers are supporting clients to re-engage and access activities, increase confidence, and grow social connectivity.

**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	Short Trend	Long Trend
Q2 2021/22	0.02%	0.01%	<b>Green</b>	Minimise	STATIC	DET
Q1 2021/22	0.02%	0.01%	<b>Green</b>	Minimise	STATIC	DET

### Comments

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

The low numbers of exclusions this quarter mean that the actual figures have been redacted.

Once all pupils returned to school, the team members re-engaged with pupils in their home school settings.

### Benchmarking

Nationally the rate of permanent exclusions is 0.06% (2019-20).

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

Quarter	Target	Value	Status	Aim to	Short Trend	Long Trend
Q2 2021/22	85%	94.4%	<b>Green</b>	Maximise	STATIC	STATIC
Q1 2021/22	85%	94.4%	<b>Green</b>	Maximise	STATIC	STATIC

### Comments

Of the 18 secondary schools in Medway, four are classed as outstanding, 13 are good and one 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 77% and the South East currently has 87.2% of schools graded good or better.

### Actions

There have been no new inspections this quarter.

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

Quarter	Target	Value	Status	Aim to	Short Trend	Long Trend
Q2 2021/22	90%	100%	<b>Green</b>	Maximise	STATIC	STATIC

Quarter	Target	Value	Status	Aim to	Short Trend	Long Trend
Q1 2021/22	90%	100%	<b>Green</b>	Maximise	STATIC	STATIC

**Comments**

There have been no new inspections this quarter.

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

Quarter	Target	Value	Status	Aim to	Short Trend	Long Trend
Q2 2021/22	11.4%	20.2%	<b>Red</b>	Minimise	DET	DET
Q1 2021/22	11.4%	19.6%	<b>Red</b>	Minimise	NA	DET

**Comments**

This data is for terms 1 to 4 of the 20-21 academic year. The primary rate is 16.7% and the secondary rate 23.7%.

The statistical release for the 19-20 academic year was cancelled due to the effects of Covid19.

**Benchmarking**

The latest National Persistent absence rates are 13%, with primary at 10% and secondary at 16%.

**Actions**

All schools whose persistent absence is above the national percentage have been contacted and offered support and guidance from the local authority in addressing their persistent absence (PA) – this is not dependant on their purchasing our attendance advisory service.

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

Quarter	Target	Value	Status	Aim to	Short Trend	Long Trend
Q2 2021/22	96%	96%	<b>Green</b>	Maximise	STATIC	STATIC
Q1 2021/22	93%	96%	<b>Green</b>	Maximise	STATIC	IMP

**Comments**

24 out of 25 Local Authority (LA) maintained primary schools are rated good or better, with four graded outstanding, and one requires improvement.





**SEKS4A8 Average attainment 8 score**

Annual	Target	Value	Status	Aim to	Short Trend	Long Trend
2020/21	46.6	NA	<b>NA</b>	Maximise	NA	NA
2019/20	46.6	NA	<b>NA</b>	Maximise	NA	NA

**Comments**

Due to Covid19 there will be no Key Stage 4 (KS4) data for the 19-20 and 20-21 academic year.

## Council Priority: PLACE

### Medway: A place to be proud of

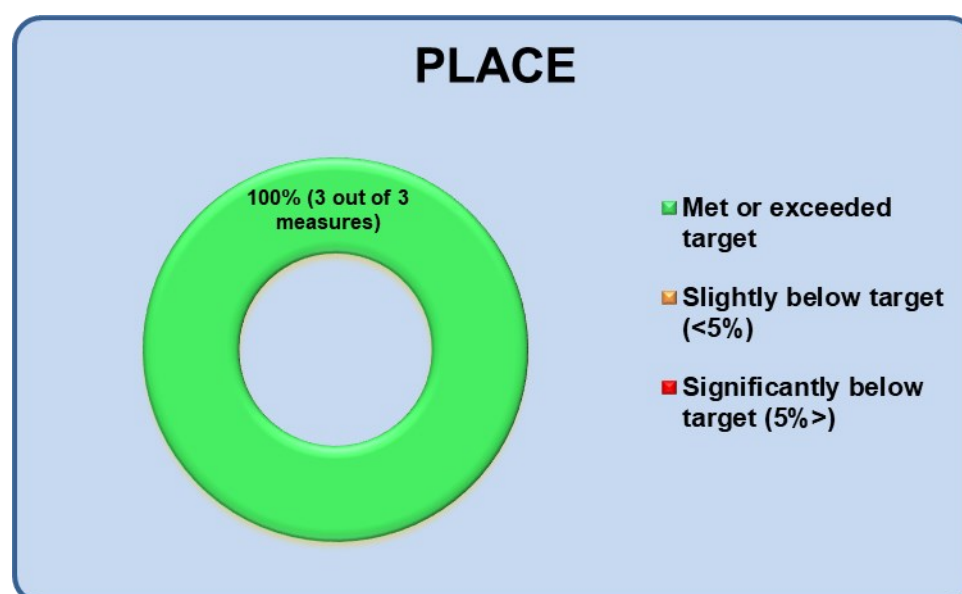
### Performance: Quarter 2 2021/22

#### Key

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

- 0% (0 out of 3\*) improved over the short term (since last quarter)
- 0% (0 out of 3\*) improved long term (average of previous 4 quarters)

\*where data available

**Measures in target (green)**

Code	Status	Measure	Short Trend	Long Trend
GH6 NEW	<b>Green</b>	Satisfaction with parks and green spaces - direct users CP	DET	DET
NI 195a	<b>Green</b>	Improved street and environmental cleanliness: Litter	DET	DET
W6 CP	<b>Green</b>	Satisfaction with refuse collection - Citizens Panel result	STATIC	DET

## Strategic Risks

The quarter 2 21/22 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

### Council Plan Programme: Enhancing the public realm, street scene, parks and green spaces

#### Council Plan Measures

<b>GH6 NEW</b>	<b>Satisfaction with parks and green spaces - direct users CP</b>
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Quarter	Target	Value	Status	Aim to	Short Trend	Long Trend
Q2 2021/22	75%	78%	<b>Green</b>	Maximise	DET	DET
Q1 2021/22	75%	80.4%	<b>Green</b>	Maximise	IMP	DET

#### Actions

There are various projects in the Greenspace Development 21-22 programme including:

- Section 106 play improvements at Cliffe Woods – completed July 2021.
- Section 106 play improvements at Perry Street & Chalk Pit Open Space – completed July 2021.
- Priority Play Capital Programme – refurbishment works at seven play areas in 2021/22 including Crestway, Iona Walk, Whimbrel Walk, Low Meadow, Hamilton Road, Lamplighter Close and Borstal Recreation Ground. Currently

awaiting tender award approval in late October 2021. Works expected to be on the ground in spring 2022.

- Town Hall Gardens (Section 106) improvements – pre-application advice in progress with Planning. This will inform what improvements can take place at the site. Estimate of completion April 2022.
- Cockham Community Parkland (Housing Infrastructure Fund (HIF)) – approved at planning committee in July 2021. Construction due to start summer 2022. Completion end of 2023.
- Berengrave Nature Reserve (s106 improvements) – step/access improvements completed March 2021. New entrance/interpretation signs due autumn 2021. Boardwalk route options are being reviewed and will consult ward councillors following this (October 2021).
- Park Welcome Signs – working with the Communications team on updating sites which have no signs or are out of date with new corporate branding. Design currently in progress.

#### Green Flag Award:

- Judging/mystery shop visits completed at all eight sites and announcement of awards due in October 2021. Sites which would have had a full judging visit this year: The Vines, Hillyfields, Gillingham Park, Riverside and Capstone were allocated to a judge, and we will receive a review/written report of the management plan and a mystery shop visit and report following their visit (May - July 2021). Mystery Shop sites: Broomhill, Great Lines and Ranscombe Farm. Judges visited these sites in July-September 2021.
- Management Plans are being reviewed with the Norse ranger team and will be updated later this year for Capstone and Riverside Country Parks.
- Various improvements in progress as part of the action plans for all sites.
- Summer events have taken place in the five urban parks including wildlife days, bat walks etc.

Other improvement projects this financial year are at various stages including Northcote Recreation Ground (new benches and bollards), Rede Common (working with Friends group on prioritising improvements), The Vines (footpath refurbishment), Cherry Trees (consultation on improvements) and Great Lines Heritage Park (footpath refurbishment).

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

Quarter	Target	Value	Status	Aim to	Short Trend	Long Trend
Q2 2021/22	96.00%	96.00%	<b>Green</b>	Maximise	DET	DET
Q1 2021/22	96.00%	96.66%	<b>Green</b>	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; footbridges, and subways.

During Q2, 96% of streets surveyed were free from litter at the time of the inspections. This is due to a robust contract monitoring programme and a high standard of cleanse being achieved by Medway Norse.

A visual inspection of 50 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.

### Actions

Street Scene Enforcement dealt with a total of 221 deposits on public highways. All were removed within one working day. Evidence was retrieved in 44 cases and were referred to Environmental Enforcement Officers for further investigation. The team also attended to other reports that did not require action including 45 fly tips on private land.

During Q2, 13 Environmental Crime cases were prosecuted at Medway Magistrates Court, and fines and costs totalled £2,450. There are three cases with legal pending prosecutions.

During the quarter, the team conducted five operations alongside Kent Police that resulted in 38 vehicles being stopped and searched.

92 Community Protection warnings have been issued. These warnings are a quick and effective way to deal with Antisocial Behaviour (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 at the end of the appendix.

W6 CP		Satisfaction with refuse collection - Citizens Panel result				
Quarter	Target	Value	Status	Aim to	Short Trend	Long Trend
Q2 2021/22	85%	87%	Green	Maximise	STATIC	DET
Q1 2021/22	85%	87%	Green	Maximise	DET	DET

## 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 2020 the government awarded Medway Council a £9.5m Future High Street Fund investment for Chatham town centre.

The main areas the funds will address are:

- Public realm improvements from The Brook Theatre to the Pentagon Centre, including The Paddock.
- A new Innovation Hub located within the Pentagon.
- The Brook Theatre – funds toward the redecoration, improved facilities and useable workspace.
- St John Church – funding to bring the building back into use for the purposes of meeting spaces and rooms as well as offering community uses.

Work continues at pace across all the projects covered by Future High Street Funding and is currently on programme. In summary:

- Public realm improvements from The Brook Theatre to the Pentagon Centre, including The Paddock: The design work is now complete and works to remove the bus ramp are underway. The public realm improvements are still being designed in conjunction with Planning officers and is progressing very positively.
- A new Innovation Hub located within the Pentagon – The detailed design has commenced following a detailed demand study that was completed last month. This study informs exactly what the specific requirements are for this unit and how these requirements influence the design is being captured by the design team. The detailed design is expected to take approximately six months before procurement of a contractor can commence.
- The Brook Theatre – funds toward the redecoration, improved facilities, and useable workspace: Other funding streams are being considered in conjunction with the Future High Streets Fund (FHSF), with a view to delivering wider improvements across the Brook. The scope of works to be delivered by FHSF has now been refined and contractor procurement is expected to commence early next year.
- St John Church – funding to bring the building back into use for the purposes of meeting spaces and rooms as well as offering community uses: Detailed design has commenced. Meetings with planning, conservation groups and heritage groups are ongoing to ensure a compliant design and planning submission.

## Heritage High Streets Action Zone funding

In April 2020, the Sun Pier to Star Hill conservation area was awarded £1.6m High Street Heritage Action Zone funding from Historic England for regeneration in the area. The focus is on bringing the history and heritage of the area back to life and boosting the local economy by 2024.

The funding will be used to:

- Create a 're-use and re-vitalise buildings' grants programme.
- Develop a cultural heritage and engagement programme in collaboration with the local community.
- Create a framework to guide future development in the area.

In September, the project team collaborated with Sun Pier House and local heritage sites for the Heritage Open Days weekends offering the public opportunities to find out more about their hidden local heritage in locations that are not normally accessible to the public. As part of the Cultural Programme and Community Engagement Programme, funding was contributed to Medway Pride and Festival of Chatham Reach, including funding for Lesbian, Gay, Bisexual and Transgender (LGBT) history walks, a community art wall and maritime history activities.

Opportunities for engagement with students and young people will start in Q3, with a focus on education and skills development.

The team have met with local property owners to discuss potential building repairs and opportunities for bringing vacant floorspace back into use. Several potential Revitalise and Repair grants are currently being scoped with capital works due to commence later this year.

## Programme: Replacing Medway's streetlights

### Council Plan Projects

#### Deliver Phase 2 of the Street Lighting LED Programme for 2021-22

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 Light-Emitting Diode (LED) Programme. The scope of the LED Programme includes:

- 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 2021) by 10%.
- Replacing columns that are beyond design life reduces the risk of structural failure and through including as a block programme of work there are benefits from competitive financial rates due to economies of scale.
- CMS along with being a fault and energy management system also has the scope to function as a platform for SMART Technologies that will support the council's ambitions to be a Smart City.

During Q2 the rollout of the scheme has continued, with lantern replacement increasing in line with the programme and to date:

- 3,375 columns have been replaced (72% completion rate).
- 11,681 lanterns have been upgraded (50% completion rate).
- Lighting designs are being agreed and options for conservation and non-standard lanterns has commenced so that prices can be obtained from a variety of providers and the right lantern at the right price agreed for this workstream. This is to bring both an appropriate, but consistent approach to these lanterns.
- Ongoing programme of publicity updates on the delivery of the programme through social media, press releases and Medway Matters.

## **Programme: Encouraging recycling and maintain clean streets**

**Provide Waste Services who will work with the community to provide a high-quality public environment.**

The Warden Service restructure came into effect from 1 July 2020. Wardens now have specific roles as Animal, Waste, Enforcement and Engagement Wardens.

### **Animal Wardens**

During Q2:

- Total number of service requests for the Animal Warden Service = 219.
- Number of stray dogs reported = 92.
- Number of dogs placed in foster care = 5.
- Number of dogs adopted = 3.
- Number of foster applications received = 30.
- Dogs to rescue = 0.
- Cases requiring assistance from Police Dog Legislation Officer = 3.
- Number of dogs microchipped = 2.
- Number of notices served for non-compliance of Microchipping regulations = 4.
- Community Protection Warnings served = 0.



### **Responsible dog ownership**

The Animal Warden service has led in the planning and organisation of responsible dog ownership roadshow events through the summer, whereby the Environmental Protection, Engagement and Community Safety teams have also attended.

Battersea Cats and Dogs Home and 'Friends of' groups have participated in some of the events.

During the events, the Animal Wardens have been on hand to offer advice and promote responsible dog ownership in the area. Free dog microchipping and free chip checks were undertaken to help ensure that owner details are kept up-to-date.

Education for children on how to interact safely around dogs was also provided using the Kennel Club's Safe and Sound Scheme. This is an interactive game children can play and they can answer scenario-based questions on the subject.

The following events have taken place during Q2, with additional events scheduled in Q3:

- 23rd July 2021 – Gillingham Park.
- 29th July 2021 – Broomhill Park.
- 2nd August 2021 – Capstone Country Park.
- 17th August 2021 – Riverside Country Park.
- 1st September 2021 – Great Lines Recreation Ground.
- 16th September 2021 – The Vines Recreation Ground.

The team have also attended local fun days organised by Housing Associations and Resident Associations. They were present on 11 September at Copperfields Recreation Ground and 26 September at Capstone Country Park and offered microchipping and responsible dog ownership advice.

The team are also working on the fourth edition of our newsletter and have also submitted our Royal Society for the Prevention of Cruelty to Animals (RSPCA) pawprint award application. The criteria have changed this year and further evidence of the work the team are carrying out needed to be submitted.

The Medway Council Stray Dog page has nearly 11,000 followers and is regularly used to promote responsible dog ownership messages and national campaigns. It is also an excellent tool to help quickly reunite dogs with their owners. Within Q2 there have been 38 posts by the team. The team are also posting regular good news stories including unclaimed strays in their new homes. This has generated donations to the Stray Dog Fund which is used to help pay for dogs that come into the council's care.

### **Waste Wardens**

In Q2 the two Waste Wardens have focused on street cleansing service requests and supporting the Monitoring officers with complaint investigation and follow up monitoring. Additional tasks include:

- Additional street cleansing monitoring completed for Strood North and Princes Park; 112 inspections completed in Princes Park and 167 Strood

North. Issues identified logged in Confirm for Medway Norse to action outside Norse's scheduled workloads.

- Proactive monitoring: a monthly schedule of targeted monitoring to identify gaps in mechanical street cleansing rounds (sweepers) recorded on Confirm.
- Street Cleansing Quality Inspection: 100 inspections per month have been completed as part of the scheduled annual NI195 inspection programme. The NI 195 inspections ensure Medway Norse are cleansing to a good standard; 96% of an A/B grade was achieved.
- Increased monitoring of alleyways across Medway. Issues found, such as fly tipping, cleansings, and weeds were logged to Medway Norse to action and correct.
- 41 assisted collections were assessed and set up by Waste Wardens.
- 214 street not clean services requests were received and actioned by Waste Wardens.
- Monitoring of waste collections – 42 spillages were reported direct to Medway Norse to action and remove.
- Additional support from the Engagement Warden was provided in August and September for Street inspections and organic bin issues were raised by the crews.

### **Engagement Wardens**

The Engagement Wardens activities have increased through Q2 as we have been able to get involved more with the public and undertake roadshows and public engagement.

In Q2 the team have increased their partnership working, developing wider links with other teams to include:

- Waste collection and disposal: Wardens continue to undertake weekly 'bring site' visits, checking all areas where recycle bins are located (bottles, textiles, paper and books) to ensure that they have capacity, and the sites are clean. Any issues are reported on Confirm to Norse. The wardens also assist the Disposals team by managing the Household Waste Recycling Centre (HWRC) booking cancellations and authorising and amending van bookings.
- The Engagement Wardens have also taken turns to work with the Contracts Monitoring team to help with projects such as checking that the street cleansing was up to standard for the elections and alley inspections.
- Undertaken projects in Chattenden and Chatham to resolve issues around refuse storage and early presentation of waste.

The Engagement Wardens have been working alongside the Engagement and Recycling officers, undertaking jobs such as:

- Attended the eight 'Responsible dog ownership' events alongside the Animal Wardens promoting the Waste team and recycling services we provide.
- Undertaken the small electrical (WEEE) trial as part of Recycle Week and attended 14 locations to collect 63 items which has diverted them from landfill.
- Written to 481 residents in relation to issues such as refuse out early, fly-tipping, contaminated recycling in flats and community clean ups.

- Attended two Police and Communities Together (PACT) meetings in Hoo and Chatham.
- Assisted with the delivery of food caddies.
- Promotional work, letter drops and projects such as recycling food waste, emergency communications and our climate change agenda.
- Contributing to social media content including food waste initiatives and litter picking campaigns.
- Developing and promoting their own eco-projects.
- The wardens have also attended the three Recycle Week events at the main shopping centres – Hempstead Valley, The Pentagon Centre and Dockside – and assisted the Engagement officers in speaking to residents and delivering supplies.

## Programme: Climate change

### Council Plan Projects

#### Climate change

A 'Climate Change Emergency Motion' was declared by Full Council on 25 April 2019 and the Climate Change Action Plan approved by Cabinet on 8 June 2021.

Key actions across all of the 11 priority areas include:

- Social value statement included in new tender documents over £100k.
- From 30 September, contracts for more than £5m will require evidence of carbon reduction plans.
- Local Plan policies and development frameworks, in support of the climate agenda, have continued to be drafted for inclusion in the Local Plan.
- The Planning Service are working with Neighbourhood Planning groups that are seeking to develop policies for sustainability for their local areas. The Climate Response team have responded to a consultation on the High Halstow Neighbourhood Plan.
- No significant flood events occurred in Q2 or were recorded on the Severe Weather Impact Monitoring System (SWIMS).
- The Climate Coalition awarded £1,500 to support an Electric Vehicle event held in the Rochester Castle Grounds in September 2021, to promote Great Big Green Week. The event was well attended and positively received. 34 charge points have been installed across three council owned car parks and are due to go live in early Q3.
- A total of eight Medway businesses have signed up to the Kent REVS (Realising Electric Van Scheme) which offers any Kent or Medway business the opportunity to try an electric van for two months for free.
- £232k has been allocated via the Capability Fund from the Department for Transport to support active travel initiatives, including the development of a Local Walking and Cycling Infrastructure Plan (LCWIP) and delivery of the Rights of Way Improvement Plan (RoWIP).
- The Light-Emitting Diode (LED) Street lighting upgrade programme has continued: 3,375 columns have been replaced (72% completion rate) and 11,681 lanterns have been upgraded (50% completion rate).

- By the end of Q2, CityFibre have laid over 25,000m of fibre cable and ducting in four wards (Twydall, Rainham Central, Rainham South and Watling) passing over 4,200 premises.
- Of the 53 Medway households which accepted the Solar Together Kent offer, 16 have proceeded to the installation stage. The Medway conversion rate (28%) is higher than the overall Kent conversion rate of 24%.
- The final Heat Mapping and Masterplanning study report has now been issued to the council. The next step is to take it through the democratic process and for the findings and recommendations to be formally recognised.
- Medway Remakery has been launched by Medway Adult Education, running courses to share a wealth of expertise on mending, reusing, recycling and upcycling and reducing landfill waste.
- Medway Adult Education has been promoting a Level 2 Certificate in Understanding Climate Change and Environmental Awareness e-learning course.
- 21 Medway businesses have made a total of 72 environmental pledges against the Medway Healthy Workplace Awards, which include recycling, encouraging car sharing / active travel, cutting food waste, regular servicing of fleet vehicles and reducing workplace energy usage.
- Recycle Week was promoted at roadshows across Medway. A trial of 'pop up' collection points for the collection of small electrical (WEEE) items was introduced as part of our 'Bring it, Don't Bin It' campaign, to encourage residents to reuse / recycle rather than dispose of items in their waste.
- Strood-based Living River Foundation successfully delivered their Slice of Medway: Litterama project, through the council's High Streets Heritage Action Zone project. They created artworks incorporated plastics collected from the River Medway and have displayed them at a number of Medway libraries.
- Public Health have met with Keep Britain Tidy and have agreed to support and promote the Eco schools programme to schools within Medway.
- The Climate Response team hosted two interns this summer. One was successfully appointed to the role of Climate Response Engagement Officer early on in her placement. The other intern supported the delivery of three of the actions in the Climate Change Action Plan.
- A Climate Response Communications and Engagement Strategy was developed and approved in Q2. This includes a 12-month plan of actions. A simplified and digital version of the action plan have been produced. All are available on the Climate Change web pages at [www.medway.gov.uk/climatechangeplan](http://www.medway.gov.uk/climatechangeplan).
- The Climate Response Engagement Officer is developing a programme of events in support of Conference of the Parties 26 (COP26) including a Climate Engagement event in Q3.
- A total of 759 people are subscribed to the Climate Change newsletter which will now be sent out monthly. This is a 23% increase on the previous quarter.
- The 2019/20 carbon emissions assessment has been returned to the consultant for additional checks and clarification.
- First City Hall was held, and attended by 134 children, young people, parents and carers to promote Child Friendly Medway. A strong theme around open spaces, environment and climate change was identified. A Climate Change

themed slot will be included at the next City Hall on 10 November, led by young people.

## **Council Plan Programme: Air Quality**

**Council Plan Project - To co-ordinate and monitor delivery of actions contained within the Council's Air Quality Action Plan**

**Drive the Air Quality Action Plan forward to effect improvement in Air Quality across Medway.**

### **Air Quality Monitoring**

The Environmental Protection Team (EPT) continued to maintain the air quality monitoring network with much reduced officer availability to carry out calibrations, attend to call outs and change diffusion tubes. This has helped to maintain high levels of data capture across our monitoring sites.

### **Annual Status Report**

The EPT submitted the 2021 Annual Status Report to Defra on time and are currently awaiting the appraisal feedback report.

### **Air Quality Communications Strategy**

The EPT team secured a free online Electric Vehicle training session for staff, run by the Energy Saving Trust during July.

### **Taxi and Private Hire project**

The EPT are working with the Energy Saving Trust to deliver a free online session for taxi and private hire drivers on electric vehicles, with the opportunity to test drive a vehicle locally. We are awaiting confirmation of dates for this, which is expected to take place in Q3.

### **Kent & Medway Air Quality Monitoring Network**

Following a procurement exercise (led by Tunbridge Wells Borough Council), a contractor has been appointed to run the monitoring network for a period of three years (from April 2021) with an option for two 1-year extensions. The new contract includes the provision of a brand-new public facing website (KentAir) which will be critically important to ongoing work the team carry out on awareness raising of air pollution. The new website went live on 1 April 2021 containing core functionality, including current and forecasted air quality levels, a free pollution forecast service and access to monitoring.

Following launch the refreshed and rebranded Care for Air educational toolkit has now gone live on the website.

A range of additional changes/enhancements are likely to come forward in the next quarter once they have been finalised and approved, including a brand new KentAir logo and a range of additional pages with supporting information on air quality, including the associated health impacts and sustainable transport.

The website redesign is being led by a member of the team on behalf of all partner authorities.

### **Public Events**

The team supported the Rochester Electric Vehicle event on 24 September and Wild About Capstone event on 25 September.

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

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

#### **Council Plan Projects**

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

Although the council were disappointed not to have been shortlisted for UK City of Culture 2025 the bid process has highlighted how much Medway has to be proud of, including our extraordinarily talented creatives. The work the Bid team has done over the past 18 months has helped to establish new partnerships both within the creative industry and with residents and brought the wider community even closer together. The competition has shone a spotlight on Medway, all that we have to offer and what we are capable of when we come together.

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

Creative Medway is a bold vision that speaks to Medway's broadest aspirations to put culture centre stage. This 10-year Medway-wide community partnership strategy is a shared ambition, built on extensive engagement, demonstrating how important culture is to Medway's future.

This pioneering partnership model establishes a new cultural strategy and a creative compact. A compact is a way to realise the ambition of Medway's creative sector, that in the short-term shapes opinions and behaviours and in the long-term positively transforms Medway.

For Medway Council this partnership embeds culture within our priorities, developing a consistent cross-council approach. It provides a collaborative framework that secures Medway's cultural and creative landscape for present and future generations.

The governance and delivery model for the strategy is called Creative Medway. This independent partnership is made of three components: Compact; Working Groups; and Congress. They are all open to everyone to participate in at a level and to a degree which suits them best.

Creative Medway Compact is responsible for driving the strategic ambition, the overall delivery and for being a strong advocate for Medway's culture. It is made up

of champions from five working groups and key partners from interconnected sectors: education; business; voluntary; health and wellbeing; and the local authority.

In Q2, Creative Medway Compact's second meeting (its first face-to-face meeting) was held on 14 July and followed a series of working group meetings that were held in June. At this meeting the next six months' priorities were agreed. These are governance and legal status, increasing visibility and action planning.

Medway Council's Culture team continues to support the Creative Medway Chair, the Compact, and the theme groups (Connectivity, Shared Ambition and Community Engagement) as plans are made to deliver Creative Medway.

The Culture team finalised and submitted an Arts Council England (ACE) application to support the Compact in its first year, paying for the time of non-salaried freelancers and representatives of small organisations, and providing some resource to begin public engagement with the new strategy. This bid was unsuccessful, but since the announcement that Medway is a priority area for ACE over the next 10 years, an alternative offer of strategic funding was made by them to support some of the developmental work in the original bid and to enable work on a subsequent bid for more delivery/engagement work once the Creative Medway Compact is established. Additional funds and resources are being actively pursued such as the dual remit of a new freelance post to support both the Additional Restrictions Grant (ARG) Fund rollout and Creative Medway.

The Culture team attended the final Open Space meetings for the theme groups – Connectivity, Shared Ambition and Community Engagement – early in this quarter and has also attended the Cultural Compact Executive meetings.

The Culture team has recently appointed a Culture Development Assistant and a Culture Development Officer. These new team members will attend some of the Theme Group meetings to offer specific support from the Culture team, meaning that Creative Medway will receive more consistent support from the Culture team going forward.

### Successful outdoor events programme

Q2 saw the delivery of many events as part of the Covid19 safe alternative programme, delivered in partnership with local organisations.

#### **Festival at the Fort, 14 & 15 August, Fort Amherst**

In partnership with MidKent College, Glassbox Theatre and Fort Amherst Trust the festival had 1,000 people attend in the first in-person festival to be held in Medway since the pandemic. The festival had a range of high-quality performances and activities in the amphitheatre and in areas around the Fort in a relaxed and family friendly atmosphere with one visitor saying:

"I have lived in Medway 30 years, and this is the first time I have come up to Fort Amherst".

### **Electric Medway, 21 to 31 August, Live and online across Medway**

In partnership with Sparked Echo and supported by Arts Council England and Creative Estuary, this digital festival worked with over 50 artists and cultural organisations to create over 100 events that took place live and online over its 10 days. This included: a specific young people strand across our libraries; Medway Hack – a series of live playspace events where you could learn about immersive technologies; and five ‘Conversations’ – a collection of stimulating discussions led by local and international speakers, that explored digital culture and creativity.

### **Medway Festival of Literature, 21 to 28 August, Across Medway**

Led by the Library Service the festival offered events for all ages and a mixture of performance, workshop and have-a-go events all celebrating reading and an escape into the world of the imagination. All the events were much enjoyed by those that attended. Across the 14 events that took place, many of the events were booked to capacity, with 82% capacity achieved overall.

### **Medway Pride, 21 August, Doust Way, Rochester**

In partnership with Medway Pride Community Interest Company (CIC) and supported by Countryside and Hyde Housing over 1,000 people attended Medway’s first Pride event. The festival included a main stage with high-quality performances including Drag Race UK star River Medway, arts and craft workshops, over 30 stalls from local services and organisations including Kent Police and Kent Fire and Rescue. The festival also had activities taking place around the main event including Lesbian, Gay, Bisexual and Transgender + (LGBT+) history walks, an exhibition at Intra Arts that was also part of Electric Medway and a comedy night and river trips.

The festival generated regional and local television and radio coverage.

### **Gillingham POW!, 28 August to 31 October, Gillingham High Street**

Our Gillingham High Street takeover in partnership with MESS ROOM and Mark Barnes launched on 28 August. Along with other local artists they have created a public gallery that fills the high street with artworks themed on:

- Local legends and heroes.
- Everything that makes Gillingham special.

Each piece has been specially commissioned to bring this exciting new cultural offering. The artworks are available to see in and around Gillingham High Street.

### **Welcome to Cloisterham, 30 August, Rochester Castle Gardens**

In partnership with Wordsmithery this was a free day-long celebration of Charles Dickens' life and work with a 21st century twist. This relaxed, bring-a-picnic event attended by 2,500 people took place in the Castle Gardens at Rochester on a rather cold and grey Bank Holiday Monday.

The programme was made up of an exciting line-up of prize-winning writers and poets who delighted audiences performing over four distinct areas of the gardens. There were lots of activities for children including puppet making, Anne Pratt’s Botanical Tattoo Studio and a Dickens themed treasure hunt. We await the final evaluation report, but one visitor commented:



"The event was exceptionally well planned and executed with a refreshing approach to a classic literature figure."

### **Rochester Castle Concerts, 17 to 19 September, Rochester Castle Gardens**

Rochester Castle Concerts were delivered by AGMP for the first time after being delayed four times because of the pandemic. Over 11,000 people attended the three concerts. There were some issues with counter-terrorism barriers and road closures around the castle with Traffic Management and Events teams having to work closely with the promoters to rectify some issues. The social media response has been very positive about customers' experiences of this new model of delivery and even though there have been many lessons learnt, the promoters are keen to build on their experience and move forward with plans for future years.

### **Festival of Chatham Reach, 18 & 19 September, The River Medway and Sun Pier House**

In partnership with Sun Pier House and Tiller and Wheel, this wonderful event had a country fayre atmosphere that focused on the heritage of River Medway and river vessels, with activities located alongside and on Sun Pier in Chatham. Over 4,000 people attended the festival with over 650 free trips with Edith May and Jet Stream Tours and over 100 people went on four fully booked river heritage walks. In the lead up to the festival, 36 young people from three schools and a Pupil Referral Unit had a bespoke sailing trip on the Edith May sailing barge.

### **Medway Pavilion – TOGETHER, 24 September to 10 October, Chatham Riverside**

In partnership with Lucid Creates and co-commissioned with Culture Liverpool, Together launched on 24 September. A spectacular new light art pavilion saw 200 people gathering to see the artwork illuminated. The public are being asked to contribute memories of Medway. These are then weaved into the piece as the written words of the stories will move around the video screens on the inner face of the three rings, intertwined with moving visuals.

All relevant events are being supported by the Events team and plans are reviewed by the Safety Advisory Group (SAG) to ensure they are meeting current government Covid19 guidelines.

### **Medway brand recognition**

The Medway Rapture Gaming and Creative Festival was held on 3 and 4 July at the Dockyard. The event was an amazing success, attracting 3,000 visitors to the festival.

This event was a 'taster' event considering the pandemic and current restrictions, with a larger full scoped event being planned for 2022.

Fragers Limited, the Gaming company, delivered a safe event and worked with several local partners and organisations across Medway to put on this amazing offer in Medway.

## 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 Chatham Historic Dockyard (CHD), 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 project will include a significant extension of the original property that will ensure the creation and safeguarding of upwards of 272 jobs, assist up to 8,000 learners, provide business support for up to 40 business, and create vital new creative workspace and research and development facilities.

### Ownership and acquisition

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

Further consideration as to the key principles regarding the acquisition and sub-lease, the key risks borne by each partner and the future operational considerations has been discussed and it has been agreed that the council will not be part of a Special Purpose Vehicles (SPVs) for The Docking Station going forward.

### Development and design

The procurement via an architectural design completion, led by the UoK Procurement team is now complete with Feilden Clegg Bradley LLP being selected.

### Fundraising and business planning

In-mid June, Medway Council submitted a £14.4m bid to the Ministry of Housing, Communities & Local Government's (MHCLG's) Levelling Up Fund. This is part of our Chatham package (up to three multiple complimentary projects) on the strategic theme of 'Culture'. The three parts of the connected package are:

- The full refurbishment of The Brook Theatre (£6.5m).
- Fitting Rigging House (South) transformation into creative workspace hub (£2.2m).
- The creation of The Docking Station as a new cultural and creative education and incubation hub (£5.7m).

These three cultural projects reinforce and align with each other and the stated priorities of the Levelling Up Fund.

A project manager has been engaged by the UoK and she starts in October and will focus on business development, fundraising and stakeholder management. MC are

supportive of a Cultural and Creative Industries Additional Restrictions Grant (ARG) application being submitted to support the business development work.

## Child Friendly City

In Q2 we have continued to prioritise consultation with children and young people to help form our plans for Child-Friendly Medway. Following our survey, we have started running focus groups led by the agency Tonic, who designed our survey, to unpick some of the emerging themes to better understand the needs and wants of children and young people. We have continued to run focus groups through the Public Health team in schools and youth organisations to get as many children and young people's voices represented in our plans for Child-Friendly Medway as possible. We are still working with young people to understand their needs and will be forming our aims, goals, vision, and action plan in Q3, and launching the Child-Friendly Medway initiative in January 2022.

We held our first City Hall in Q2, attended by 134 children, young people, parents, and carers. The focus of our first event was to listen to children and young people and hear their ideas on how we could make Medway more child friendly. To capture these ideas young people led two mind-mapping exercises.

### Key themes discussed

- Health & Wellbeing
- Facilities
- Transport
- Events
- Sports
- Activities
- Poverty
- Environment
- Safety
- Culture
- Creativity
- Media
- Education
- Housing
- Open Spaces
- Community Spaces
- Kindness

As part of our first event, we also ran a transport exercise with the Sustainable Transport team to consult children and young people on the new transport plan and capture their priorities. Medway Youth Council, Medway Youth Parliament and the Youth Service all presented on how young people could get involved in their programming and activities.

We also launched our website in September. As well as promoting the new child-friendly initiative, this also brings together existing services offering to support children and young people.

Our 'Seeing is Believing' initiative launched with Free Drop-In football in six parks across Medway for eight weeks. This project has been a great success and we have engaged hundreds of young people to promote healthy weight and giving them positive opportunities to connect in their local open spaces which ties in with both the Public Health and Climate Change initiatives. We have extended this project and it is running until 30 October.

In addition, we have also provided two free soft play Playhouse events at the Pentagon Shopping Centre engaging hundreds of children and parents. We also sponsored face painting at the Medway Mile. We use all these programmes as an opportunity to engage children, young people, parents and carers on how we can make Medway more child friendly. We have received thousands of ideas and are currently creating a database to help shape our plans and actions for Child-Friendly Medway based on the wants and needs of children and young people.

We also have a Child-Friendly Post-Box window display at the Pentagon Shopping Centre that is generating a lot of interest about the Child-Friendly Medway initiative.

### **Q3 – Next Steps:**

Focusing on prioritising our plans for Child-Friendly Medway – including pillars, key priorities and action plan and branding.

### **November City Hall:**

- We will have a climate change theme to tie in with Conference of the Parties 26 (COP26), working in partnership with the Climate Change team.
- Child Friendly Medway Activity – that will prioritise our plans for Child-Friendly Medway – including pillars, key priorities and action plan. This will be used to formulate our Child Friendly Medway action plan for the January launch.
- Young people asked for free opportunities, specifically a comedy event – to start the event we will have a special performance from The Noise Next Door.
- City status consultation activity.

### **Seeing is believing**

We will be running a wide array of programming that has been influenced by young people's requests for programming. We will also be doing some targeted work to narrow the gap for young people from areas of higher deprivation.

### **Universal:**

- Free Drop-In Football – Running until 30 October in six parks across Medway.
- In October we are sponsoring three school prizes as part of the Climate Change teams October Walk to School Challenge for COP26. Each winning school will receive a special presentation by Kent Wildlife Trust.
- Title Sponsor for the Mini Youth Games for the 2021/22 school year.
- Sponsoring the Swimming Charter for Schools for the 2021/22 school year.
- Post-box Creative Workshops with Nucleus Arts.
- Free Cinema Event at MidKent College and activities featuring three films.
- What Matters to them - MidKent College student event with 300 students and Medway Councillors in November.

**Targeted:**

- October Half-term – Fit & Fed at Luton Primary School and Kingfisher, Chatham.
- October Half-term – Swimming Crash Courses/Learn to Swim for 120 children and young people on free school meals.

**Successful delivery of Theatre31**

A £1m Youth Performance Partnership Fund (YPPF) Arts Council funded youth theatre and performance project is running across Medway and Sheppey until December 2022. The bid was submitted by Medway Council on behalf of Medway and Sheppey Local Cultural Education Partnerships (LCEPs). The project will be managed and delivered by Icon Theatre, supported by Young Artist Collective, Steering Group and Project Board.

Planned delivery has resumed in-person post-lockdown but where appropriate has retained some online/digital participation opportunities, as it has been found to reduce barriers to attendance such as finance, transport, fitting in around homework and other clubs.

This quarter saw the first live, in-person activities in over a year, including open-air Drama Taster Days and Play in a Day projects in local parks over the summer holidays. School assembly visits and theatre shows in playgrounds were also offered before the schools broke up. These outreach offers were designed to be delivered in a Covid19-safe way, outdoors in fresh air and in large spaces where social distancing was possible. They were well attended and have resulted in more young people being introduced to Theatre31 and new membership for the Theatre Bases (weekly youth theatre clubs) that started up at the beginning of September.

Icon Theatre have made good progress in developing links with the Light Nights event (young people from Theatre31 will perform during this event), High Street Heritage Action Zone (HSHAZ) Cultural Consortium (discussions are underway about a large-scale co-commission event on the Intra footprint in summer 2022), the Prison Library Service (poetry/play writing/spoken word performance with young offenders) and D-Live (developing Deaf-accessible workshop and performance opportunities).

We have fallen behind schedule for funding drawdowns from Arts Council England (ACE). ACE have therefore agreed to us drawing down a large lump sum of £500k at once to bring us back on schedule.

After reviewing it is now not considered possible to deliver everything on the delivery plan by the original end date (end June 2022). As a result of the knock-on effect and delays due to Covid19, it is necessary to continue some elements of delivery to October 2022, followed by an evaluation period to December 2022. This will involve three members of Theatre31 staff team working for an additional four months. There is sufficient contingency within the budget to cover the cost of this.

Despite the challenges of Covid19, the project is performing well and has surpassed many of the key performance indicators (KPIs) for the total two-year project in Year 1 alone. Of the required 2,000 participants, they have worked with over 6,000. Of the three required Youth Theatre Bases, they have now established five.

Icon is using their experience and evidence from their work on Theatre31 to strengthen their application for the next round of ACE's NPO (National Portfolio Organisation) bids. Should they be successful in their bid for NPO status, there are several strands of Theatre31 work they will commit to continuing as a legacy of the project.

### **Dissemination of Medway 2035 and implementation of the Regeneration Delivery Plan**

Medway 2035 continues to form a strong strategy base for funding applications. The revision of this strategy is now underway. An Invitation to Tender (ITT) has been issued to appoint consultants to refresh and re-issue the Medway 2035 Strategy. Preparation is underway to assess tenders and manage interviews. An appointment and induction meeting are planned for the selected consultant in Q3.

### **Drive the success of the Medway Champions programme signing up new champions, encouraging use of the place branding and support for Medway PR initiatives**

The Medway Champions has pushed its scheme again on social media to raise their profile and attract additional members to the group – nine new members were attracted with this activity increasing champion numbers to 221.

The council have worked in partnership on a regional campaign to promote the Additional Restrictions Grant (ARG) grants and Medway for Business wider services to our business landscape. The campaign went live on 16 June for six weeks and saw a total of 5,504 web page views and 722 people click on the form.

The champions met for the first-time face-to-face since the pandemic outbreak in September at the Commissioner's House, Chatham Dockyard, with over 45 people attending.

Guest speakers were:

- Richard Morsley – Chief Executive Officer (CEO), Chatham Dockyard.
- Paul Wells – Medway Non-Visible Disability (NVD) Initiative.

The next Champions meeting will be face-to-face again at the Fire Station Brasserie that recently re-opened.

Partners Meetings that have occurred:

- Kent Business School – August.
- University of Kent – August.
- Fresh Food production / Horticulture Consortium – September.
- Locate in Kent – September.

Social media platforms are all performing with increased engagement and followers considering that the growth is totally organic.

Platform	June 2021	October 2021	Percentage Change
Instagram	1,084	1,153	6%
Facebook	484	578	19%
LinkedIn	102	119	17%
Twitter	888	984	11%

### **Recruit stakeholder support for Medway on the Map**

As the government restrictions have been lifted, our communications priorities have been focused on supporting our services in their recovery and focusing on reshaping our Medway on the Map priorities. This work will resume as part of our Medway on the Map action planning and as we build stakeholder support for the city status bid.

We have also been keeping stakeholders up-to-date on developments in Medway through email communications and newsletters.

### **Active PR programme in local, national and self-owned channel to get the message across about Medway, our vision and achievements and our regeneration programme**

The Press Office has continued to provide a professional, proactive and reactive media service throughout Q2.

The Press Office has responded to 128 media enquiries between 1 July and 24 September from local, trade and national press. During this quarter we have responded to 11 enquiries regarding whether Medway would be taking in any families from Afghanistan and answered several follow-up questions from the Medway Messenger following press releases announcing updates to our regeneration programme such as Innovation Park Medway.

The office has also facilitated 23 media interviews since 1 July. This includes a variety of radio and TV interviews on several topics including Medway's summer festival programme, Medway Pride and Olympic champion Adam Peaty visiting Strood Sports Centre.

Medway's Director of Public Health continues to regularly feature on BBC Radio Kent to update listeners on the local, county-wide and national coronavirus picture, although these interviews have now been scaled back to monthly.

Between 1 July and 24 September, the Press Office has issued 66 press releases.

In the same period in:

- 2020, the Press Office issued 92 press releases (providing updates on services during the pandemic).

- 2019, the Press Office issued 47 press releases.

The list below shows the variety of press releases issued over the last quarter:

- Rochester Christmas events press release
- Medway Mile
- Medway's Summer of Sport
- Summer events programme
- Medway Lottery
- Works starting on Medway City Estate
- Road safety tips as children go back to school
- Infrastructure works begin at Innovation Park Medway
- GCSE and A-Level comments

## **Programme: Medway a Smart City**

The Smart City strategy has now been drafted to dovetail with the Council key objectives to cover the following themes:

- Smart Place
- Smart People
- Smart Growth

Due to the Transformation Board agenda focusing on projects to address the 2022/23 budget gap, the Smart City strategy item has been deferred to the November 2021 Transformation Board.



# Prosecutions and Sanctions

FPNs ISSUED	2019/20					2020/21					2021/22				
	Q1	Q2	Q3	Q4	YEAR TOTAL	Q1	Q2	Q3	Q4	YEAR TOTAL	Q1	Q2	Q3	Q4	YEAR TO DATE
FLYTIPPING	1	5	8	5	19	3	10	4	8	25	10	8			18
FAILURE TO PRODUCE DOCUMENTS								3		3	32				32
SCRAP METAL												1			1
LITTER	19	12	6	1	38	5	8	4	6	23	13				13
TRADE WASTE		4	1	1	6							5			5
FLY POSTING															
SMOKE FREE	2				2										
BREACH OF A COMMUNITY PROTECTION NOTICE	1	2	3	1	7		3	1	2	6	1				1
UNLICENSED WASTE CARRIER		1			1			1		1					
HOUSEHOLDER DUTY OF CARE						3	4		2	9	3				3
COMMERCIAL DUTY OF CARE							3		1	4					
<b>TOTAL</b>	<b>23</b>	<b>24</b>	<b>18</b>	<b>8</b>	<b>73</b>	<b>11</b>	<b>28</b>	<b>13</b>	<b>19</b>	<b>71</b>	<b>59</b>	<b>14</b>			<b>73</b>

## District Enforcement

<b>DISTRICT ENFORCEMENT ISSUED FPNS</b>	<b>Q3 19/20</b>	<b>Q4 19/20</b>	<b>Q1 20/21</b>	<b>Q2 20/21</b>	<b>Q3 20/21</b>	<b>Q4 20/21</b>	<b>Q1 21/22</b>	<b>Q2 21/22</b>
LITTER	1,386	899	157	2,236	2,054	1,624	1,532	1,597
DOG FOULING	11	9		1		1	3	
DOGS ON LEAD	1	1		1			1	
<b>TOTAL</b>	<b>1,398</b>	<b>909</b>	<b>157</b>	<b>2,238</b>	<b>2,054</b>	<b>1,625</b>	<b>1,536</b>	<b>1,597</b>

## 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	2019/20					2020/21					2021/22				
	Q1	Q2	Q3	Q4	YEAR TOTAL	Q1	Q2	Q3	Q4	YEAR TOTAL	Q1	Q2	Q3	Q4	YEAR TO DATE
FLY TIPPING		2		1	3		1		1	2	2	8			10
DUTY OF CARE FOR WASTE	1			1	2				1	1	2	5			7
LITTER	1				1						1				1
FAILURE TO COMPLY WITH S108 NOTICE	4	1		5	10				2	2	1				1
UNTIDY LAND		1			1						1				1
VEHICLE SALES/REPAIR															
FAILURE TO COMPLY WITH CPN		1	1		2							1			1
UNREGISTERED WASTE/SCRAP	1	1	1	2	5				7	7		1			1
SMOKE FREE			1		1										
<b>TOTAL</b>	<b>7</b>	<b>6</b>	<b>3</b>	<b>9</b>	<b>25</b>		<b>1</b>		<b>11</b>	<b>12</b>	<b>7</b>	<b>15</b>			<b>22</b>

<b>REPORTED IN PENTANA</b>			<b>2</b>		<b>24</b>					<b>9</b>					
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# Council Priority: GROWTH

## Maximising regeneration and economic growth

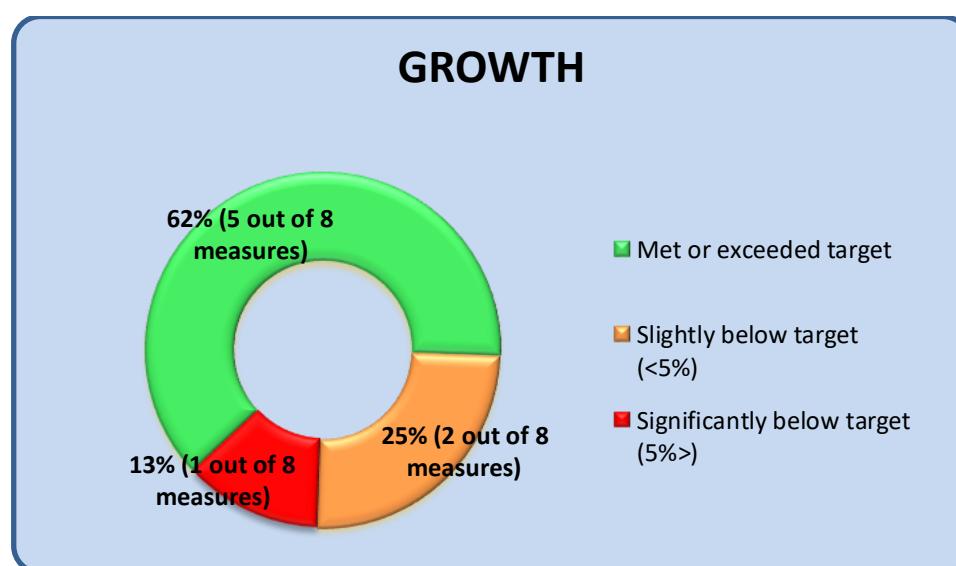
### Performance: Quarter 2 2021/22

#### Key

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

### Council Plan measures: summary performance

There are 11 Council Plan measures for this priority. We are reporting on 8 this quarter as data is not available for 2 measures and 1 is data only.



#### Improved performance

- 44% (4 out of 9\*) improved over the short term (since last quarter)
- 56% (5 out of 9\*) improved long term (average of previous 4 quarters)

\*where data available

#### Measures in target (green)

Code	Status	Measure	Short Trend	Long Trend
ECD13	<b>Green</b>	% of square footage let at Innovation Centre Medway (ICM)	DET	DET

Code	Status	Measure	Short Trend	Long Trend
ECD20	<b>Green</b>	% Of square footage let in council owned business units	IMP	IMP
NI 156	<b>Green</b>	Number of households living in temporary accommodation	DET	IMP
HC3	<b>Green</b>	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	<b>Green</b>	Number of private sector properties improved because of the Council's intervention	IMP	IMP

#### Measures slightly below target (amber)

Code	Status	Measure	Short Trend	Long Trend
MAE 2	<b>Amber</b>	Medway Adult Education % Retention rate (Q4 2020/21)	DET	IMP
MAE 3	<b>Amber</b>	Medway Adult Education Achievement rate (pass rate) (Q4 2020/21)	DET	DET

#### Measures significantly below target (red)

Code	Status	Measure	Short Trend	Long Trend
NI 117(16-17)	<b>Red</b>	The percentage of 16–17-year-olds who are not in education, employment, or training (NEET)	IMP	DET

#### Data only measures

Code	Status	Measure	Short Trend	Long Trend
GVAPJ M	<b>Data</b>	GVA per job - Medway (2019/20 annual)	IMP	IMP

#### Measures not available this quarter

Code	Status	Measure	Short Trend	Long Trend
NI 154	<b>NA</b>	Net additional homes provided (2020/21 annual)	NA	NA
NI 167 NEW	<b>NA</b>	Average journey time along 5 routes across Medway (mins per mile) (2021/22 annual)	NA	NA

## Strategic Risks

The quarter 2 2021/22 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	65	Delivering regeneration	Director of Place and Deputy Chief Executive	BII	L – high I – major
SR35	71	Homelessness	Assistant Director Culture and Community	CIII	L – significant I – moderate
SR50	86	Delivering £170m Housing Infrastructure Fund (HIF) programme	Assistant Director Regeneration	CII	L – significant I – major

## 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	Short Trend	Long Trend
Q2 2021/22	90.0%	98.44%	<b>Green</b>	Maximise	DET	DET
Q1 2021/22	90.0%	100%	<b>Green</b>	Maximise	DET	IMP

#### Comments

The Innovation Centre continues to perform well with over 98% occupancy. The only empty office is due to be occupied on 8 October. This will leave only two My Desks vacant.

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

Quarter	Target	Value	Status	Aim to	Short Trend	Long Trend
Q2 2021/22	90.0%	93.52%	<b>Green</b>	Maximise	IMP	IMP
Q1 2021/22	90.0%	92.55%	<b>Green</b>	Maximise	IMP	IMP

### Comments

Overall, the four properties continue to perform well with over 93% occupancy.

The Innovation Centre has 98% occupancy which will raise further with a new tenant due to arrive at the start of October. This will leave only two My Desks vacant. Activity levels are returning to pre-Covid19 levels.

The Innovation Studio site has 100% occupancy having had two new tenants in the quarter. Containers continue to be well occupied with 16 out of the 17 lettable containers occupied.

Pier Road has 92% occupancy with 10,020 square feet out of a potential lettable space of 10,920 square feet and 26 of the 29 units occupied. Two of the vacant units are being prepared for letting with potential new tenants on a waiting list. The other vacant unit requires a new ceiling and will not be available to let for some time.

Hopewell has 86% occupancy with 9,704 square feet out of a potential lettable space of 11,318 square feet and 18 out of 23 units let. Two of the vacant units have applicants.

### GVAPJ M GVA per job - Medway

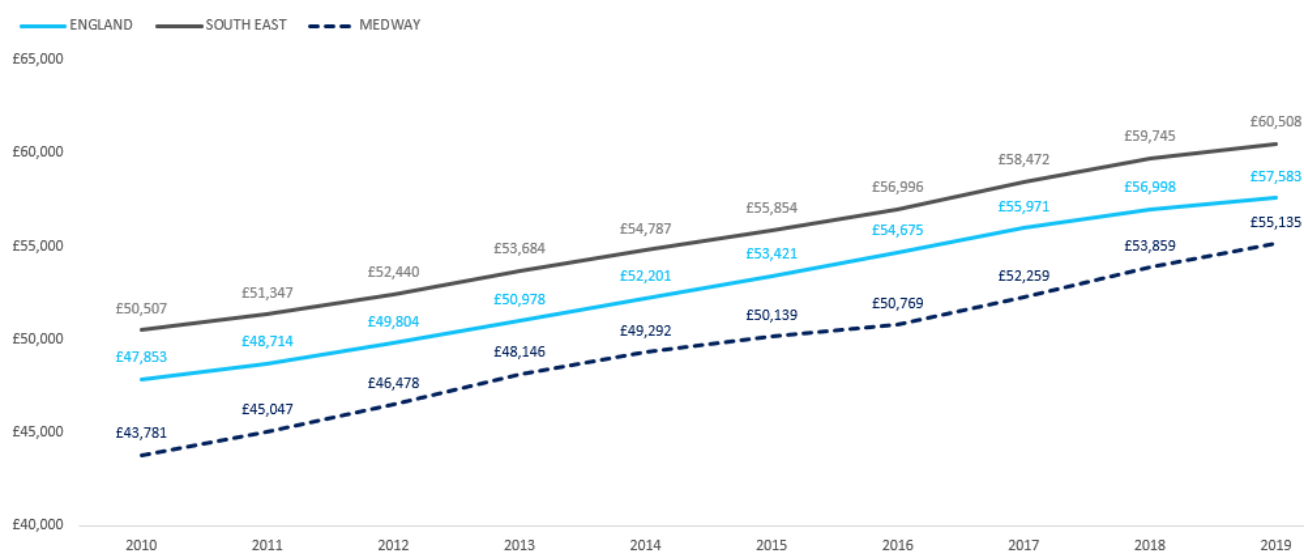
Annual	Target	Value	Status	Aim to	Short Trend	Long Trend
2019/20	Data	£55,135.00	<b>Data</b>	Maximise	IMP	IMP
2018/19	Data	£53,859.00	<b>Data</b>	Maximise	IMP	IMP

### Comments

This data is published by the Office of National Statistics (ONS) and is normally released in December each year in arrears. ONS reported in December 2020 that the publication date for 2019 data would not be available until May 2021. The 2019 data was not released until the end of July 2021.

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

## Benchmarking



## Actions

Medway GVA per job is currently 7.8% lower than England; a 4.3 percentage point improvement from 2010 where Medway was 8.5% lower. From 2015 to 2019, Medway's GVA per job has increased by 10%, which is above England (7.8%) and the South East (8.3%). From 2010 Medway has increased by 25.9%, ahead of England (20.3%) and the South East (19.8%).

## 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 Q2 the council continued to administer 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 Q2 has resulted in the delivery of 564 grant awards to local businesses, for a total value of £2,995,245.

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

In Q1 2020/21 the Kent Invicta Chamber of Commerce introduced a Business Advice Line which was supported by Medway and other Kent local authorities. The advice line has achieved its objective of giving assistance with accessing government support and grants and is no longer active. A total of 8,785 advice line support calls were received from Medway businesses.

The contract with Kent Invicta Chamber of Commerce ended in September and we are looking to re-procure by the end of the financial year. However, we continue to support businesses in Medway through the Kent and Medway Growth Hub. The Kent and Medway Growth Hub helps deliver our Partners for Growth (PFG) grants for



start-ups in Medway. This includes business planning workshops, one-to-one advice and a £500 grant or £1,000 if moving into a commercial space.

### 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.

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).

Southern Site – work has commenced to deliver the infrastructure and this is expected to be completed in March 2022. Marketing of the site has commenced through the council's agents and the IPM website has gone live. It is anticipated that interested parties will submit their interest by early November, with a view to Cabinet deciding on the occupier in January 2022.

Northern Site – archaeological issues have delayed the commencement of the infrastructure works which are now due to start in January 2022. Marketing will also commence in January with the first parties expressing an interest and expecting to be chosen in summer 2022 with building works on the plots commencing in February 2023.

## 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	Short Trend	Long Trend
Q2 2021/22	2.6%	3.2%	Red	Minimise	IMP	DET
Q1 2021/22	2.6%	3.4%	Red	Minimise	STATIC	DET

#### Comments

Data is for August 2021. The rate of Not In Education, Employment or Training (NEET) 16- and 17-year-olds is 3.2%. This represents 208 young people. This is

averse to target, however contextually there is a considerable improvement in performance.

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

In August 2020 4.1% of 16- and 17-year-olds, 257 individuals, were NEET. Year-on-year there has been a 22% improvement the proportion of young people who are NEET. There are currently 49 fewer 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 2.7% which represents 383 individuals. In August 2020 there were 510 children whose activity was unknown; this was 4%. As such, compared to last year this statistic has improved by 33%.

It is normal for a reduction in the rate of Not Knowns to raise the rates of NEET as often the young people 'found' are NEET. The reduction improvement in both rates, compared to last year, shows a success in both the service's ability to track young people and in improving their outcomes.

### Benchmarking

Nationally the rate of NEET is at 3.1% for August and has improved by 9% compared to last year. It is 2.7% in the South East, having also improved by 13% compared to the same point last year.

The National rate of Not Knowns is 5.6% and the rate in the South East is 4.4%. The national rate has improved, compared to last year, by 20% whilst the South East has remained static.

Nationally the combined NEET/Not Known percentage is 8.7% and in the South East it is 7.1%. As such, Medway is better than both National and the South East. Kent's combined rate is 7.8%. The positive rate of change in Medway is better than the National or South East rate of change.

	Medway August 21	Medway annual rate of change	National August 21	National annual rate of change	South East August 21	South East annual rate of change
%NEET	3.2%	+22%	3.1%	+9%	2.7%	13%
% Not Known	2.7%	+33%	5.6%	+20%	4.4%	No change
Combined	5.9%	+27%	8.7%	+16%	7.1%	+5%

### Actions

While there remains a lot of work to do in supporting young people who are NEET, the Information, Advice and Guidance (IAG) team have made significant improvements in reducing the number of young people whose destination is unknown. Work continues with the Business Intelligence (BI) and Systems team to

improve the data quality position. The IAG team have recruited a data analyst who started in September whose role will be to maintain the quality of data held by the council. BeYourself has been refunded having achieved a 75% positive progression. The process is underway to recruit a second worker and the programme is due to start in November. Monitoring from the beginning of the new academic year will show an increase in NEET and Unknown while destination tracking will take place between September and December, ready for the first submission date.

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

Quarter	Target	Value	Status	Aim to	Short Trend	Long Trend
Q2 2021/22	150	223	<b>Green</b>	Maximise	IMP	DET
Q1 2021/22	35	214	<b>Green</b>	Maximise	IMP	IMP

#### **Comments**

Figures shown are for April to August only. September figures will be received in mid-October.

During July and August there has been one successful inward investment. Three jobs were created, and one job safeguarded. This was achieved by our contracted inward investment agency, Locate in Kent.

We are continuing to see a decrease in new workplace tenancies across a range of the council managed workspaces. This is because units are limited at Pier Road and Hopewell Business Centre.

#### **Actions**

In addition to this, the Economic Development team continues to focus on the development and administration of Medway Council's Additional Restrictions Grant (ARG) scheme. Through the ARG scheme, central government allocated Medway Council £7.9m to support businesses through future national lockdowns from December 2020 to March 2022. To date, 564 businesses have been supported through this scheme, totalling £2,995,245.

## **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	Short Trend	Long Trend
2020/21	1000	NA	<b>NA</b>	Maximise	NA	NA
2019/20	1000	1130	<b>Green</b>	Maximise	IMP	IMP

### Comments

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 Medway Council website.

The main findings from the Monitoring Report (December 2020) included the completion of 1,130 dwellings, which is an increase compared to 647 dwellings in 2018/19. The government has provided Local Housing Need figures for each local authority. With effect from March 2021, it stands at a target of 1,586 dwellings per annum for the Medway area.

The Authority Monitoring Report for 2021 will be considered by Cabinet in December 2021.

### Council Plan Projects

#### Progress Medway's Local Plan to allocate land for development to 2037

The Local Plan 2021 to 2037 sets out the vision for Medway's growth. It will provide direction for investment in homes, jobs and services and policies to protect and enhance what makes Medway special and to ensure that the growth is supported by the required infrastructure. Once the evidence base work has been completed the regulation 19 draft Local Plan will be finalised and then following the necessary authority will be published for consultation. Once the consultation period is complete, all the responses will be considered and modifications made, if appropriate, and then the Plan will be submitted back to Full Council in 2022 for the authority to formally submit the Plan to the Inspectorate to hold an examination in public. The third Housing Test Delivery Plan (HTDP) was reported and agreed by Cabinet in July 2021 and 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.

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

#### Explore opportunities to increase the supply of Council owned housing including opportunities for regenerating existing estates

The Housing Revenue Account (HRA) Development Strategy was published last year along with a detailed delivery report.

Phase 4 works started on site this summer to deliver an additional 28 units at sites in Twydall.

A 4-year pipeline has been identified and works are underway towards acquiring additional development sites. It is anticipated that we will be delivering a total of circa 120 units over the next four years which is in line with the strategy target.

The HRA is currently in the process of securing two additional sites that will form the next phase of delivery at Lennox Wood in Twydall and Aburound House in Gillingham.

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

Medway Development Company Limited (MDCL) continues to progress a number of schemes and explore opportunities that widen the benefits realised by the company, which are outlined below:

#### **Britton Farm**

Following the successful grant bid to create a new Skills Hub facility and transform the Britton Farm Mall public realm area, MDCL is currently progressing these projects. The public realm scheme is nearing completion and the new Skills Hub facility is progressing well. MDCL helped compile parts of the bid which has enabled these works to be funded and continues to engage with local stakeholders to ensure that the works are successfully completed.

#### **Whiffens Avenue**

The proposed development of 115 homes has a modern contemporary design which has been carefully developed to respect the historical context of the site. The project is now progressing towards its marketing phase 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 we have recently submitted a bid to Homes England for their First Homes Pilot scheme where funding will provide support for first home buyers.

#### **Mountbatten House and the Paddock**

The Mountbatten House scheme has now been approved by the Planning Authority. The project will see the conversion of the former office building alongside a new build extension and public realm area that extends into the Paddock. The former bus station ramps have now been demolished and MDCL has coordinated exciting plans for the Paddock area.

The scheme will deliver 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.

MDCL assisted the council in developing the Future High Streets bid and the funding will be used to complete the Paddock area 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 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.

It is important that this scheme connects to the various regeneration initiatives that are progressing throughout Chatham and we have therefore implemented wider design review meetings, with the council, design team members, creative consultants, and stakeholders to drive forward a masterplan approach that is focusing on 'Place Making' and the connection of areas. These meetings have been very productive and are starting to generate exciting proposals for Chatham.

The Chatham Waterfront scheme will see a significant enhancement to Chatham that will act as a catalyst for future investment in the area.

### **Rochester Riverside – 1,400 residential units and 1,200 sqm of commercial development**

The residential development for over 55s has been agreed and the sale will complete shortly. The development will include commercial facilities that can be used by the public as well as residents. The plans for Doust Way, comprising primarily of residential properties, will be submitted in October 2021, completing this end of the site before the development begins at the site closer to Rochester Bridge. In the meantime, the two-form entry (2FE) school which is being delivered as part of the scheme, is now under construction and expected to be completed in September 2022.

- Phase 1 – 153 occupied, 4 in build.
- Phase 2 – 106 occupied, 68 in build – only two properties are left to be sold in phases 1 and 2.
- Phase 3 – 120 properties are in build and 51 are still to be started but progress is going well. The sales launch took place in August 2021.
- Phase 4(a) – the over 55s development has been agreed between the council, Homes England and Countryside, and the sale will complete shortly.

### **Strood Waterfront – Strood area regeneration to deliver over 1,000 units at the Civic sites and Strood Riverside**

Medway Council have decided not to review any further options for the Strood Waterfront sites until spring 2022. This decision was made following the procurement for a development partner for the Civic Centre site which was stopped in March 2020 as it was not achieving Medway Council's minimum requirements. These sites will

continue to be a priority for development for Medway Council, but in the meantime, they have re-opened the river walk around the Civic Centre site for residents to enjoy.

## Council Plan Outcome: Getting around Medway

### Programme: Tackle congestion hotspots by transport and public realm improvements

#### Council Plan measures

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

Quarter	Target	Value	Status	Aim to	Short Trend	Long Trend
2021/22	4	NA	<b>NA</b>	Minimise	NA	NA
2020/21	4	2.48	<b>Green</b>	Minimise	IMP	IMP

#### Comments

Journey time data for the calendar year 2021 is expected to be issued by the Department for Transport (DfT) in late 2021 / early 2022. The calculations for this performance indicator covering Q4 2020/21 and Q1, 2, and 3 of 2021/22 will be undertaken at this time and reported accordingly.

#### Deliver Phase 2 of the Medway Tunnel Improvement Programme for 2021-22

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

The value of the Medway Tunnel Improvement Programme is to:

- Ensure ongoing operational safety of Medway Tunnel through investing into key tunnel infrastructure, as it reaches end of design life, thus mitigating the risk of temporary closure of the tunnel because of infrastructure failure and impacts on Network Flow. Medway Tunnel is one of two key strategic crossings across the River Medway within the borough boundary.
- Reduce the levels of investment that Medway Council must make into the Medway Tunnel through successful securing external investment.

Q2 Performance Update:

- Ventilation Fans – The performance specification and basis for design is currently being drafted. The aim is to not only replace the fans but also upgrade the detection system which determines how the fans operate.

- Contraflow Gaps – The three contraflow gaps have been filled in; one with a permanent barrier and two with a removable barrier. The works are completed with only minor snagging to be completed in December.
- Sump Gas Sampling System – The outline design has been produced and will be going through the relevant technical reviews.
- Video Management System (VMS) / Supervisory Control and Data Acquisition (SCADA) / Closed-Circuit Television (CCTV) – The performance specifications have been drafted and are going through a technical review and comment.
- Pier Road Retaining Wall – The works have been priced and discussions are ongoing with the landowners on the high side of the wall to reach an agreement for the works.
- Manhole Upgrade and Replacement – The programme for upgrading all the manholes within the tunnel remit is well underway and progressing well. The new manholes come with a five-year guarantee, but their expected life is much longer than this.
- Pumps and Sumps Refurbishment and Upgrade – The performance specification draft is nearing completion and will be subject to technical reviews.

## Council Plan Projects

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

The Department for Transport (DfT) included an incentive element as part of local highways maintenance capital funding, where local Highway Authorities in England are invited to complete a self-assessment questionnaire to establish a share of the Incentive Fund. Due to the November 2020 Spending Review, the Maintenance Incentive Element has rolled over for its second period, running from 2021/22 to 2025/26.

Each authority will score themselves against a set of 22 questions ranging from Asset Management through to Operational Delivery and place themselves into one of three Bands on the basis of available evidence. The Incentive Funding awarded to each local highway authority will be based on their score, with only authorities in Band 3 receiving their full share of Incentive Funding, whilst authorities in Band 2 will receive 30% of their share, and Band 1 authorities will receive no funding at all.

Medway Council have achieved an overall Band 3 Self-assessment Award since 2018, therefore securing maximum Incentive Fund allocation. Commencing from 2021/22 the total value of Medway's Incentive Element will be circa £353,000 of highway maintenance funding. By Medway achieving an overall Band 3 award not only secures future highway funding but also helps to drive the principals of Asset Management across the Highway service.

#### Q2 Update:

Asset Management deep-dive assessments are completed on a monthly basis to identify the outstanding evidence required in order to maintain an overall self-assessment Band 3. Asset Management deliverables achieved within Q2 include:



- Medway's Highway Lifecycle Planning report has been completed and is due to be presented to the Regeneration, Culture and Environment Overview and Scrutiny committee. Lifecycle Planning will support Medway Council's Highway Asset Management Plan by providing financial plans against key highway asset groups over the medium to long term.
- Medway's Performance Management Framework (PMF) has been developed, which will be used towards the ongoing monitoring and performance measuring of key areas of the Highways service. Medway's PMF has been consulted with Senior Highway colleagues to ensure that the performance targets set are relevant and achievable.
- Medway's annual Highway Corporate Complaints report has been produced, which provides information relating to the complaints and compliments received and managed across the Highways service. This provides a basis for future analysis in order to identify strengths and weaknesses in areas of the service, whilst also enabling performance benchmarking to be undertaken.
- A Lean Review has been completed against services provided through Medway Council's Highway Infrastructure Contract (HIC), with the aim of providing continuous improvement and achieving value for money. This lean review focused on a specialised carriageway patching process known as a Multihog Multi-Purpose Vehicle for the ongoing maintenance of Medway's Highway network.
- Medway Council's Resilient Network is due for external consultation with key identified stakeholders, which will be undertaken during Q3. Any feedback received during this consultation process will be recorded and reflected within the Medway Resilient Network Management Plan, where deemed appropriate.

### **Review transport improvements across Medway**

During Q1 officers arranged a full year of Local Transport Plan (LTP) officer project group meetings in order for all officers involved in the delivery of this year's LTP projects to meet monthly to discuss how project delivery is progressing. These meetings have proven to be an excellent tool in assisting with budget management, timescale management, project discussion and sharing lessons learned. The process for LTP project management outlined in Q1 continued across Q2 with no issues arising in the delivery of the project schedule. As in previous years the programme of the proposed LTP scheme to improve transport, road safety, congestion, parking, accessibility, cycling, and rights of way, was supplemented and adjusted as and when requests for new schemes arise from either public, Member, or Member of Parliament (MP) requests. Budgets and timescales are examined to see if the requested scheme can be delivered and if so, the scheme is added to the LTP schedule. These works will continue into the next two quarters.

### **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.

Across Q2 there were a total of 183,320 cycle movements on the Medway cycle network as measured by the network cycle counters. This is an increase of 94% on the previous quarter and an increase of 21% on Q2 2020/21. Repairs were carried out to previously non-operating counters which accounted for an increase in journeys recorded. The summer period and improved weather also accounted for more residents undertaking cycle journeys. However, the total number of journeys is the highest ever recorded across a single quarter in Medway since the cycle counters were introduced and is a testament to the excellent cycling promotion and infrastructure improvement work being carried out by the service.

To build on this success, officers are continuing work on the Active Travel Fund (Tranche 2) projects to deliver cycling and walking improvement schemes across the borough. Officers are working on the follow schemes:

- 1) A228 Four Elms Hill – Officers will be resurfacing and widening the existing shared cycle/pedestrian footway and improving accessibility/visibility at Beacon Hill Lane. At present, this scheme has been safety audited and improvement works are being carried out on the design. Officers are aiming to have this scheme constructed this year and expect this route will be safer for cyclists in future and will encourage the public to cycle.
- 2) A new cycle route to link Darland to Capstone is currently in the design phase and officers are preparing the consultation phase which will be carried out with landowners.
- 3) The new shared scenic route connecting Cuxton to Medway Valley Park scheme has had to be discontinued due to the requirement to take the project through the full planning permission process. The timescale for this process does not align with the deadline for funding spend set by the government. Officers are exploring other potential schemes to utilise the project funds on.