

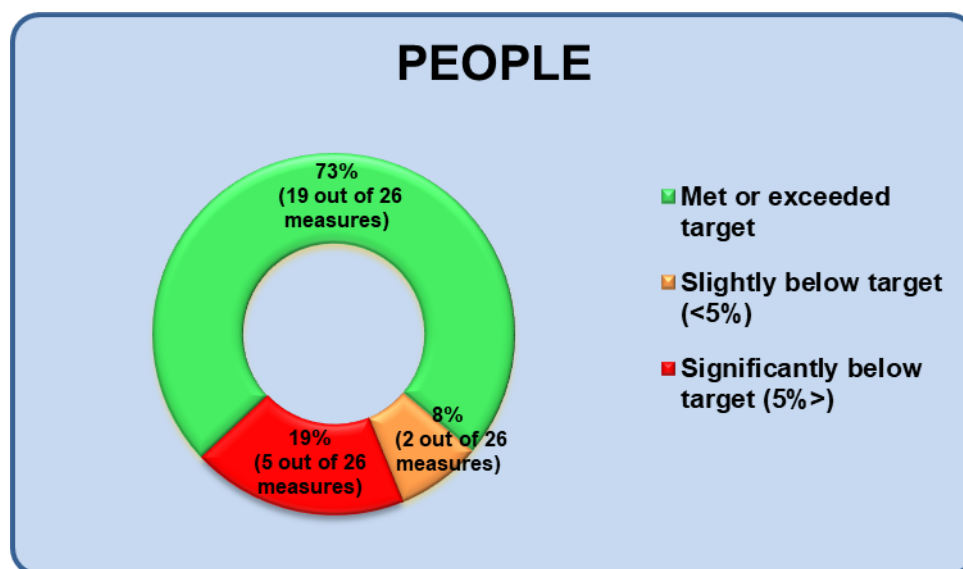
Business Support
Overview and Scrutiny Committee 31 March 2022
Overall Council Performance and Risk Register Review:
QUARTER 3 2021/22
(excluding performance under remit of Business Support
Overview and Scrutiny Committee)
Council Priority: PEOPLE
Supporting Medway's people to realise their potential
Performance: Quarter 3 2021/22

Key

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

Council Plan measures: summary performance

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



Improved performance

- 38% (10 out of 26*) improved over the short term (since last quarter)
 - 42% (11 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	Green	Rate per 100,000 of self-reported 4 week smoking quitters aged 16 or over (Q2 2021/22)	IMP	IMP
PH23	Green	Dementia friendly settings	IMP	IMP
CSC0004	Green	Number of LAC per 10,000 children	IMP	IMP
CSC0006	Green	Number of CP per 10,000 children	DET	DET
ILAC1	Green	Average Caseloads in Assessment teams	DET	DET
ILAC2	Green	Average Caseloads in Post Assessment teams	DET	DET
ILAC5	Green	% of children with long-term fostering as a plan, where the child, carer and service have agreed for the placement to last until the child is ready to leave care.	IMP	IMP
ILAC6	Green	Rate of open CIN cases per 10,000	DET	IMP
N23	Green	% children social work substantive posts not filled by permanent social workers	IMP	DET
PH16	Green	Smoking at time of delivery (Q2 2021/22)	IMP	IMP
ASCOF 1C(2i)	Green	Percentage of clients receiving a direct payment for their social care service	IMP	IMP
ASCOF 1G (n)	Green	Proportion of adults with a primary support reason of learning disability support who live in their own home or with their family	IMP	IMP
ASCOF 2A(1)	Green	Permanent admissions to care homes per 100,000 pop – 18-64	IMP	IMP
ASCOF 2A(2)	Green	Permanent admissions to care homes, per 100,000 pop – 65+	IMP	IMP
CA13	Green	The percentage of children permanently excluded from school (upheld only)	STATIC	DET
CASEIKS4 Ofsted	Green	The percentage of secondary sector schools in Medway judged to be good or better	STATIC	STATIC
CASEISPEC Ofsted	Green	The percentage of special schools in Medway judged to be good or better	STATIC	STATIC
OfstedPrim Mnt	Green	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	Green	The percentage of primary sector schools in Medway judged to be good or better	STATIC	DET

Measures slightly below target (amber)

Code	Status	Measure	Short Trend	Long Trend
A1	Amber	The average number of days (over the last 36 months) between a child entering care and moving in with adoptive family	STATIC	IMP
ASCGBT001	Amber	% of Long-term packages that are placements	DET	DET

Measures significantly below target (red)

Code	Status	Measure	Short Trend	Long Trend
PH17	Red	Breastfeeding initiation	DET	DET
ILAC3	Red	Completed initial child and family assessments which started as S47, where the child was visited within 1 working day.	DET	DET
ILAC4	Red	Completed initial child and family assessments which started as S17, where the child was visited within 5 working days.	DET	DET
ILAC7	Red	The percentage of CSC Audits graded good or outstanding	DET	STATIC
EDU3(b)	Red	The percentage of children who were persistently absent from school	STATIC	DET

Measures not available this quarter

Code	Status	Measure	Short Trend	Long Trend
PH14	NA	Excess weight in 4–5-year-olds (2020/21 annual)	NA	NA
PH15	NA	Excess weight in 10–11-year-olds (2020/21 annual)	NA	NA
PH8	NA	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	NA	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	NA	Delayed transfers of care from hospital and those which are attributable to adult social care, per 100,000 population	NA	NA
SE KS2	NA	The percentage of children who achieve the required standard or above in Reading, Writing and Mathematics at KS2 (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 3 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	15	Meeting the needs of Older People and Working Age Adults	Director of People – Children and Adults Services	BII	L – high I – major
SR09B	22	Failure to meet the needs of children and young people	Director of People – Children and Adults Services	BII	L – high I – major
SR26	32	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	56	Financial Pressures on SEN Budgets	Assistant Director Education and SEND	BII	L – high I – major
SR52	87	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
Q2 2021/22	136	182	Green	Maximise	IMP	IMP
Q1 2021/22	68	91	Green	Maximise	IMP	IMP

Comments

Data runs a quarter arrears. To the end of Q2 so far there have been 738 quit attempts and 401 quits, providing a 54% success rate. The formal Q2 data return was due to be completed in January. The core service has been offering a face-to-face service throughout the year. So far, telephone support is still the predominant offer, however face-to-face service is increasing. Quit attempts being supported face-to-face are being carbon monoxide (CO) monitored as per the National Centre for Smoking Cessation and Training (NCSCT) guidance and currently 9% of all quits are CO verified. In addition to these options, residents are offered a 'Text to Quit' app. The pregnancy team have been offering remote options including digital online video conferencing and resumed face-to-face service during Q2.

General Practitioners (GPs) are still facing considerable pressure because of the pandemic and therefore service has not resumed across all sites. The project officer is supporting them to resume service where possible or refer into the core stop smoking service as an alternative. This has included supporting some surgeries to send text messages to patients who are identified as smokers on the Quality and Outcomes Framework (QOF) register.

Varenicline, which is a key pharmaceutical offer for stop smoking support, has been out of circulation for the majority of Q2. NCSCT guidance has been followed to ensure patients taking Varenicline were safely switched over to using Nicotine Replacement Therapy (NRT) to complete their quit. Many clients have had success with Varenicline in the past, and this situation has had an impact on some clients' confidence and readiness to quit. There is no information about when Varenicline will return and therefore all clients are being supported to choose an alternative option which will work for them. In addition to this, there have been other short term supply issues with NRT and Bupropion.

PH14 Excess weight in 4-5 year olds

Annual	Target	Value	Status	Aim to	Short Trend	Long Trend
2020/21	22.4%	NA 20/21 data available in Q4	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 20/21 data available in Q4	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:

- Comprehensive range of family and adult support services for tier 2 and tier 3 weight management, offering free support services for people at varying levels of excess weight.
- Healthy eating and cookery programmes for families and children.
- Regular promotion of national and local campaigns such as Sugar Smart, Change4Life and Beside You breastfeeding campaign.
- A planning guidance note that restricts hot food takeaways within 400m radius of schools.
- Providing a wide range of training to professionals and volunteers on subjects like healthy eating and obesity.
- Commissioning 0-19 provider to include healthy weight as a priority in health visiting and school nursing contracts.
- Coordination of an annual healthy weight summit that encourages as many public, private, voluntary, and academic sector partners to promote this agenda and take their own actions forwards.
- A Better Medway workplace programme, that supports workplaces to create healthy workforces.
- Free swimming for under 16's.
- 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
Q3 2021/22	70%	64.42%	Red	Maximise	DET	DET

Quarter	Target	Value	Status	Aim to	Short Trend	Long Trend
Q2 2021/22	70%	72.26%	Green	Maximise	IMP	IMP

Comments

Breastfeeding initiation data is routinely collected by midwives at Medway Foundation Trust Hospital on the first day of an infant's life. The last quarter's data is below target, in part due to the staffing issues faced by all National Health Service (NHS) organisations during the Omicron wave of the pandemic and other measures put in place to protect patients, staff and visitors.

PH23 Dementia friendly settings

Quarter	Target	Value	Status	Aim to	Short Trend	Long Trend
Q3 2021/22	4	5	Green	Maximise	IMP	IMP
Q2 2021/22	2	3	Green	Maximise	NA	IMP

Comments

Over this period, a further two locations have completed the Non-Visible Disabilities (NVDi) checklist which incorporates standards which satisfy "working towards dementia friendly" status. A new qualification focused on promoting inclusivity for people who live with dementia or other non-visible disabilities was also launched by Mid Kent College in support of this action's initiatives.

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
Q3 2021/22	75.0%	NA	NA	Maximise	NA	NA
Q2 2021/22	75.0%	NA	NA	Maximise	NA	NA

Comments

Please note, performance has been directly impacted by national regulations that required us 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. Current courses planned have good numbers of children booked on. 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

The National Child Measurement Programme (NCMP) is a key element of the government's approach to tackling child obesity. The programme annually measures the height and weight of children in Reception (aged 4–5 years) and Year 6 (aged 10–11 years) in mainstream state-maintained schools in England. Following the disruption to the 2019/20 collection due to the Covid19 pandemic, NCMP did not officially open as usual at the start of the 2020/21 school year in September 2020. Therefore, local authorities were not required to start collecting child measurement data at this stage. In Medway, however, the Public Health team and Medway Community Healthcare (MCH) 0-19 service worked collaboratively to weigh and measure over 75% of the eligible age groups. This was only achieved by 18 other local authorities in the country.

The national data that has been published shows a large rise in obesity rates for children in the last year. In reception, obesity prevalence has increased from 9.9% in 2019/20 to 14.4% in 2020/21. In Year 6, obesity prevalence has increased from 21.0% in 2019/20 to 25.5% in 2020/21. Boys have a higher obesity prevalence than girls for both age groups. In Reception, 14.8% of boys were obese compared to 14.1% of girls. In Year 6, 29.2% of boys were obese compared to 21.7% of girls. In line with recent years, children living in the most deprived areas were more than twice as likely to be obese than those living in the least deprived areas. The local level data is expected to be published on 20 January 2022, so we can see how Medway compares to this national trend.

The NCMP also tracks the levels of underweight children in Reception and Year 6. No local data is available for the last 12 months, however national data shows a similar trend to previous years, including:

- Underweight prevalence in Reception children is twice as high for boys (1.2%) compared to girls (0.6%).
- For Year 6 children, this pattern reverses with more girls being underweight (1.4%) compared to boys (1.1%).
- The South East underweight figure is below the England average. London has the highest underweight prevalence rates for both age groups.
- The ethnic groups with above average underweight percentages in Reception are Mixed (White and Black Caribbean, White and Black African, White and Asian, Any other mixed background) and Asian (Indian, Pakistani, Bangladeshi, Any other Asian background).

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
Q3 2021/22	450	461	Amber	Minimise	STATIC	IMP
Q2 2021/22	450	461	Amber	Minimise	IMP	IMP

Comments

Data is to November 2021. The 3-year average has remained static at 461 days.

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 AP went live although obviously not so many since.

Medway's numbers of children being adopted are small so any lengthy period of family finding will adversely affect the average even if for only one child.

In this cohort there were five sibling groups of two, all of whom were older and with some complex needs and traumatic histories and they all took over a year to place. In addition, Covid19 has affected 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) is longer than previously due to delays in court but also includes three of the sibling groups identified above plus the single child.

CSC0004 Number of LAC per 10,000 children

Quarter	Target	Value	Status	Aim to	Short Trend	Long Trend
Q3 2021/22	70.0	67.1	Green	Minimise	IMP	IMP
Q2 2021/22	70.0	70.5	Amber	Minimise	DET	DET

Comments

Currently there are 440 children in care (CiC), which is a rate of 67.1 per 10,000. There has been a drop of 9 children on the Q2 outturn, and compared to December 2020 there are currently 7 fewer CiC.

During the month of November 2021, we had five admissions to care; all were subject to an Interim Care Order (ICO). Two of the children entering care were siblings. Of those leaving the care system, two were adopted and one was subject to a Special Guardianship Order (SGO).

Benchmarking

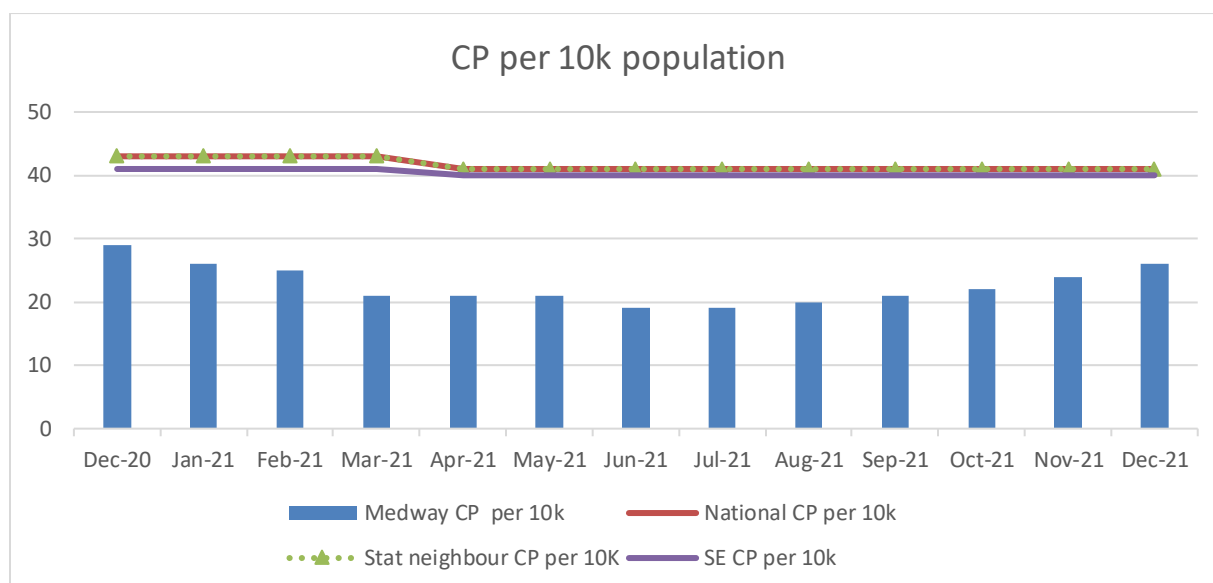
Nationally there are 67 Looked After Children (LAC) per 10,000 population, a rise on the previous national benchmark of 65. Our statistical neighbours have 72 CiC per 10,000 and the South East has 53.

CSC0006 Number of CP per 10,000 children

Quarter	Target	Value	Status	Aim to	Short Trend	Long Trend
Q3 2021/22	65.3	26.0	Green	Minimise	DET	DET
Q2 2021/22	65.3	21.0	Green	Minimise	DET	IMP

Comments

Currently there are 170 children on a child protection plan. This equates to a rate of 26 per 10,000, a small increase, relating to 39 children, on the Q2 return.



Benchmarking

Medway is below the latest National and Statistical neighbour rate, of 41 per 10,000 and South East rate of 40. Comparator rates have decreased over the last year.

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.

We are consistently testing thresholds to ensure risk is appropriately identified and responded to. We want to feel confident that the right children are subject to the right plan and we will continue to monitor our rates per 10,000 children subject to a child protection plan.

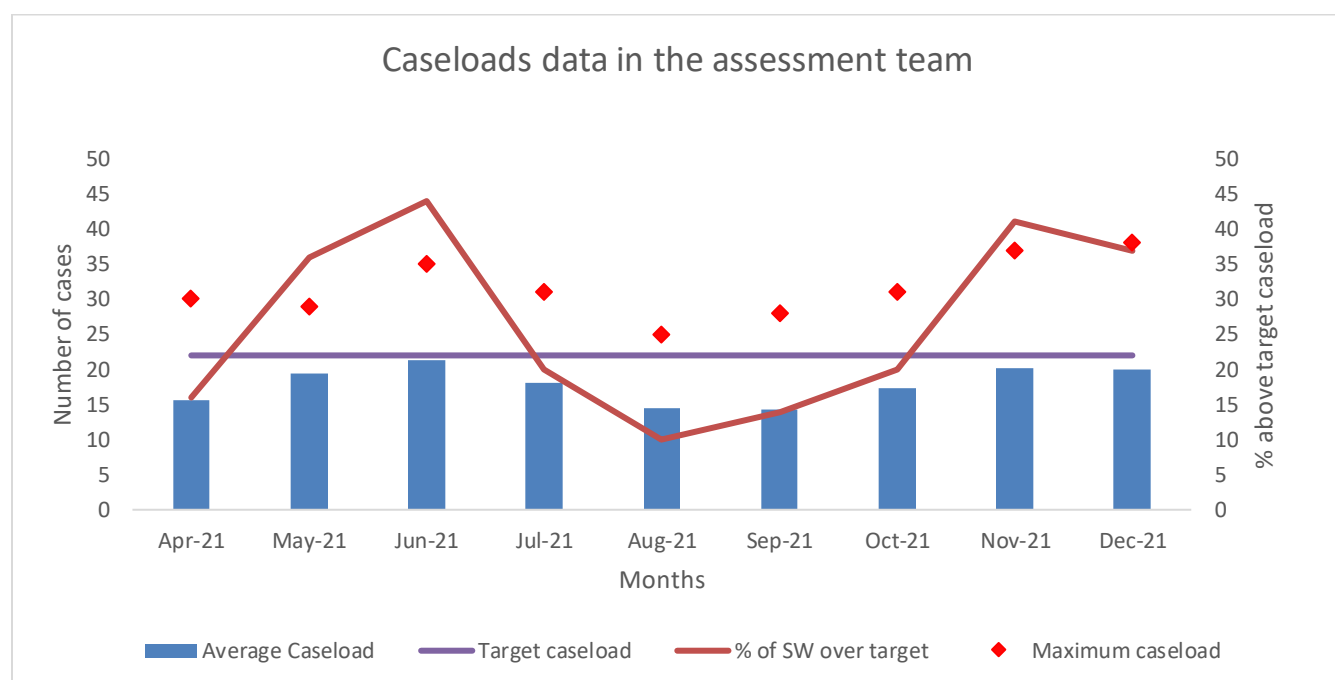
ILAC1 Average Caseloads in Assessment teams

Quarter	Target	Value	Status	Aim to	Short Trend	Long Trend
Q3 2021/22	22	20	Green	Minimise	DET	DET
Q2 2021/22	22	14.3	Green	Minimise	IMP	IMP

Comments

The snapshot shows the average caseload in the assessment teams is 20; this is an increase from 14.3 in September (Q2 21/22). Currently 37% of social workers are over the target caseload of 22, with the highest caseload at 38. This is a marked deterioration on the Q2 position.

Benchmarking



Actions

Caseloads in Assessment have increased considerably compared with previous quarter. The increase is attributable to an increase in referrals, a reduction in the throughput of work owing to the fact that we have not been able to recruit a Team Manager for one of the assessment teams since September 2021 and staff absences (some short term due to Covid19 and others longer due to chronic conditions). We have recruited a permanent team manager to cover the vacancy however they won't be starting until the end of February 2022. The recruitment of a locum manager is ongoing until the permanent candidate can commence.

The team managers, Group Manager and Head of Service have taken on the supervision of the social workers in the team where we have been unable to recruit to the team manager post.

To respond to the increased pressure and the high caseloads we have received permission to recruit an additional team of five social workers and a team manager for a period of three months. This will ensure that the caseloads stabilise and we can continue to focus on practice improvements alongside managing recruitment and the throughput of work.

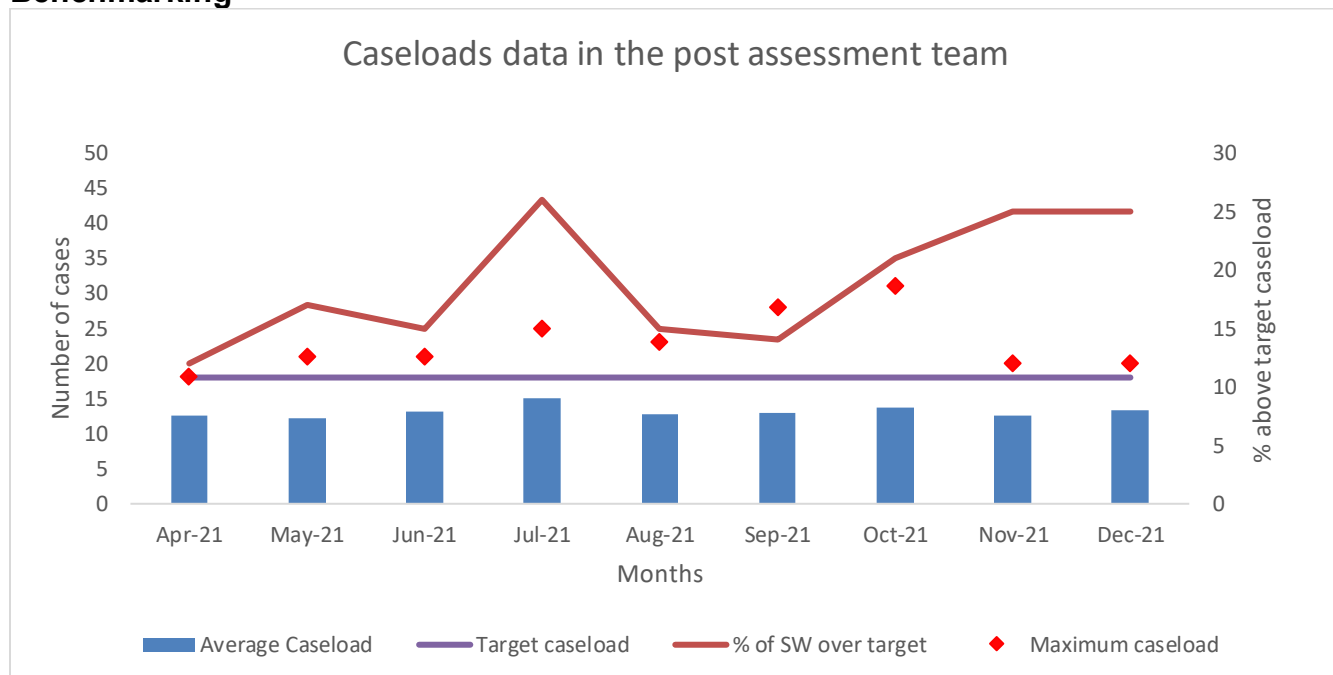
ILAC2 Average Caseloads in Post Assessment teams

Quarter	Target	Value	Status	Aim to	Short Trend	Long Trend
Q3 2021/22	18	13.3	Green	Minimise	DET	DET
Q2 2021/22	18	13	Green	Minimise	IMP	DET

Comments

The snapshot shows post assessment social work teams (Areas CS Teams 1-8) have an average caseload of 13.3; this is a small rise on the Q2 outturn. This remains below target. The highest caseload is 20 (better than Q2) and 25% of social workers, in these teams, have caseloads over the target (worse than Q2).

Benchmarking



Actions

The caseloads in 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 due to quality and the reduced 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. Caseloads in the post-assessment teams have reduced as an average during November to 12.6 from the previous month's 13.7 per Social Worker. This is a result of the Children in Care Service being fully staffed, the conclusion of cases in proceedings and a slight reduction in cases coming into the service.

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
Q3 2021/22	90%	72%	Red	Maximise	DET	DET

Quarter	Target	Value	Status	Aim to	Short Trend	Long Trend
Q2 2021/22	90%	85%	Red	Maximise	STATIC	DET

Comments

The end of quarter snapshot shows that 72% of assessments were visited in one day. This is a drop on previous performance. The trend over the quarter was downward (77% in October and 74% in November.)

Actions

The exceptions to completing S47 visits in timescales refer to a small number of families and the visits were late by one or two days. The delays were due to difficulties locating families and workload challenges related to seasonal variations and Covid19.

We continue to review this indicator regularly at Performance Clinics. Where a delay is identified, each case is scrutinised and managers record oversight 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
Q3 2021/22	85%	66%	Red	Maximise	DET	DET
Q2 2021/22	85%	86%	Green	Maximise	IMP	IMP

Comments

The end of quarter snapshot shows 66% of S17 assessments were visited in five days. This is a 20 percentage point (pp) drop on the Q2 outturn. Over the quarter performance fluctuated, having been at 79% in October and 58% in November.

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
Q3 2021/22	60%	65%	Green	Maximise	IMP	IMP
Q2 2021/22	60%	63%	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 65%. Year-on-year the proportion of children with a permanency plan has risen by 4 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.

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

ILAC6 Rate of open CIN cases per 10,000

Quarter	Target	Value	Status	Aim to	Short Trend	Long Trend
Q3 2021/22	382	278	Green	Minimise	DET	IMP
Q2 2021/22	382	273	Green	Minimise	IMP	IMP

Comments

The rate of Children In Need (CIN) per 10,000 has risen over the quarter, with 79 more children counted as CIN than at the end of September (Q2 21/22). There are 3% fewer children counted as CIN than in December 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 (CP) plan as well as other children supported by Social Services who are not looked after on a CP plan.

Benchmarking

Nationally there are 321 CIN cases per 10,000 population. This is slightly higher at 331 for our statistical neighbour group and 302 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 Assessments to make sure that children and families are offered support when this is needed. The latest dip sampling activity completed in December 2021 suggests that some children’s cases were closed when they should have been offered additional support. The findings from the dip sample will be discussed with team managers in the Assessment team and with group managers to support better application of threshold.

ILAC7 The percentage of CSC Audits graded good or outstanding

Quarter	Target	Value	Status	Aim to	Short Trend	Long Trend
Q3 2021/22	80%	7%	Red	Maximise	DET	STATIC
Q2 2021/22	80%	14%	Red	Maximise	IMP	IMP

Comments

There were 30 moderated audits for September, October, and November. 7% (2) were graded ‘Good’, 60% (18) were ‘Inadequate’ and 33% (10) were ‘Requires Improvement’. There has been some movement in the rate of inadequate and requires improvement grades compared to Q2, when 38% were inadequate and 48% required improvement. September and October’s Reflection and Learning tools did not see any good audits with still a significant number of inadequate audits. However, November’s audits demonstrate more of an even mix with good audits. This month has shown some improvement in our practice, suggesting that the child focused practice has started to have some impact.

Actions

Our aim is to achieve a service where good practice is embedded, therefore the aim of achieving 80% of audits graded good or outstanding is the long-term service ambition. The service is currently in intervention, and it would be expected that at this point in the journey that a high proportion of work would not meet expected

standards until practice improves. Dependent on the area of practice that is subject to review, we would expect that performance against the target will fluctuate. The service will continue to strengthen practice through the child focused practice programme and measure impact on a regular basis through quality assurance and audit oversight.

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
Q3 2021/22	25%	20%	Green	Minimise	IMP	DET
Q2 2021/22	25%	22%	Green	Minimise	DET	DET

Comments

Currently there are 50 social care posts not filled by permanent social workers. Of these 5.5 are managerial posts and 44.5 are social work posts.

Benchmarking

Medway has a higher vacancy rate than our statistical neighbours (17%) and the National rate (16%).

Programme: The best start in life

Council Plan measures

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

Annual	Target	Value	Status	Aim to	Short Trend	Long Trend
2019/20 Academic year	30%	NA 19/20 academic year data not available due to pandemic.	NA	Minimise	NA	NA
2018/19 Academic year	30%	28.7%	Green	Minimise	IMP	IMP

Comments

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

PH16 Smoking at time of delivery (SATOD)

Quarter	Target	Value	Status	Aim to	Short Trend	Long Trend
Q2 2021/22	16%	11.16%	Green	Minimise	IMP	IMP
Q1 2021/22	16%	14.36%	Green	Minimise	DET	IMP

Comments

Data runs a quarter in arrears. As with previous submissions, data reported represents Smoking at time of delivery (SATOD) prevalence for the whole of Kent & Medway in line with the Clinical Commissioning Group (CCG) footprint. Work continues in identifying 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. In line with key partners, face-to-face support and associated carbon monoxide screening has returned as a first line offer for all birthing people, partners and significant others undertaking a quit attempt with the service. Telephone, text and digital support is also available, enhancing accessibility and aiming to reduce health inequalities. Despite extreme pressures in the acute setting, particularly for maternity colleagues, we have received a total of 177 referrals this quarter - a 32.1% increase on the same period last year (2020/21).

Healthy Child Programme

The full dataset for Q3 is not available at the time of writing, however the data for October 2021 suggests that the performance of the Health Visiting team remains in line with Council Plan targets.

Health Visiting teams nationally are experiencing challenges with staffing vacancies and recruitment. To date, this has not been an issue for the Medway team, but we are working with Medway Community Healthcare (MCH) to monitor the situation.

The School Nursing service has commenced delivery of the National Child Measurement Programme (NCMP) for the 2021/22 academic year following major disruption in 2020/21 due to the Covid19 pandemic and subsequent school closures. In total, 157 families have been referred to our healthy weight programmes during Q3.

The Medway Children and Young People's Consultation and Engagement Framework and Toolkit has been adopted for use by Medway's Social Care team. This will be disseminated to partners via the Medway Safeguarding Children Partnership (MSCP) to support their completion of the Section 11 audits which are due to restart in February 2022. This will support partners to achieve the best practice recommendation of consulting children and young people in the services they use and the services that make decisions about their lives.

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
Q3 2021/22	30%	30.1%	Amber	Minimise	DET	DET
Q2 2021/22	30%	29.7%	Green	Minimise	DET	DET

Comments

The number of clients receiving a long-term service has dropped by 2.1% over the quarter. The number in residential or nursing accommodation has dropped more slowly, by 0.7%. This has caused the ratio to rise, above target. Currently there are 816 clients in residential and nursing homes and a total of 2,708 clients receiving long term care.

The current situation is likely to be impacted by the fact that many individuals and/or carers made decisions during Covid19 to remain at home rather than move into residential care. Furthermore, for some time there has been, and there continues to be, very limited placement availability in residential and nursing homes.

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
Q3 2021/22	30%	30.3%	Green	Maximise	IMP	IMP
Q2 2021/22	30%	28.5%	Red	Maximise	DET	DET

Comments

There has been a rise in the proportion of clients receiving long term services (denominator) as an ongoing direct payment (numerator). 30.3% represents 574 individuals, which has pushed the measure over target. Currently 99.7% of clients receive self-directed support.

Benchmarking

Nationally 26.6%, and for the South East 27.3%, of clients with an ongoing long term service receive a direct payment. Our statistical neighbours' performance is 29.7%. All three comparators have seen a decline in performance compared to their 19/20 results.

Actions

The Self-Directed Support (SDS) team work with Locality teams to ensure that they are aware of the benefits of a Direct Payment and promote referrals to the SDS team.

The team have streamlined the children's short breaks process to ensure quick turnaround of all short breaks' referrals. The team can now focus resources on setting up Adult Direct Payment (DP) referrals.

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

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 packages of care 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
Q3 2021/22	70%	72%	Green	Maximise	IMP	IMP
Q2 2021/22	70%	70%	Green	Maximise	DET	STATIC

Comments

In December 72% of adults with a learning disability lived in their own home or with their family. This has increased from 70% in Q2. In September 2020 this measure was at 66%. As such in the last year there has been a 9% improvement. There will always be a requirement for some clients to be accommodated outside of the home environment.

Benchmarking

The current national outturn is 78% and our statistical neighbours' is 82% (2020/21 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
Q3 2021/22	3.5	0	Green	Minimise	IMP	IMP
Q2 2021/22	3.5	8.3	Red	Minimise	NA	DET

Comments

Please note the target is apportioned per quarter.

There have been no admissions recorded for this age group this quarter, however this may change as packages of care are updated.

For the full year there have been 19 admissions, a rate of 11.3. This is higher than the cumulative three-month target of 10.5 (3.5 x 3).

Benchmarking

Nationally the benchmark is 13.3 per 100,000 for the full year, just under 3.4 per 100,000 for each quarter and for our statistical neighbours the figure is 15.6 (3.9 per 100,000).

Actions

While numbers of admissions to permanent care are low, the service has seen an increase in the number of individuals with higher levels of need. We continue to work with our commissioning colleagues 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
Q3 2021/22	154.5	103.8	Green	Minimise	IMP	IMP
Q2 2021/22	154.5	172.3	Red	Minimise	DET	DET

Comments

Please note the target is apportioned per quarter.

47 admissions have been recorded in Q3, so far. This equates to 103.8 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 198 65+ admissions which equates to 437.3 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 498.2. This equates to 124.5 per quarter. Our statistical neighbours' 2019/20 outturn of 620.8 (155.2 per quarter).

Actions

Whilst a low number of admissions to care homes is a positive, this may in part be due to the impact of Covid19 as many families chose to continue to care for their loved ones at home to avoid admission to care. In addition, challenges in the care sector have led to a longer period of time waiting for care in a residential setting.

There is currently a backlog in the recording of permanent placements which is impacting figures. 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
Q3 2021/22	4.1	NA due to pandemic	NA	Minimise	NA	NA
Q2 2021/22	4.1	NA	NA	Minimise	NA	NA

Comments

Data collection has been suspended by central government.

Social Isolation

In Q3, four social isolation training modules were delivered with 31 delegates attending in total.

Three Connect 5 Sessions were delivered with 27 delegates attending in total. A mapping of activities for young people was undertaken and seven organisations were identified. The organisations were contacted by the Social Isolation Project Officer with the aim to sign them up to the Simply Connect directory of services and increase the number of activities available to young people across Medway.

Overall, there were 81 referrals to the Social Prescribing service. The percentage of clients who reported an increase in wellbeing was 68%. The social prescribing

training module was delivered in Q3 with 103 delegates attending. The second round of the 'Better Connected' Community Chest funding was launched in October 2021 and six organisations were awarded a share of £16,395, resulting in 1,010 social prescribing referral places across Medway.

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
Q3 2021/22	0.02%	0.01%	Green	Minimise	STATIC	DET
Q2 2021/22	0.01%	0.01%	Green	Minimise	STATIC	DET

Comments

Please note, the annual target of 0.06% is apportioned across each quarter. There have been three upheld exclusions this quarter; all of these were from secondary schools.

Of the 20 processes started, nine have been retracted and eight are awaiting an outcome.

Benchmarking

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

Actions

The Inclusion team engaged with all pupils who were excluded and those known to the service for being at risk of exclusion.

Virtual meetings were offered to all schools, including face-to-face meetings, telephone and email to support. These meetings offered inclusion advice and guidance regarding learners whose behaviour could lead to an exclusion.

The School Support Group (SSG) continued to run virtually offering swift contact with a range of service leads from multi-agencies. The support group was accessed by both primary and secondary schools.

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

Quarter	Target	Value	Status	Aim to	Short Trend	Long Trend
Q3 2021/22	85%	94.4%	Green	Maximise	STATIC	STATIC
Q2 2021/22	85%	94.4%	Green	Maximise	STATIC	STATIC

Comments

Of the 18 Secondary schools in Medway, four are classed as 'Outstanding', 13 are 'Good' and 1 is 'Inadequate'. This means that 17 of 18 are good or better. The inadequate judgment applies to the Waterfront University Technical College (UTC) from its time as Medway UTC. There have been no new inspections this quarter.

Benchmarking

Nationally this figure is 78% and the South East currently has 88% of schools graded 'Good' or better.

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
Q3 2021/22	90%	100%	Green	Maximise	STATIC	STATIC
Q2 2021/22	90%	100%	Green	Maximise	STATIC	STATIC

Comments

There have been no changes to Ofsted ratings this quarter.

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

Quarter	Target	Value	Status	Aim to	Short Trend	Long Trend
Q3 2021/22	11.4%	20.2%	Red	Minimise	STATIC	DET
Q2 2021/22	11.4%	20.2%	Red	Minimise	DET	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 is 23.7%. The statistical release for the 19-20 academic year was cancelled due to 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 dependent upon whether, or not, the school/academy purchase the Attendance and Advisory service. This information is shared with the Regional Schools Commissioner's team.

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
Q3 2021/22	93%	96%	Green	Maximise	STATIC	STATIC
Q2 2021/22	93%	96%	Green	Maximise	STATIC	STATIC

Comments

24 out of 25 Local Authority (LA) maintained primary schools are rated good or better, with four graded 'Outstanding' and one 'Requires Improvement'.

There have been no changes to Ofsted ratings this quarter.

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

Annual	Target	Value	Status	Aim to	Short Trend	Long Trend
2020/21	65.0%	NA 19/20 academic year data not available due to pandemic.	NA	Maximise	NA	NA
2019/20	64.0%	64.0%	Green	Maximise	IMP	IMP

Comments

Due to Covid19 there will be no Key Stage 2 (KS2) data for the 19-20 academic year.

Actions

In order to ensure that as many learners as possible secure their potential in reading, writing and mathematics, in the absence of national testing, School Effectiveness officers have:

- Continued to work with the Medway Education Leaders Association (MELA) to ensure that strategic priorities are shared and are used to drive targets for improvement in all schools.
- Launched a collaborative reading project with all schools focusing upon maximising the attainment of reading for all learners through a shared, system leadership approach.
- Provided training on key areas of assessment.

SE KS2Mnt	The percentage of children who achieve the required standard or above in Reading, Writing and Mathematics at KS2 in Maintained Schools Only					
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Annual	Target	Value	Status	Aim to	Short Trend	Long Trend
2020/21	65%	NA 19/20 academic year data not available due to pandemic.	NA	Maximise	NA	NA

Comments

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

Actions

School Effectiveness officers have:

- Continued to work with the Medway Education Leaders Association (MELA) to ensure that strategic priorities are shared and are used to drive targets for improvement in all schools.
- Launched a collaborative reading project with all schools focusing upon maximising the attainment of reading for all learners through a shared, system leadership approach.
- Provided training on key areas of assessment.
- Visited all maintained schools, and in partnership with headteachers, reviewed the risk rating of the schools.
- Met with senior leaders and probed the effectiveness of teaching and learning provision, particularly reading.

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

Quarter	Target	Value	Status	Aim to	Short Trend	Long Trend
Q3 2021/22	87.5%	88.2%	Green	Maximise	STATIC	DET
Q2 2021/22	87.5%	88.2%	Green	Maximise	DET	DET

Comments

Currently 67 schools are 'Good' or better; eight are 'Outstanding' and 59 are 'Good' from a cohort of 76.

There are 51 academies. Of these 86.3% are 'Good' or better (four are 'Outstanding' and 40 are 'Good'), three require improvement and four are 'Inadequate'.

Benchmarking

Nationally, this figure is 88% and for the South East it is currently 91%.

SEKS4A8 Average attainment 8 score

Annual	Target	Value	Status	Aim to	Short Trend	Long Trend
2020/21	46.6	NA 19/20 academic year data not available due to pandemic.	NA	Maximise	NA	NA
2019/20	46.6	46.6	Green	Maximise	IMP	IMP

Comments

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

Council Priority: PLACE

Medway: A place to be proud of

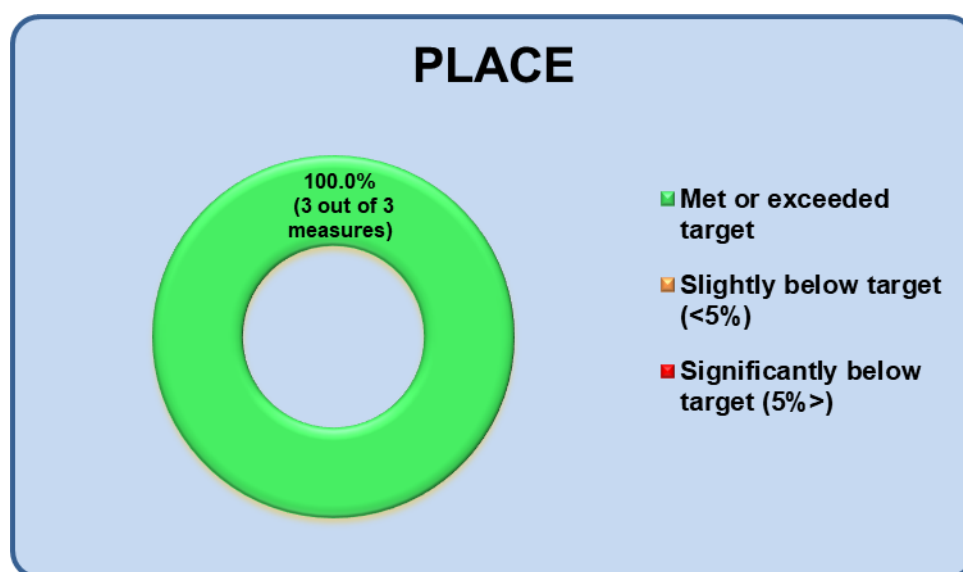
Performance: Quarter 3 2021/22

Key

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

Council Plan measures: summary performance

There are 3 Council Plan measures for this priority.



Improved performance

- 100% (3 out of 3*) improved over the short term (since last quarter)
- 33% (1 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	Green	Satisfaction with parks and green spaces - direct users CP	IMP	IMP
NI 195a NEW	Green	Improved street and environmental cleanliness: Litter	IMP	DET

Code	Status	Measure	Short Trend	Long Trend
W6 CP	Green	Satisfaction with refuse collection - Citizens Panel result	IMP	DET

Strategic Risks

The quarter 3 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

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

Council Plan measures

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

Quarter	Target	Value	Status	Aim to	Short Trend	Long Trend
Q3 2021/22	75%	86.4%	Green	Maximise	IMP	IMP
Q2 2021/22	75%	77.9%	Green	Maximise	DET	DET

Comments

Satisfaction amongst users of parks and open spaces was 86.4% in Q3 2021/22, an increase on the figure (77.9%) seen in Q2 2021/22.

More users were neutral about the service – 9.3% of respondents (up from 8.8% in Q2 2021/22) – than dissatisfied, 3.6% (down from 11.7% in Q2).

These results are based on the 140 users of parks and open spaces from the 193 respondents to the Q3 2021/22 Citizens' Panel, giving a margin of error of +/-8.3%, meaning the change in satisfaction is statistically significant.

Actions

There are various projects in the Greenspace Development financial year (FY) 2021-22 programme including:

- Section 106 play improvements at Perry Street & Chalk Pit Open Space – completed July 2021.
- Section 106 play improvements and new footpath at Cliffe Woods – completed November 2021.
- Priority Play Capital Programme – refurbishment at seven play areas in the FY21/22 including Crestway, Iona Walk, Whimbrel Walk, Low Meadow, Hamilton Road, Lamplighter Close and Borstal Recreation Ground. A tender was awarded in late October 2021. Residents, schools and ward councillors

will be engaged for play areas with complete refurbishments. Works are expected to be on the ground in Spring 2022.

- Town Hall Gardens (Section 106 (S106)) improvements – pre-application advice is still in progress with the Planning team. This will inform what improvements can take place at the site. The team are working with Local Arches on engagement with local community.
- Cockham Community Parkland (Housing Infrastructure Fund (HIF)) – approved at Planning committee in July 2021. Construction is due to start summer 2022. Completion end of 2023.
- Berengrave Nature Reserve (s106 improvements) – step/access improvements completed March 2021. New entrance/interpretation signs installed November 2021. Boardwalk route options being reviewed and will consult ward councillors following this (winter 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 is currently in progress.

Green Flag Award:

- Judging/mystery shop visits completed at all eight sites and announcement of awards was in October 2021. All eight sites were successful in retaining their awards.
- Great Lines 'Fields of Fire' applied for a Green Heritage Award for the first time this year and this has been successful. This is in addition to the Green Flag Award and recognises the site's heritage significance.
- Management Plans are being reviewed with the Norse ranger team for Capstone and Riverside Country Parks.
- Various events have taken place in the five urban parks including wildlife days, bat walks, litter picks etc (Covid19 compliant).
- 2022 applications will be submitted in late January 2022.

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), Great Lines Heritage Park (footpath refurbishment) and lighting at Victoria Gardens (Safer Streets 3 funding).

NI 195a NEW Improved street and environmental cleanliness: Litter

Quarter	Target	Value	Status	Aim to	Short Trend	Long Trend
Q3 2021/22	96.00%	97.00%	Green	Maximise	IMP	DET
Q2 2021/22	96.00%	96.00%	Green	Maximise	DET	DET

Comments

Medway is split into 22 wards which are inspected yearly with a total of 1,200 sites being inspected (100 sites x 12 months = 1,200 sites per year). Sites are different

land classes: Main Retail and Commercial; Local Shopping areas; Residential streets; Main Roads; Waste Bins (litter, canine and combined); Rural Roads; Alleyways; Footbridge, and subways.

During Q3, 97% 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

During Q3, five Environmental Crime cases were prosecuted at Court with fines, costs and victim surcharges totalling £4,803.45. There are six cases with legal pending prosecutions and three more have been adjourned. During the quarter, the teams conducted two operations, one where 13 vehicles were stopped and searched (all compliant), and one significant operation alongside Kent Police and neighbouring authorities. The enforcement action resulted in two vehicles being seized suspected of being involved in large scale fly-tipping.

Enforcement action:

- 69 Community Protection warnings have been issued. These warnings are a quick and effective way to deal with anti-social behaviour (ASB) and have been issued to address offences ranging from refuse and waste issues to car repairs and burning of waste.
- One Community Protection Notice was issued for breaches of Community Protection Warnings. This demonstrates the success of the Community Protection notice process.
- 19 notices were issued under S108 Environment Act 1995, requiring information to assist with fly-tipping investigations.
- 22 notices were issued under S34 Environmental Protection Act 1990 requiring businesses to account for how they dispose of their trade waste.
- 25 Fixed Penalty Notices (FPNs) were issued internally by the Enforcement team; 10 for littering, 10 for fly-tipping, 2 for householder duty of care, and 3 for trade waste.
- Total income received from fixed penalty notices during the quarter totalled £2,550.

District Enforcement Litter FPN contract – During this reporting period the Enforcement team issued 1,127 FPNs. Thus far 718 have been paid during Q3. The total income since April 2021 for Medway is currently £71,095.

The team have carried out 108 investigations into untidy land.

Street Scene Enforcement dealt with a total of 130 deposits on public highway. All were removed within one working day. Evidence was retrieved in 42 cases and were

referred to Environmental Enforcement Officers for further investigation. A further 62 pieces of evidence was recovered relating to issues such as trade waste and refuse related issues.

The team also attended to other reports that did not require action including 11 fly-tips on private land, 96 that had gone on inspection and a further 104 duplicate reports, and 344 Proactive Removals (meaning that officers removed this waste before members of the public reported the incidents).

The team has entered a service level agreement (SLA) for the removal of fly-tipping from the Housing Revenue Account (HRA) estate. This quarter, the team has dealt with 84 requests for removal. Officers also carry out some of this work proactively, all of which were completed within one working day. This arrangement provides an annual income of £27,000. The total tonnage removed this quarter is approximately 59.9 tonnes (59.9te) (including 44.68te in general and 15.22te from the HRA).

A full breakdown of Fixed Penalty Notice quarterly data is shown at the end of this section.

W6 CP Satisfaction with refuse collection - Citizens Panel result

Quarter	Target	Value	Status	Aim to	Short Trend	Long Trend
Q3 2021/22	85%	88.6%	Green	Maximise	IMP	DET
Q2 2021/22	85%	87%	Green	Maximise	STATIC	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 £9.5m Future High Street Fund investment for Chatham town centre.

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 nearing completion; the bus ramp has now been demolished. The public realm improvements are being undertaken through Permitted Development, but engagement with stakeholders and including the public is still being progressed.

- A new innovation hub located within the Pentagon – A demand study has been undertaken in light of Covid19 new working patterns to identify options to operate the site. The next stage is detailed design before procurement of a contractor can commence.
- The Brook Theatre – Funds toward the redecoration, improved facilities and useable workspace. Success with the Levelling Up Funds (LUF) bid for the Brook Theatre will result in wider improvements across The Brook, including digital and access upgrades. It is envisaged that the projects will be delivered together and commence in summer 2023.
- St John's Church – Funding to bring the building back into use for the purposes of meeting spaces and rooms as well as offering community uses. Meetings with planning, conservation groups and heritage groups are ongoing to ensure a compliant design.

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 (HSHAZ) 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.

The project team have continued to liaise with local property owners to discuss potential building repairs and opportunities for bringing vacant floorspace back into use. Revitalise and Repair grants have been offered to both large and small projects, including traditional style hand painted signage for new businesses and larger revitalisation projects for capital works spanning over the next two years. The first phase of capital works at Chatham House has commenced with the front portico due to be reinstated by the end of Q4.

Engaging the younger generation has been a focus this quarter, with a half-term Halloween friendly ghost trail in October and liaison with schools and colleges to plan for heritage education and skills development opportunities in Q4. Partnership with the University of Kent's School of Architecture and Planning has continued, with students focusing on the HSHAZ area for their study this term.

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 is:

- Converting all Street Lights to LED (23,000 Street Lights).
- Replacing a further 4,600 columns that are beyond design life.
- Installing a Central Management System (CMS) for fault and energy management of the Street Lighting Network.

The benefits of the Street Lighting LED Programme are:

- Reduces energy consumption levels and energy costs for Street Lighting. Energy costs have significantly increased at contract renewal points over the last two financial years.
- Replacing columns that are beyond design life reduces the risk of structural failure and through awarding as a block programme of work competitive financial rates are achieved due to economies of scale.
- Central Management System (CMS) along with being a fault and energy management system also has the scope to function as a platform for SMART.

During Q3 the rollout of the scheme has continued, with lantern replacement increasing in line with the programme and to date:

- 3,845 columns have been replaced (84% completion rate).
- 15,792 lanterns have been upgraded (69% completion rate).
- 783 Lighting designs have been approved.
- 790 Telensa nodes fitted to existing LED lanterns.

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

The animal wardens have achieved the following for Q3 (up to 21 December 2021)

- Total number of service requests for the Animal Warden Service = 175.
- Number of stray dogs reported = 89.
- Number of dogs placed in foster care = 12.
- Number of dogs adopted = 8.
- Number of foster applications received = 66.
- Dogs to rescue = 6.
- Cases requiring assistance from Police Dog Legislation Officer = 0.
- Number of dogs microchipped = 5.
- Number of notices served for non-compliance of Microchipping regulations = 0.
- Community Protection Warnings served = 0.

The fifth and festive edition of the stray dog service newsletter has now been published. Each edition gives responsible dog ownership advice, updates on the dogs that come into our care and seasonal activities for dogs and their owners. There are currently 188 subscribers.

The Medway Council Stray Dog Facebook 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. 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.

In addition to this the team also post good news stories on the Medway Stray Dog Service Instagram page.

The team are currently working with the Street Scene Team and Medway Task Force to develop a project on tackling environmental issues including dog fouling in Luton. Further information on this will be available in Q4.

Waste Wardens

In Q3 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:

- Proactive monitoring: a monthly schedule of targeted monitoring to identify gaps in mechanical street cleansing rounds (sweepers) recorded 413 proactive reports.
- Street Cleansing Quality Inspection: 100 inspections per month have been completed as part of the scheduled annual NI 195 inspection programme. The NI 195 inspection ensure Medway Norse are cleansing to a good standard; 96% of an A/B grade was achieved.
- Increased monitoring of seasonal work across Medway. Issues found include weeds and leaf fall that were logged to Medway Norse to action and correct.
- 38 assisted collections assessed and set up.
- 246 Street Not Clean services request received and actioned.
- Monitoring of waste collections, 82 spillages reported direct to Medway Norse to action and remove.

Engagement Wardens

In Q3 the Engagement Wardens have completed the following activities:

- Attending events and raising environmental awareness including: 38th and 40th Sea Scouts (30 children and eight leaders), Cherry Trees consultation event, Clarion Housing – Summerson Close event at Copperfields, INTRA PACT.
- Behaviour change micro intervention with 97 homes in Hoo over a three-week period.
- Litter Bin Audit and Stickers.
- Producing and distributing a Christmas Information Pack to assist Ward and Parish Councillors to understand the Christmas waste service change and to

provide answers to Frequently Asked Questions (FAQs). Posters and information were delivered to local business, libraries and community hubs.

- Annual recycling participation surveys.
- Emergency planning support including October fuel audit (31 locations), October flooding inspections across Medway, December ILO for potential fire and displacement of residents in Gillingham.

Christmas Communications

Due to the way the public holidays fell some service amendments were necessary. The following communication took place to inform residents of the changes:

- Residents were informed of service changes due to the public holidays via November Medway Matters magazine, newspaper adverts and Kent online adverts, social media and digital communications and a leaflet to every home in Medway delivered from 6 December onwards. The four-page leaflet includes Christmas collection dates, tips on recycling at Christmas and information about Household Waste Recycling Centre (HWRC) bookings.
- All councillors were informed of the service changes by email.
- Medway Community Hubs, Libraries and Customer and Business Support (CABS) received Frequently Asked Questions (FAQs), posters and leaflets.
- The Engagement Wardens distributed posters to key local businesses across Medway to ensure as wide as possible coverage that residents will see the date changes.

Litter campaign

In Q3 the Environmental Engagement team have continued to develop the Medway litter strategy engaging with stakeholders in enforcement, green spaces and public health. The strategy will support the Council Plan priority "Medway: A place to be proud of". The team have continued to work with the Environmental Enforcement team to support community clear-ups, address landlord responsibilities and promote these activities using social media and publications.

The team have engaged face-to-face with over 1,000 people at the following events:

- 14 talks, five events (including the first Medway Climate conversation) and 17 presentations to schools and local interest groups covering the subject of littering, the detrimental effect it has on Medway and the perception for residents, visitors and the environment.
- A presentation at the annual Local Authority Recycling Advisory Committee (LARAC) conference in October 2021 to 400 industry experts and written up in the LetsRecycle article "Pandemic saw council rethink on comms".

Community Litter Clean Ups (National Spring Clean and Litter Champions

In Q3 our litter champion groups have continued their hard work of litter picking as groups and also individually. Since March they have collected 1,451 bags of litter. The Engagement team have continued to support this group providing them more litter pickers, bags and organising the waste pickups. The Engagement Wardens have also supported them with litter picking.

Requests for litter picking equipment have slowed down but this is to be expected at this time of year due to the weather becoming colder and more unsettled.

The Great British Spring Clean runs from 25 March 2022 to 10 April 2022. The Engagement team will begin planning for this event in early 2022.

Neighbourhood Environmental Initiatives

The Task Force were successful in their bid for Safer Street 3, which must be delivered by end of March 2022. In partnership with Kent Police, the Engagement team will be holding two roadshows for the new Rochester Riverside development in March 2022 with the full support of Countryside who own the development. This is in partnership with Kent Police.

The engagement wardens ran a recycling intervention in Hoo, with 97 properties monitored, recycling bags delivered, and engagement letters/leaflets sent. Over the three-week period there was a 21% increase in the usage of reusable recycling bags and a 11% decrease in using clear recycling bags. Pleasingly there were 12 new recyclers and 17 improved recyclers from 97 households.

Social Media

The Environmental Engagement team manages four social media accounts: the Twitter accounts for Medway Recycles and Climate Change, the Environmental team's Facebook account and the Environmental team's Instagram account.

In Q3 these accounts have performed well with 12,668 followers (235 more than Q2). In Q3, 291 social media posts across four accounts have reached 204,397 people.

Organic campaign (caddy liner promotion, food waste minimisation)

During October and November 670 rolls of caddy liners have been sold (October: 300, November: 370, December: awaiting stats).

Recycling containers

Residents consistently choose clear sacks over reusable bags for recycling as demonstrated by the number of clear sacks collected from the libraries (over 16,800 rolls) compared to the number of reusable bags ordered/collected (10,300 bags).

The Environmental Engagement team continue to encourage residents to separate their paper and cardboard at all events and communication campaigns including the message "sort it right" on all Christmas service change messages.

In Q3 116,832 rolls of single-use plastic sacks have been either delivered by Medway Norse or collected from the community hubs and libraries.

Ella Pouch

In Q3 18kg of Ella pouches has been sent to Terracycle. There has been a marked improvement in recycling pouches with library/hubs. Pouches are a niche product, so this demonstrates a positive response to the libraries schemes and the willingness of the public to recycle where facilities are available.

Textiles

Textile recycling continued to be popular in Q3. In the first eight months of 2021-22, 61 tonnes of textiles were recycled, more than the whole of last year.

Programme: Improving 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.

Four Elms Hill Air Quality Action Plan

Following receipt of data from the strategic transport assessment for the new local plan, work has been recommended on the air quality action plan covering the Four Elms Hill Air Quality Management Area.

Quality Monitoring

The team continued to maintain the air quality monitoring network 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 Environmental Protection (EP) team completed and submitted the 2021 Annual Status Report to the Department for Environment, Food & Rural Affairs (DEFRA) on time. The appraisal feedback received during Q3 was positive and confirms DEFRA have accepted the report.

Taxi and Private Hire project

The EP team secured a free online training session for taxi and private hire drivers on electric vehicles, which included an opportunity to test drive a vehicle locally. This was delivered by the Energy Saving Trust on 5 and 6 October. 16 drivers attended the online session and three took up a test drive.

Kent & Medway Air Quality Monitoring Network

Following a procurement exercise 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 work the team carry out on awareness raising of air pollution.

The new website went live on 1 April 2021 containing current and forecasted air quality levels, a free pollution forecast service and access to monitoring.

A range of additional changes/enhancements have come forward and gone live during Q3 including a brand new KentAir logo and a range of additional pages with supporting information on air quality. These include associated health impacts and sustainable transport, a twitter feed, access to a free app and local authority officer training videos.

DEFRA Air Quality Grant Programme

The EP team have submitted two funding applications for projects under the DEFRA Air Quality Grant Programme to:

- reduce idling in the Rainham Air Quality Management Area (AQMA) using signage in conjunction with the University of Kent.
- carry out a comprehensive taxi and private hire ultra-low emission vehicle (ULEV) feasibility study, looking at the barriers and opportunities for ULEV uptake by the trade in Medway, which will be supported by a remote sensing vehicle emissions measurement campaign.

Successful applications and funding awards will be confirmed in February/March 2022.

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 the 11 priority areas include:

- The 2019/20 carbon emissions report identifies a 13.2% reduction on emissions on the baseline year across the council's estate and operations. Carbon emission reports for 2018/19 and 2019/20 have been added to the council website and will be published annually going forward.
- Following trials, it has been agreed that warm mixed asphalt can be used for resurfacing schemes where appropriate. Less energy is used, less emissions are produced, and it is still 100% recyclable back into asphalt in the future.
- The Digital team have undertaken work to decrease the amount of energy used by servers hosting medway.gov.uk by removing embedded videos and unnecessary documents.
- All new procurement activity now has a weighted social value element, and a consistent consideration is tonnes of Carbon dioxide equivalent (CO₂e) reduced. In addition, services have the option to choose additional environmental impacts such as a reduction in single use plastics. A trial to ascertain the benefits of the draft Social Value policy are underway.
- A Councillor briefing session was hosted with 20 members attending and positive feedback received.
- The initial draft of Local Plan policies and Hoo Development Framework were published in September 2021 as well as the evidence base on Strategic Flood Risk Assessment. Relevant policies include early drafts of flood and water management, design resilience, the energy supply policy which supports 'Community led initiatives for renewable and low carbon energy through neighbourhood planning' and the sustainable transport policy.
- £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).

- Under the government's Energy Company Obligation (ECO) scheme, local authorities have the flexibility to define eligible households living in or at risk of fuel poverty. This scheme is known as the Local Authority Eligibility Flexibility (LA Flex). The Housing service continues to promote LA Flex through the contractor, Aran group, and is providing a top-up to a small number of cases where work over the initial grant is needed. To date this financial year, 38 applications have been granted funding. The measures being requested are loft and cavity wall insulation (31) and boiler replacement (some with loft and cavity wall) (13).
- Phase 1 of the Re-fit energy efficiency and low carbon programme started in October. Solar panels have been installed at Gillingham Library and work has started on Lordswood Library and Gun Wharf Light-Emitting Diode (LED) lighting replacement. Future works include installing heat pumps at the Brook Theatre and Gillingham, Lordswood and Wigmore libraries.
- The rollout of the LED smart street lighting scheme has continued, with lantern replacement increasing in line with the programme. To date 17 Central Management System (CMS) base stations have been installed.
- The 'quick win' Office for Zero Emission Vehicles (OZEV) funded project involving 34 charging points within the council-owned car park sites launched officially in October 2021, including a photo opportunity, press release and local media coverage.
- Medway's Bus Service Improvement Plan, published in October 2021, sets out the council's plans for infrastructure improvements and promoting the use of Ultra-Low Emission Vehicles (ULEV).
- Five schools took part in our Conference of Parties 26 (COP26) Walk to School Initiative (walking virtually to Glasgow). The combined effort is estimated to have saved over 5tCO₂e.
- During the autumn we carried out campaigns to encourage awareness about our air quality through activities such as car sharing and choosing cycle routes with the best air quality as well as encouraging people to talk to us about how our air quality alerts could improve people's days.
- A successful three-day operational trial of electric refuse collection vehicles (RCVs) was undertaken in Q3. Waste services are investigating possible RCV fleet replacement in conjunction with Medway Norse and the Finance team. Assessment work has commenced on the power supply availability at Pier Approach Road to enable an assessment of the number of vehicles the supply could support.
- The Environmental Protection (EP) team secured a free online training session for taxi and private hire drivers on electric vehicles, with the opportunity to test drive a vehicle locally, delivered by the Energy Saving Trust. 16 drivers attended the online session and three took up a test drive (across both days).
- Work is continuing at pace on the full fibre to the premises (FTTP) build. As of October 2021, full fibre connectivity is now available to over 8,900 premises.
- A new "Energy & FM Data Officer" post has been created and appointed to. The post holder has already carried out extensive energy data collection and validation which will assist with reporting the council's carbon emissions.
- A draft policy on 20% Biodiversity Net Gain and Medway's Green and Blue Infrastructure Framework were published.

- Over 500 trees have been donated and planted during the winter by volunteers and Medway Norse.
- The first Medway Makers' Climate Change drop-in session took place during COP26 to allow staff to share their thoughts on climate change.
- A number of events took place in Medway during the two weeks of COP26 to raise awareness and engage local communities in ideas and getting involved including the large scale "Climate Conversation" event held at Rochester Corn Exchange and attended by over 60 attendees, Climate Café events and a Carbon Literacy Training taster session.
- The Climate Change Instagram account has now grown to 533 followers and we reached 1062% more accounts in September than the previous month. New features are starting to be used including Stories to extend our reach and this will continue in the next quarter. Our Facebook followers have grown to 2,089 and we saw a 205% increase in post engagement in September than in the previous month.
- A total of 799 people are subscribed to the Climate Change newsletter, with three sent out in Q3.
- Our Winter edition of Medway Matters included a double page spread on climate change. It featured a story raising awareness of the Kent Realising Electric Vans Scheme (REVS) allowing businesses the opportunity to try an electric van for up to two months for free. Two more businesses signed up to participate in the Kent REVS scheme (a total of 10 businesses across Medway have signed up since May 2021).
- A newly appointed Medway Youth Council representative attended their first Climate Change Member Advisory Group meeting in Q3.
- 10 schools in Medway were recognised for their green achievements at the Kent Messenger (KM) Green School Awards.
- Work continues towards decreasing the amount of household waste collected and reducing levels of contamination in recycling waste streams by providing clearer information and guidance by recycling roadshows, attendance at events and online and social media. Ahead of Christmas we have carried out a major campaign to raise awareness of the Christmas collection arrangements and encouraging people to recycle more. A leaflet has gone to every household and there was a full-page item in the Winter Medway Matters edition.
- 13 pledges for addressing climate change have been added to the better Medway Schools award in preparation for programme relaunch 2022.
- Officers successfully applied for funding from the Net Zero Innovation fund (Local Government Association / University College London) in collaboration with the University of Kent to carry out engagement and knowledge transfer workshops with landlords to uncover their understanding and planning for Net Zero. The intention is to disseminate the findings into academic publications and practical case studies.
- The Climate Response team are developing joint working and academic research opportunities. A Department for Education, Food & Rural Affairs (DEFRA) Air Quality bid for anti-idling project in Rainham was submitted. The Climate Response team attended and presented at a seminar for the Cities and Climate Emergency module at the University of Kent in Q3.

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 United Kingdom (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.

The service continues to support the legacy of the bid, developing plans around Arts Council England, the Priority Place agenda and supporting the strengthening of Creative Medway.

The Culture team continue to support the Bid Director as she hands over learning and resources to Creative Medway following confirmation that Medway would not be progressing to the next stage of the bid for UK City of Culture.

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.

Since October 2021 Creative Medway have come together twice to develop a clear plan to develop and strengthen their position as a sector support organisation.

Workshops have looked at structure and governance, visibility and action planning and in Q4 Task and Finish Groups will be supported by specialist professionals to move each of these aspects forward.

The Culture team continues to support Creative Medway Chair, the Compact, and the Theme Groups as plans are made to deliver Creative Medway.

Arts Council England has offered £20k strategic funding to support developmental work until June 2022. This will pay for the time of non-salaried freelancers and representatives of small organisations, and will provide resource to develop action plans, visibility and a governance structure.

Additional funds and resources are being actively pursued, such as the Additional Restrictions Grant (ARG) funding, which will pay in part for some freelance facilitation or administrative support for Creative Medway.

The Culture team has attended a number of meetings this quarter, facilitating conversation between the different Creative Medway members and sharing information about the strategic funding proposal.

The Culture team have a newly 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 team going forward.

Successful outdoor events programme

Q3 saw the successful delivery of:

Medway Fun Palace, 1 October, Pentagon Shopping Centre

In partnership with Nucleus Arts Medway, Fun Palace was a huge success charged with increasing footfall to the Pentagon by 18% making those experiencing the event in the region on 4,000. The event was a fun day of science shows, hands-on activities, stalls and stands, art workshops, interactive installations, theatre, flash mobs, choirs and dance troops. On top of this we supported 15 library events, and 5,000 home Fun Palaces magazines we distributed too.

Fireworks Night, 6 November, Great Lines Heritage Park

This year's fireworks night was the first held since 2018 with over 25,000 attending. It included a new 'music of the movie's' laser event. The event was well received by residents on social media too.

Rochester Christmas Markets, 27 & 28 November and 3 to 5 December and 10 to 12 December, Rochester Castle Gardens

The Rochester Christmas Markets saw a significant reduction in the number of stallholders down to 60 due to the pandemic with many businesses failing or pivoting to alternative income streams to stay alive. To ensure the markets continue to look full and busy stallholders we offered additional space and the Bavarian food court was expanded to provide more space for seating. More than 210,000 people visited the markets over its three weekends making it the most visited Christmas Market since the council took over its management in 2015.

Dickensian Christmas, 4 & 5 December, Rochester Historic Centre

The Dickensian Christmas weekend was a great success, with 80,000 people attending. This is a similar figure to last year and given that the number of coaches were down from 90 to 30 and the new Covid19 regulations that were brought in three days before we are very pleased with figures. The event had great pre-event coverage in The Times, Time Out, National Rail and Lad Bible all rating Rochester Christmas market in their top ten markets in the country and visits to Visit Medway have been very high.

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.

MC submitted a successful £14.4m bid to the Ministry of Housing, Communities & Local Government's (MHCLG's) Levelling Up Fund as 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 started with UoK and is focusing on business development, fundraising and stakeholder management.

Child Friendly City

In Q3 we have been focusing our efforts to streamlining priorities for children and young people to help with co-developing our Child-Friendly City plan. We had our second Child Friendly City Hall on 10 November with over 130 guests. At the November Child-Friendly City Hall City Hall we did a Questions and Answers (Q&A) session with Richard Hicks, Director of Place & Deputy Chief Executive, at Medway Council, a comedy performance by the Noise Next Door and an activity worksheet based on key themes and consultation to date. The activity sheet was designed to help inform us on key priorities that children and young people wanted to see as part of each theme/strand of work. There was also space for young people to add personal suggestions, comments, and feedback.

The six key themes were based on the outcomes from the consultation with children and young people – via our survey, City Halls and postcards.

- Safer for everyone, without the fear of anti-social behaviour, crime, or intimidation.
- Cleaner and well maintained, free of litter and dirt, with modern play spaces.
- Greener, with greater awareness of, and action to protect, the environment and our future.
- Aspirational, offering children and young people opportunities to pursue their dreams and careers.
- Engaging, actively involving children and young people in the decisions that affect their lives.
- Community-Focused, welcoming community spaces and inclusive for all people in Medway - regardless of race, gender, sexuality, or other characteristics.

We also received some additional suggestions that we will be adding as new pillars:

- Changing Community – Focused to “Inclusive & Community-Focused”.
- Adding – Creativity.
- Adding – Health & Wellbeing.

We also finalised our new Child Friendly Medway (CFM) logo based on contributions from children and young people at our November City Hall.

We are currently working through lists of priorities under each header and adding these to our CFM plans, as well as taking feedback to various teams to see if they can support delivery and build this into their plans.

We are aiming to have our new CFM plan by May/June 2022 following consultation with various teams across the council and leadership approval.

Additional Programming

Seeing is believing – We have been 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 – Ran until 30 October in six parks across Medway.
- In October we sponsored three school prizes as part of the Climate Change teams October Walk to School Challenge for Conference of Parties 26 (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.
- Two free Halloween Cinema Events at MidKent College and activities.

Targeted

- October half-term – Fit & Fed in Luton & Chatham (Kingfisher).
- Swimming Crash Courses/Learn to Swim for 120 children and young people on free school meals.
- Sponsored Christmas pantomime at MidKent College – Targeted schools from areas of high deprivation who do not have budgets for this type of extracurricular activity.
- Sponsored two Christmas pantomimes in partnership with the Heritage Action Fund (HAF) project – targeted to children and young people on free school meals. This was a family event.

Q4 plans

In Q4 we will be focusing on the CFM plan and marketing materials. We will also be sponsoring the Brief Intervention Programme which will help children with low tier counselling support with various issues that do not meet the Children & Adolescent Mental Health Service (CAMHs) threshold.

Successful delivery of Theatre31

A £1m Youth Performance Partnership Fund (YPPF) Arts Council funded youth theatre and performance project 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.

Icon Theatre have made good progress in developing links with the Light Nights event. Young people from Theatre31 will perform as part of 'If Not Now', a large scale show specially commissioned for this event.

High Streets Heritage Action Zone (HSHAZ) Cultural Consortium – discussions are underway about a large-scale event in summer 2022.

D-Live – developing Deaf-accessible workshop and performance opportunities.

Good progress has been made encouraging schools to sign up for Artsmark. Take-up has been enabled by Theatre31 paying 50% of the sign-up fee for schools identified as most likely to benefit from Artsmark.

The Icon Theatre has also put the Theatre31 funds to good use in partnership with Medway Go!, a scheme which involves children in extracurricular activities while also providing nutritious food, aimed at families living in deprivation. This Christmas, children and their parents have been offered free tickets to see The Brook Theatre Christmas Show and the Pantomime at The Central Theatre, followed by a drama workshop and a meal.

The project has also funded Brook Theatre's in-residence company 'Square Pegs' to develop a new youth theatre in Medway for young people who are neuro-divergent, learning disabled or autistic.

The Icon Theatre is using their experience and evidence from their work on Theatre31 to strengthen their application for the next round of Arts Council England's National Portfolio Organisation (NPO) bids. Should they be successful in their bid for NPO status, there are a number of 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 and has been drawn upon in all of Medway's recently successful Levelling-Up Fund and Community Renewal Fund submissions. Its revision – to reflect significant changes since its adoption in December 2018 (including Housing Infrastructure Fund (HIF) award, climate change emergency declaration, Brexit, Covid19, child-friendly city commitment) – has commenced.

Medway 2035 is being refreshed to align with the emerging Local Plan, to become Medway 2037. It will encompass a suite of documents with deliverable action plans and will build upon existing and proposed strategies including the Skills and Employability Plan, Innovation Strategy, Town Centres Strategy, and River Strategy, and align with other relevant strategies such as the Climate Change Action Plan, Culture Strategy, Tourism Strategy, and Sport Strategy. Priorities include destination and placemaking, town centres, inward investment, business accommodation and digital connectivity, sector growth and improving employability. Cross cutting themes include climate change and net zero, innovation, and growth for all. SQW have been appointed as lead consultants to deliver the documents by March 2022. An External Investment Officer is working with SQW to look at bids/business cases for the prioritised projects and interventions and create a pipeline in preparation for future funding opportunities.

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

We have welcomed 12 new members this last quarter and welcomed 11 Medway 2025 Business Ambassadors who decided to join us since our City of Culture bid was unsuccessful. We also had seven website enquiries with people joining us in our January meeting. We now have over 300 members.

We held our last meeting of 2021 in November at the Fire Station Brasserie with a Hospitality theme – over 60 members attended the meeting. Guest speakers were Deirdre Wells OBE, Rebecca Collins from Visit Kent, and The Fire Station Brasserie.

Recruit stakeholder support for Medway on the Map

Although much of our normal activity such as visits, Medway 1 etc. have still been slow due to the ongoing spectre of Covid19, we were delighted to receive strong support for our City Status bid with many Medway organisations and stakeholders agreeing to include their logo in our public document submitted.

We attracted record numbers to Medway for our Christmas in Medway events thanks to a significant investment in marketing and awareness with upwards of 100,000 attending the Christmas Markets and Dickensian Christmas Festival. We were also delighted to be featured in the Times and Ladbible's list of the top ten Christmas markets in the country.

We are starting to work with developers to plan a campaign to raise awareness of Medway.

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 received 171 media enquiries between 1 October and 14 December. In the same period the press office responded to:

- 238 enquiries in 2020 (Covid19 – we received 99 public health enquiries).
- 229 enquiries in 2019 (we received 29 general election enquiries).

The press office responds to a range of enquiries from local, trade, and national press. During Q3 we received 19 enquiries regarding planning and development matters including five regarding the Local Plan and three about the Pump Lane secretary of state decision from local and trade press. We also received 18 public health enquiries, the majority of which were questions around Covid19 and advice to schools.

Interviews

We have facilitated 18 media interviews since 1 October. This includes a variety of radio and TV interviews on a number of topics including congratulating a retiring school crossing patrol after 40 years of service, promoting our City Bid and promoting the Dickensian Christmas Festival. When arranging interviews, and briefing interviewees, the press office links to our ambition to become a Child Friendly City, where appropriate.

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 and provide interviews following government announcements.

Press releases

Between 1 October and 14 December, the press office issued 72 press releases showing the scale of work being asked of the team when compared to the last two years.

In the same period in:

- 2020, the press office issued 61 press releases.
- 2019, the press office issued 50 press releases.

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

- Celebrating Christmas in Medway.
- Medway Test results.
- Thanking partners on World Homelessness Day.
- Celebrating Libraries week.
- Promoting training grants on offer.
- Medway Light Nights.
- Rochester Multi Storey Car Park Automatic Number Plate Recognition (ANPR) pilot.
- Medway Archives Centre achieving national standard.

Programme: Medway a Smart City

The Smart City Roadmap has now been drafted and will be presented to the next Transformation Board and then be circulated for internal comments. Several projects have already been progressed:

- installation of the first batch of public electric vehicle charging points in Medway which went live in October 2021.
- implementation of road temperature sensors on two gritting routes in Medway in time for the 2021/22 winter season in November 2021.
- completion of a new ticketless ANPR management solution at Rochester Multi Storey Car Park in November 2021.
- in addition, the very first Electric Vehicle (EV) Strategy and Implementation Plan for Medway was completed in December 2021 and will now go through the governance process, before being presented to Cabinet in April 2022.

There are more exciting projects that will be progressed during Q4, including the potential expansion of ANPR into more car parks, the introduction of a 3D visualisation model for Medway (with a focused pilot in Chatham and Rochester), a gully sensor and warning sign pilot for Pier Road, and an InnovateUK funded pilot using artificial intelligence to ascertain rich transport-related data from existing closed-circuit television (CCTV) feeds.

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	10		28
FAILURE TO PRODUCE DOCUMENTS								3		3	32		3		35
SCRAP METAL												1			1
LITTER	19	12	6	1	38	5	8	4	6	23	13		10		23
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		2		5
COMMERCIAL DUTY OF CARE							3		1	4					
TOTAL	23	24	18	8	73	11	28	13	19	71	59	14	25		98

District Enforcement

DISTRICT ENFORCEMENT ISSUED FPNS	Q3 19/20	Q4 19/20	Q1 20/21	Q2 20/21	Q3 20/21	Q4 20/21	Q1 21/22	Q2 21/22	Q3 21/22
LITTER	1,386	899	157	2,236	2,054	1,624	1,532	1,597	302
DOG FOULING	11	9		1		1	3		
DOGS ON LEAD	1	1		1			1		1
TOTAL	1,398	909	157	2,238	2,054	1,625	1,536	1,597	303

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		2
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	2		3
SMOKE FREE			1		1										
TOTAL	7	6	3	9	25		1		11	12	7	15	3		25

REPORTED IN PENTANA			2		24					9					
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Council Priority: GROWTH

Maximising regeneration and economic growth

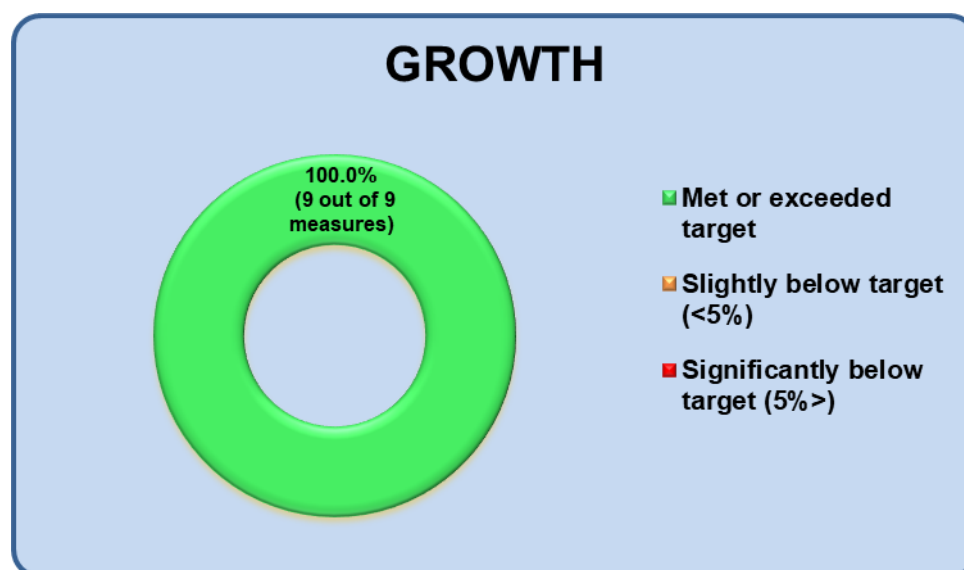
Performance: Quarter 3 2021/22

Key

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

Council Plan measures: summary performance

There are 11 Council Plan measures for this priority. We are reporting on 9 this quarter as data is not available for 1 measure and 1 is data only.



Improved performance

- 56% (5 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	Green	% of square footage let at Innovation Centre Medway (ICM)	IMP	DET
ECD20	Green	% of square footage let in council owned business units	IMP	IMP
NI 117(16-17)	Green	The percentage of 16–17-year-olds who are not in education, employment, or training (NEET)	IMP	IMP
MAE 2	Green	Medway Adult Education % retention rate (Q1 academic year)	IMP	IMP
MAE 3	Green	Medway Adult Education achievement rate (pass rate) (Q1 academic year)	IMP	IMP
NI 156	Green	Number of households living in temporary accommodation	DET	DET
HC3	Green	No. of households with dependent children in B&B who have resided there for 6+ weeks at the end of the quarter	STATIC	STATIC
HC4	Green	Number of private sector properties improved as a result of the Council's intervention	DET	DET
NI 154	Green	Net Additional homes provided (2020/21 annual)	DET	IMP

Data only measures

Code	Status	Name	Short Trend	Long Trend
GVAPJ M	Data	GVA per job – Medway (2019/20 annual)	IMP	IMP

Measures not available this quarter

Code	Status	Name	Short Trend	Long Trend
NI 167 New	NA	Average journey time along 5 routes across Medway (mins per mile) (2021/22 annual)	NA	NA

Strategic Risks

The quarter 3 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	62	Delivering regeneration	Director of Place and Deputy Chief Executive	BII	L – high I – major
SR35	69	Homelessness	Assistant Director Culture and Community	CIII	L – significant I – moderate
SR50	83	Delivering £170m Housing Infrastructure Fund (HIF) programme	Assistant Director Regeneration	CII	L – significant I – major

Council Plan Outcome: A strong diversified economy

Programme: Inward investment and business growth

Council Plan measures

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

Quarter	Target	Value	Status	Aim to	Short Trend	Long Trend
Q3 2021/22	90.0%	99.13%	Green	Maximise	IMP	DET
Q2 2021/22	90.0%	98.44%	Green	Maximise	DET	DET

Comments

The Innovation Centre Medway continues to perform well with 99% occupancy. The only vacancies are two vacant desks in the My Desk office. The My Desk approach is being revisited in 2022 as part of the strategy review looking to attract the right type of innovative businesses in their infancy to take up the desks.

ECD20 % of square footage let in council owned business units

Quarter	Target	Value	Status	Aim to	Short Trend	Long Trend
Q3 2021/22	90.0%	93.72%	Green	Maximise	IMP	IMP

Quarter	Target	Value	Status	Aim to	Short Trend	Long Trend
Q2 2021/22	90.0%	93.52%	Green	Maximise	IMP	IMP

Comments

Overall, the four properties continue to perform in excess of the 90% target with 93.72% occupancy. There is some expectancy that the threat of Covid19 and its impact on businesses is likely to, again, cause some terminations of arrangements in the next reporting period.

The Innovation Studio Medway has 100% occupancy of office and for the first time also 100% occupancy of containers.

The Innovation Centre Medway has 99% occupancy with two My Desk spaces remaining empty. My Desk is being revisited in 2022 with a new drive to find innovative businesses in their infancy to take up the vacant desks.

Pier Road has the same occupancy level as the last reporting period with 26 out of 29 available units occupied. Issues have remained with extremely slow fixing of two damaged units affecting the ability for them to be put out to market.

There are two units about to be occupied leaving Hopewell with 19 of the 23 available units occupied. Two of the empty units are going through the application process.

GVAPJ M GVA per job – Medway

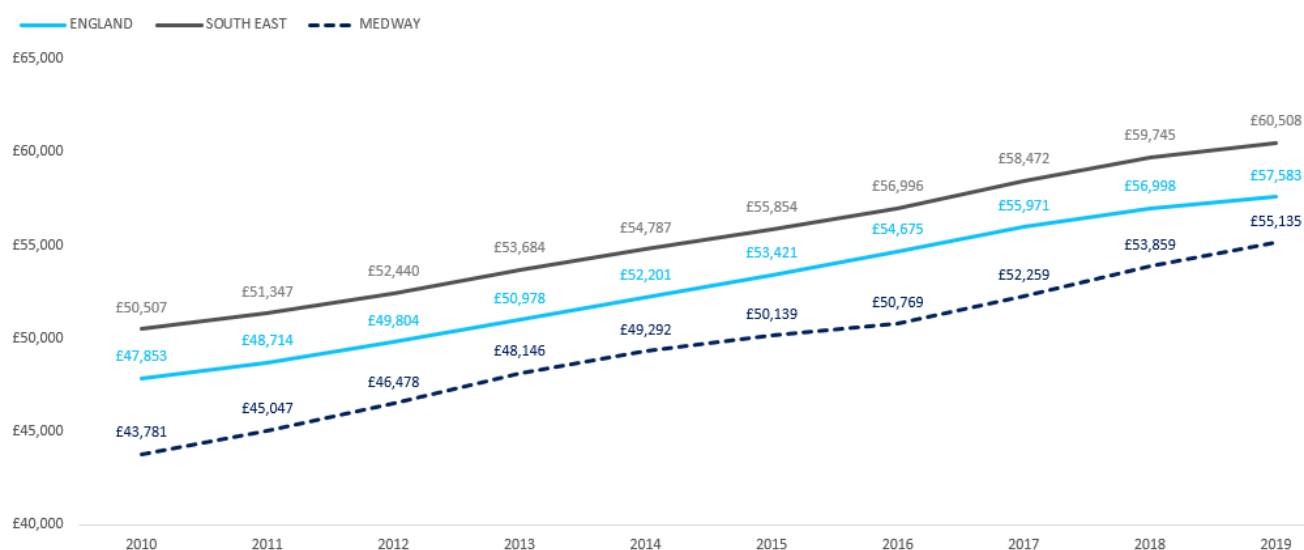
Annual	Target	Value	Status	Aim to	Short Trend	Long Trend
2019/20	Data	55,135.00	Data	Maximise	IMP	IMP
2018/19	Data	53,859.00	Data	Maximise	IMP	IMP

Comments

This data is published by the Office of National Statistics (ONS) and is normally released in December each year in arrears. ONS have not yet given a date for the next update for 2020.

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

Benchmarking



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.

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, 601 businesses have been supported through this scheme, totalling £3,216,191.37.

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 available Government support and grants and is no longer active. A total of 8785 advice line support calls were received from Medway Businesses. The last Covid helpline report was received in June 2021.

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

Southern Site – work has commenced to deliver the infrastructure and this is expected to complete in March 2022. Marketing of the site has commenced through the council's agents and the IPM website is now live. Uptake has been slower than expected and the team are in the process of appointing an additional London based agent. A detailed architectural scheme is also being prepared for the southern site, to assist buyers in seeing the vision and opportunity available in more detail and to enable an application under the Local Development Order (LDO) to be approved ready for construction. It is anticipated this will generate further interest which can then be diverted to the northern site once a suitable occupier is found for the southern site.

Northern Site – archaeological works are expected to be complete in early February. Infrastructure works will commence in March 2022 and are expected to take approximately 12 months.

Council Plan Outcome: Residents with jobs and skills

Programme: Jobs, skills 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
Q3 2021/22	2.6%	2.4%	Green	Minimise	IMP	IMP
Q2 2021/22	2.6%	3.2%	Red	Minimise	IMP	DET

Comments

Data is for November 2021. The rate of Not In Education, Employment or Training (NEET) 16- and 17-year-olds is 2.4%. This represents 160 young people. This is better than target.

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

In November 2020, 2.8% of 16- and 17-year-olds, 186 individuals, were NEET. Year-on-year there has been a 14% improvement in the proportion of young people who are NEET. There are currently 26 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. The combined rate of NEET and, 16- and 17-year-olds whose activity is not known is 22.1% - in November 2020 this was 13.2%, as such this statistic has worsened by 67%.

Benchmarking

Nationally the rate of NEET is at 2.3% for November and has improved by 8% compared to last year. It is 1.8% in the South East, having also improved by 14% compared to the same point last year. Nationally the combined NEET/Not known percentage is 7.4% and in the South East it is 9.5%.

Actions

There remains work to do in supporting young people who are NEET. Work to update the database via the school census has been done and this should impact the rate of not knowns positively, over time. BeYourself continues and recruitment of a second worker is underway. Monitoring from the beginning of the new academic year will show an increase in NEET and Not known while destination tracking will take place between September and December, ready for the first submission date. Extra provision for NEETs has been agreed with Mid Kent College.

LRCC4a Number of jobs created and safeguarded (cumulative)

Quarter	Target	Value	Status	Aim to	Short Trend	Long Trend
Q3 2021/22	225	255	Green	Maximise	IMP	DET
Q2 2021/22	150	223	Green	Maximise	IMP	DET

Comments

In Q3, there has been one successful inward investment. 30 full time equivalent (FTE) jobs were created. This was achieved by our contracted inward investment agency, Locate in Kent.

The uptake in new workplace tenancies across a range of the council managed workspaces continues to be static as the council workspaces are at 99% capacity. This quarter, one job has been retained in Hopewell Drive and one job retained in the Innovation Studios Medway (ISM).

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, 601 businesses have been supported through this scheme, totalling £3,216,191.37. The likely significant impact the implementation of this scheme may have on the creation and safeguarding of jobs during Q3 of this financial year has not been reflected in the reporting attached.

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	1082	Green	Maximise	DET	IMP
2019/20	1000	1130	Green	Maximise	IMP	IMP

Comments

This performance is reported annually. The latest data has been published in the council's Authority Monitoring Report in December 2021 and is available on the Medway Council website.

The main findings from the report include the completion of 1,082 dwellings within the year 2020/21, which was a notable achievement in the context of Covid19 and is the second highest delivery of housing for Medway Council (the highest being in the year 2019/20). 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 per annum for the Medway area. The target of NI 154 has been 1,000 dwellings per year and this is reflected in affordable housing delivery which is a percentage of the annual housing target for planning.

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 authority to formally submit it 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.

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

Phase 4 work is in progress. Build Associates are making good progress on all three Twydall sites. Ground works are completed, and brick/block work is going up. Work is on track to complete December 2022.

Phase 5 (Lennox Wood and Aburound House) – an architect and design team have been appointed. We will now work towards submitting planning applications – spring 2022.

Britton Farm – initial discussions with Medway Development Company (MDC) have been held and a price agreed in principle. Housing Revenue Account (HRA) will now get an independent valuation completed. MDC will be sending over a first draft heads of terms imminently. Final specification details are still being agreed. MDC have commenced demolition and hope that works will be completed March 2023.

The HRA are also looking at two other sites; one is an open market purchase with potential for 70 units and the other is an underutilised green space with for potential for around nine units. Officers are getting massing studies completed and will be looking to potentially submit planning pre-application cases shortly.

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

Medway Development Company Limited (MDCL) continues to progress several 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 now progressing these projects towards completion. The public realm scheme is transformed, creating a welcoming environment and the skills hub is scheduled to be completed by March 2022. The new skills hub will play an important educational facility which will provide modern facilities that will play an important role as we emerge from the Covid19 pandemic.

Whiffens Avenue

The proposed development of 115 homes is making excellent progress and 90% of the windows have been installed. We are pleased to report that we submitted a bid to Homes England for their First Homes Pilot scheme where funding is provided to

support First Home buyers and this has been successful. This will play an important role in helping first time purchasers. Our early release apartments have also been reserved, with six sales agreed and we have a register of 200 enquiries.

Mountbatten House and the Paddock

The Mountbatten House building has now been purchased by the council and we are preparing for the asbestos and plant strip out phase. 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, which is funded through the Future High Streets Fund programme. We are currently undertaking a public consultation for the Paddock scheme to seek feedback on the proposals.

Furthermore, MDCL assisted the council in developing the Future High Streets bid and we are also preparing to start these works in spring 2022.

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 and apartment blocks are now emerging, forming a new townscape for Chatham. The scheme will lead to the construction of 182 new homes.

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

2,738.8 sqm of commercial space has been delivered with a store, cafe and hotel. Future delivery includes 1,765 sqm is planned to be delivered in phase 4.

- Phase 1 – completed; all 157 units occupied.
- Phase 2 – completed; all 174 units occupied.
- Phase 3 – all 171 properties are in build. The sales launch took place in August 2021.
- Phase 4(a) – the over 55's development sale has completed, and instruction works have commenced on site.

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. Hoarding and blocks have been removed to open-up the site and improve the environment at the Esplanade. The remaining fill is also being spread out across the site to create a better public environment whilst development options are considered.

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)

Annual	Target	Value	Status	Aim to	Short Trend	Long Trend
2021/22	4	NA	NA	Minimise	NA	NA
2020/21	4	2.48	Green	Minimise	IMP	IMP

Comments

The next tranche of Trafficmaster data to be issued by the Department for Transport (DfT) will be received in Q4. This information is used to calculate journey times for Medway. Once this information has been received journey time data for the calendar year 2021 can be calculated and updated 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 the 2023- 2024 financial year. This work was due to be delivered through the Highways Infrastructure Contract using the council's Highways term contractor, Volker Highways, however they have since advised they cannot undertake the work due to corporate changes in deemed risk for tunnel works and therefore we will be seeking to go out to tender. This does mean the programme may be delayed but a new programme is being undertaken and if needed the DfT will be advised and an extension for the funding spend requested.

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 as a consequence of infrastructure failure and impacts on Network Flow. Medway Tunnel is one of two key strategic crossings across the River Medway within Medway.

- Reduce the levels of investment that Medway Council have to make into Medway Tunnel through successful securing external investment.

Q3 performance update:

- Ventilation Fans – The performance specification and basis for design have now been drafted and will now go through a technical review process. The aim is to not only replace the fans but also upgrade the detection system which determines how the fans operate.
- Contraflow Gaps – The barrier works have now been completed and signed off. Only minor patching work is needed in March 2022 to enable the barrier to have a smooth surface.
- 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 technical review and comment.
- Pier Road Retaining Wall – Discussions are still ongoing with landowners to enable the works to be planned to rebuild two sections of the parapet.
- Manhole Upgrade and Replacement – The programme for upgrading all the manholes within the tunnel remit is now complete. The new manholes come with a five-year guarantee, but the expected life is much longer than this.
- Pumps and Sumps Refurbishment and Upgrade – The performance specification has now been drafted and will now go through a technical review process.

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 £353k 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.

Q3 progress:

- Work continues in preparation for our funding submission for the DfT.
- The National Highways and Transport annual survey results have been published and a brief of the outcomes is being produced.
- The Highway Asset Management Plan is being transformed into a Strategy, a key requirement of the self-assessment and will be completed in Q4.
- The Transport Asset Management Policy is being reviewed to be brought up to date and complement the new Asset Management Strategy which is being produced.
- Medway Council's Resilient Network consultation has closed. This will be reviewed in Q4.

Review transport improvements across Medway

As in Q2, management of the schedule of Local Transport Plan (LTP) projects continued as planned with no serious issues with scheme delivery arising. Budget monitoring indicates that all Local Transport Plan (LTP) projects will be progressed to year end within the agreed budget. Officers also continued work on preparing future LTP projects for the new financial year, including the required continuation of any existing projects for this year. These proposed projects will be considered in Q4 when a schedule of schemes will be put to the Portfolio Holder to agree for 2022/23.

Streetworks - Permitting Programme

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

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

Q3 performance update:

- 6,465 permit applications were received of which 4,915 (76%) were agreed.
- 4,910 permits were closed as works completed.
- 141 Fixed Penalty Notices (FPNs), both real and shadow, were issued.
- The rate of inspection pass was 96.84% with 2974 inspections undertaken.