

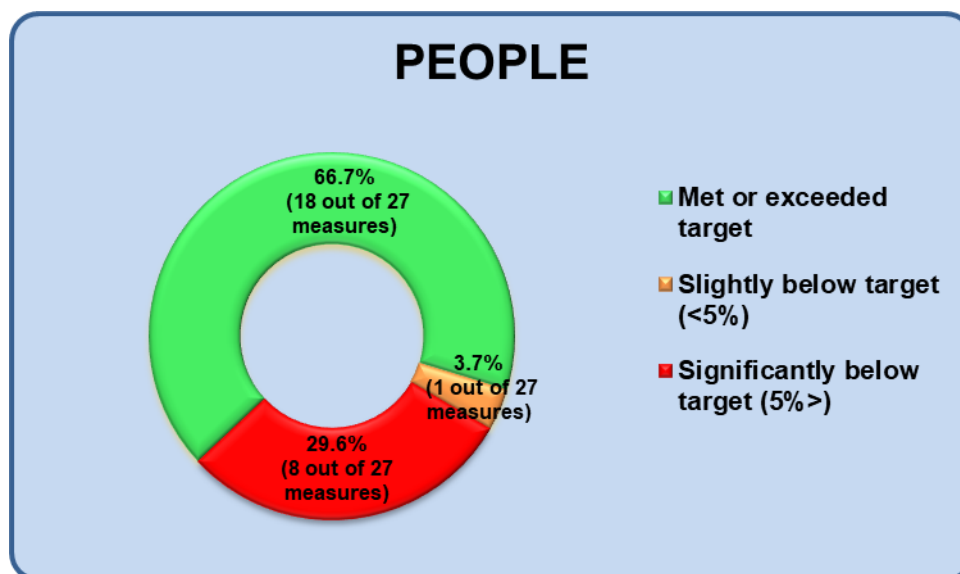
Business Support
Overview and Scrutiny Committee 25 August 2022
Overall Council Performance and Risk Register Review:
QUARTER 4 2021/22
(excluding performance under remit of Business Support
Overview and Scrutiny Committee)
Council Priority: PEOPLE
Supporting Medway's people to realise their potential
Performance: Quarter 4 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 27 as data for 7 measures are not available this quarter.



Improved performance

- 44% (12 out of 27*) improved over the short term (since last quarter)
- 37% (10 out of 27*) 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 (Q3 2021/22)	IMP	DET
PH23	Green	Dementia friendly settings	IMP	IMP
A1	Green	The average number of days (over the last 36 months) between a child entering care and moving in with adoptive family	IMP	IMP
CSC0004	Green	Number of LAC per 10,000 children	DET	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	IMP	DET
ILAC5	Green	% of children with long-term fostering as a plan, where the child, carer and service have agreed for the placement to last until the child is ready to leave care.	STATIC	IMP
ILAC6	Green	Rate of open CIN cases per 10,000	IMP	IMP
PH16	Green	Smoking at time of delivery (Q3 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(2)	Green	Permanent admissions to care homes, per 100,000 pop – 65+ (2021/22 annual)	DET	DET
CA13	Green	The percentage of children permanently excluded from school (upheld only)	DET	DET
CASEIKS4 Ofsted	Green	The percentage of secondary sector schools in Medway judged to be good or better	STATIC	STATIC
CASEISPEC Ofsted	Green	The percentage of special schools in Medway judged to be good or better	STATIC	STATIC
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	DET	DET

Measures slightly below target (amber)

Code	Status	Measure	Short Trend	Long Trend
ASCGBT001	Amber	% of Long-term packages that are placements	STATIC	DET

Measures significantly below target (red)

Code	Status	Measure	Short Trend	Long Trend
PH14	Red	Excess weight in 4–5-year-olds (2020/21 annual)	DET	DET
PH15	Red	Excess weight in 10–11-year-olds (2020/21 annual)	DET	DET
PH17	Red	Breastfeeding initiation	IMP	DET
ILAC3	Red	Completed initial child and family assessments which started as S47, where the child was visited within 1 working day.	IMP	DET
ILAC4	Red	Completed initial child and family assessments which started as S17, where the child was visited within 5 working days.	STATIC	DET
ILAC7	Red	The percentage of CSC Audits graded good or outstanding	DET	DET
ASCOF 2A(1)	Red	Permanent admissions to care homes per 100,000 pop – 18-64 (2021/22 annual)	IMP	IMP
EDU3(b)	Red	The percentage of children who were persistently absent from school	IMP	IMP

Measures not available this quarter

Code	Status	Measure	Short Trend	Long Trend
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
N23	NA	% children social work substantive posts not filled by permanent social workers	NA	NA
CASEIEYFS Gap	NA	Percentage achievement gap at Early Years Foundation Stage	NA	NA

		Profile between the lowest attaining 20 % of children and the mean (2019/20 academic year)		
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 4 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	21	Failure to meet the needs of children and young people	Director of People – Children and Adults Services	BII	L – high I – major
SR26	35	Non-delivery of Children's Services Improvement	Director of People – Children and	CIH	L – significant I – major

Reference	Risk Register Page (app 4)	Risk	Owner	Current residual risk score	L-likelihood I-impact
			Adults Services		
SR39	62	Financial Pressures on SEN Budgets	Assistant Director Education and SEND	BII	L – high I – major
SR52	90	A new severe pandemic, e.g. flu, Covid-xx, MERS or other, more serious than Covid-19	Director of Public Health	B+	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
Q3 2021/22	204	260	Green	Maximise	IMP	DET
Q2 2021/22	136	182	Green	Maximise	IMP	IMP

Comments

To the end of Q3, there have been 1,076 quit attempts, providing a 53% success rate. The national data return for Q2 and Q3 have not been completed due to a change in the reporting process and submission is not yet possible. The core team has been offering face-to-face delivery of services since June 2021. Pregnancy, GP and pharmacy services have now returned to some face-to-face delivery, although telephone support remains predominant across all project areas. Quit attempts being supported by face-to-face intervention are being carbon monoxide (CO) monitored as per the Nation Centre for Smoking Cessation Training (NCSCT) guidance and

currently 8% of all quits are CO verified. This reduced during Q3 as face-to-face delivery was temporarily paused due to an increase in Covid-19 cases.

Due to the Covid-19 booster vaccination programme, both GP and pharmacy project areas have seen a drop in sign-ups during Q3 as they were guided to prioritise the vaccination programme over any enhanced or commissioned services. Project officers continue to support both GPs and pharmacies to refer into the core team where it is not possible for them to resume service themselves. 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 was a key pharmaceutical offer for stop smoking support, remains out of circulation and has therefore not been available throughout Q3. 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. However, the team continues to follow NCSCT guidance and supports clients to choose alternative options which will work for them.

Outreach work has continued throughout Q3 and there has been engagement and referrals from a housing association, the military, and schools.

PH14 Excess weight in 4-5 year olds

Annual	Target	Value	Status	Aim to	Short Trend	Long Trend
2020/21	22.4%	31.5%	Red	Minimise	DET	DET
2019/20	22.4%	25.5%	Red	Minimise	DET	DET

Comments

The National Child Measurement Programme (NCMP) data was released for England in November 2021, and the Medway data was published in January 2022. Medway was one of the only areas in the country that achieved a high enough uptake for their Reception Year and Year 6 data to be published. The rate for Reception Year has risen significantly in the last six months, both nationally and locally. The data collection was concluded in June 2021, so will cover the impact of the various lockdown periods.

PH15 Excess weight in 10-11 year olds

Annual	Target	Value	Status	Aim to	Short Trend	Long Trend
2020/21	34%	44.2%	Red	Minimise	DET	DET
2019/20	34%	36.9%	Red	Minimise	DET	DET

Comments

The National Child Measurement Programme (NCMP) data was released for England in November 2021, and the Medway data was published in January 2022. Medway was one of the only areas in the country that achieved a high enough uptake for their Reception Year and Year 6 data to be published. The rate for Year 6

has risen significantly in the last six months, both nationally and locally. The data collection was concluded in June 2021, so will cover the impact of the various lockdown periods.

PH17 Breastfeeding initiation

Quarter	Target	Value	Status	Aim to	Short Trend	Long Trend
Q4 2021/22	70%	66.3%	Red	Maximise	IMP	DET
Q3 2021/22	70%	64.42%	Red	Maximise	DET	DET

Comments

Breastfeeding initiation acts as the indicator for an infant's first feed and is recorded by the maternity services staff. Breastfeeding is important for the baby and the mother's health. The most recent quarters rate shows a rate of 66.3%, which although is above last quarter's rate, is below our target of 70%. Maternity and other antenatal services have been heavily affected by staffing shortages and Covid-19 safety measures in Medway Maritime Hospital.

PH23 Dementia friendly settings

Quarter	Target	Value	Status	Aim to	Short Trend	Long Trend
Q4 2021/22	6	6	Green	Maximise	IMP	IMP
Q3 2021/22	4	5	Green	Maximise	IMP	IMP

Comments

One organisation has completed the 'working towards dementia friendly' criteria in Q4. This was the result of an individual on the Non-Visible Disability (NVDi) Mid Kent college course taking the work back to their parent organisation, making them more compliant with working towards a dementia friendly status. The Alzheimer's Society champions processes have changed this quarter which may impact on future capacity to sign off premises as meeting the standard. This will be assessed at a future Dementia Actions Alliance.

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
Q4 2021/22	75.0%	NA due to pandemic	NA	Maximise	NA	NA

Quarter	Target	Value	Status	Aim to	Short Trend	Long Trend
Q3 2021/22	75.0%	NA	NA	Maximise	NA	NA

Comments

Referrals for the Tier 2 weight management programme are increasing through the National Child Measurement Programme (NCMP). Within the team, recruitment remains difficult and there is one vacant position which impacts the number of courses that are able to be delivered. Retention within the courses has also been an issue in Q4 with many children being absent with Covid19 symptoms. The status for this indicator has been temporarily removed due to the impact of Covid19. All face-to-face courses are booked for the spring term.

Supporting Healthy Weight

The National Child Measurement Programme (NCMP) is a key element of the government's approach to tackling obesity in children. The programme annually measures the height and weight of children in Reception Year (aged 4–5 years) and Year 6 (aged 10–11 years) in mainstream state-maintained schools in England. The Medway data was published in January 2022 and shows that the overweight and obesity prevalence in Reception Year has increased from 25.5% in 2019/20 to 31.5% in 2020/21. In Year 6, the overweight and obesity prevalence has increased from 36.8% in 2019/20 to 44.2% in 2020/21. As this data was recorded in May/June 2021, the large increase in overweight and obesity prevalence indicates the impact of various lockdowns and restrictions on children's weight.

The annual Medway Healthy Weight Summit was held in February 2022 to agree the priorities for the network over the next 12 months. Priorities include a headline healthy weight campaign, a whole school food programme and the highest 'Baby Friendly Initiative standards' at the acute trust and community.

The NCMP also tracks the levels of underweight children in Reception Year and Year 6. The Medway data shows:

- The underweight prevalence in Reception Year children is 0.6% in Medway compared to the national average of 0.9%.
- For Year 6 children, the underweight prevalence is 1% in Medway compared to the national average of 1.2%.

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
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Quarter	Target	Value	Status	Aim to	Short Trend	Long Trend
Q4 2021/22	450	402	Green	Minimise	IMP	IMP
Q3 2021/22	450	461	Amber	Minimise	STATIC	IMP

Comments

The 3-year average has dropped to 402 days.

Benchmarking

The latest national benchmark is 486 days, and the statistical neighbour outturn is 440. The South East benchmark is 529. Medway is now below the national and comparator averages.

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, Covid-19 has affected the length of proceedings for many children placed and adopted.

CSC0004 Number of LAC per 10,000 children

Quarter	Target	Value	Status	Aim to	Short Trend	Long Trend
Q4 2021/22	70.0	67.3	Green	Minimise	DET	IMP
Q3 2021/22	70.0	67.1	Green	Minimise	IMP	IMP

Comments

Currently there are 441 children in care (CiC), which is a rate of 67.3 per 10,000. This is a marginal increase on the Q3 position. The numbers and rate are similar to the outturn in March 2021.

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.

Actions

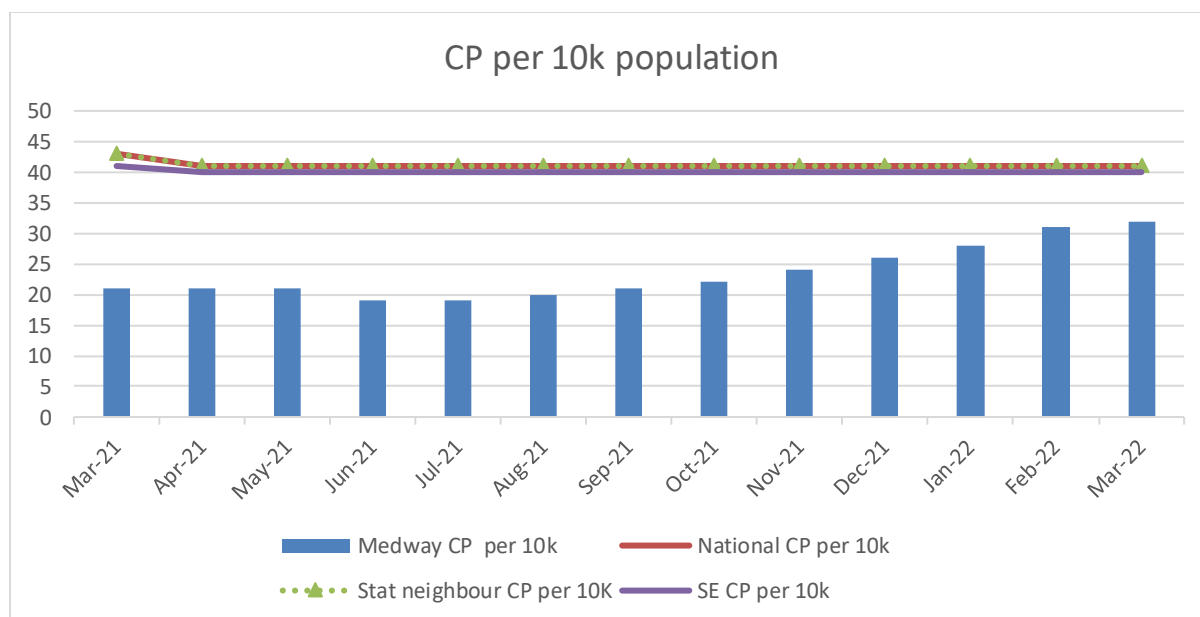
The Access to Resources Panel will continue to review admissions and care packages and support reunification to home.

CSC0006 Number of CP per 10,000 children

Quarter	Target	Value	Status	Aim to	Short Trend	Long Trend
Q4 2021/22	65.3	32.0	Green	Minimise	DET	DET
Q3 2021/22	65.3	26.0	Green	Minimise	DET	DET

Comments

Currently there are 208 children on a child protection plan. This equates to a rate of 32 per 10,000; this is an increase on the Q3 outturn. Medway is now closer in line with our comparators.



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 (CIN) plans and working proactively with adolescents, has led to this reduction, and brought Medway below national and statistical neighbours.

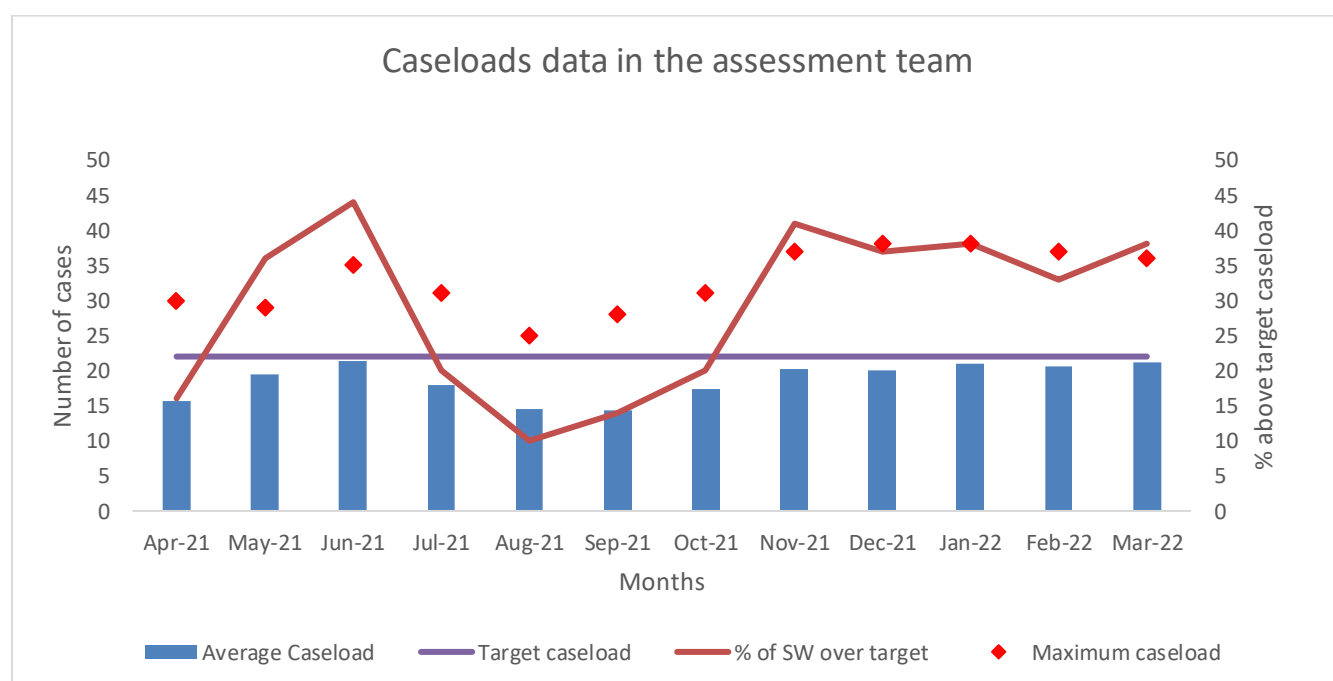
We are consistently testing thresholds to ensure risk is appropriately identified and responded to. We want to feel confident that the right children are subject to the right plan and we will continue to monitor our rates per 10,000 of children subject to a child protection plan.

ILAC1 Average Caseloads in Assessment teams

Quarter	Target	Value	Status	Aim to	Short Trend	Long Trend
Q4 2021/22	22	21.2	Green	Minimise	DET	DET
Q3 2021/22	22	20	Green	Minimise	DET	DET

Comments

The snapshot shows the average caseload in the assessment teams is 21.2; this is a small increase from 20 in December. Currently 38% of social workers are over the target caseload of 22, with the highest caseload at 36, a decrease from last quarter.



Actions

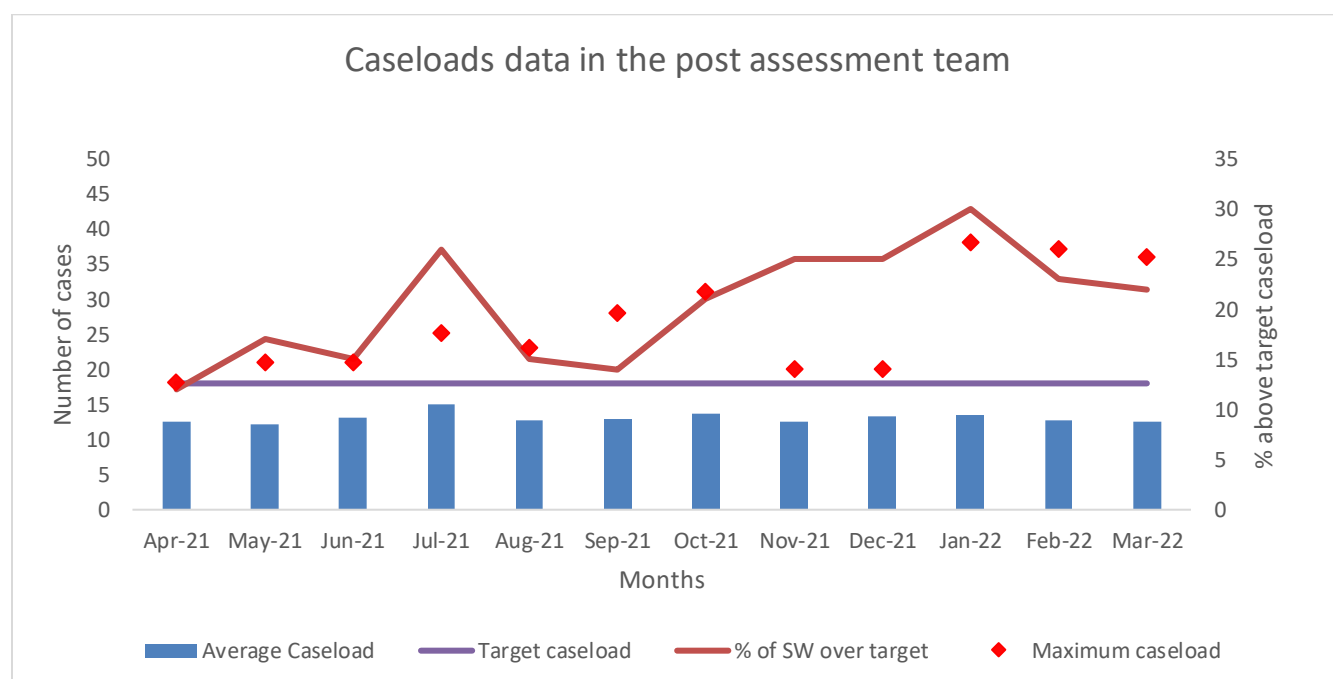
The average caseload in the Assessment teams is within target. At the time of writing, seven workers have caseloads over 30 and four workers have caseloads between 23 and 30 children. The high caseloads are linked to the increase in workers being off due to planned and unplanned leave and high referral rates.

ILAC2 Average Caseloads in Post Assessment teams

Quarter	Target	Value	Status	Aim to	Short Trend	Long Trend
Q4 2021/22	18	12.6	Green	Minimise	IMP	DET
Q3 2021/22	18	13.3	Green	Minimise	DET	DET

Comments

The snapshot shows post assessment social work teams (Areas Children's Services (CS) Teams 1-8) have an average caseload of 12.6; this is a drop on the Q3 outturn. This remains below target. The highest caseload is 36 (markedly increased on Q3) and 22% of social workers in these teams have caseloads over the target (an improvement on Q3).



Actions

The average caseloads in the post-assessment team have decreased slightly during February 2022. At time of writing, six workers (based in the Children Social Work team) have caseloads above the target and the highest caseload was 22 children. Caseloads in the Children in Care Service, the 16 Plus Leaving Care Service and the 0-25 Service are not high, but there are annual review cases on the caseloads of the 0-25 Social Workers which make their workloads higher.

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
Q4 2021/22	90%	77%	Red	Maximise	IMP	DET
Q3 2021/22	90%	61%	Red	Maximise	DET	DET

Comments

The end of quarter snapshot shows that 77% of assessments were visited in one working day. This is a strong improvement on the snapshot at the end of December (which has been revised downwards following late updates from 72% to 61%). The trend over the quarter fluctuated (77% in January and 56% in February).

Albeit there has been an improvement in the performance up to 77% from 61% in the previous quarter, the current performance falls significantly below expected targets.

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
Q4 2021/22	85%	66%	Red	Maximise	STATIC	DET
Q3 2021/22	85%	66%	Red	Maximise	DET	DET

Comments

The end of quarter snapshot shows 66% of S17 assessments were visited in five working days. This is the same as the Q3 outturn. Over the quarter, performance fluctuated, having been at 79% in January and 69% in February. However, the long-term trend remains downward.

Actions

The target for completing S17 visits was missed and for a significant number of children (for instance in February 2022 for 29 children) by one working day. Some of the delays were due to families refusing to engage with assessments, difficulties locating families, and workers' planned or unplanned leave. This indicator continues to be reviewed 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
Q4 2021/22	60%	65%	Green	Maximise	STATIC	IMP
Q3 2021/22	60%	65%	Green	Maximise	IMP	IMP

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

Comments

There has been no change in the proportion of children for whom permanency has been agreed. 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.
- Recent panels have looked closely at this cohort and will be reviewed in looked after children care planning reviews.
- 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 at those children and young people who can safely return home, with effective support in place.
- Group Managers for Adoption/Fostering and Children in Care are 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
Q4 2021/22	382	275	Green	Minimise	IMP	IMP
Q3 2021/22	382	278	Green	Minimise	DET	IMP

Comments

The rate of Children In Need (CIN) has fallen slightly over the quarter, with 16 fewer children counted as CIN than at the end of December 2022. There are 2% more children counted as CIN than in March 2021.

A Child in Need is defined, under the Children Act 1989 as “a child who is unlikely to reach or maintain a satisfactory level of health or development, or their health or development will be significantly impaired, without the provision of services, or the child is disabled.” This includes all looked after children and all children on a child protection plan as well as other children supported by social services who are not looked after on a Child Protection (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 at 302 for the South East. Medway remains below all of our comparator groups.

Actions

The rate of CIN cases per 10,000 population has remained stable, below national averages and statistical neighbours. The compliance with visits and reviews of Child in Need plans remains strong. We have offered targeted support to Team Managers and Social Workers on application of threshold and ensuring that children and families receive the right support at the right time. The support focused on coaching to practitioners so that they complete detailed assessments of need and develop appropriate plans to address the needs.

ILAC7 The percentage of CSC Audits graded good or outstanding

Quarter	Target	Value	Status	Aim to	Short Trend	Long Trend
Q4 2021/22	80%	5%	Red	Maximise	DET	DET
Q3 2021/22	80%	7%	Red	Maximise	DET	STATIC

Comments

One out of 20 audits graded in January and February was graded good or better. 12 required improvement and 7 were inadequate. This represents an improvement in those graded inadequate in Q3 (60%) to 35% in Q4 and audits graded requiring improvement has changed from 33% in Q3 to 60% in Q4.

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
Q4 2021/22	25%	NA	NA	Minimise	NA	NA
Q3 2021/22	25%	20%	Green	Minimise	IMP	DET

Comments

Q4 data is currently being awaited upon.

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
Q3 2021/22	16%	9.63%	Green	Minimise	IMP	IMP
Q2 2021/22	16%	11.16%	Green	Minimise	IMP	IMP

Comments

Data runs a quarter in arrears. As with previous submissions, data reported represents SATOD prevalence for the whole of Kent & Medway in line with the Clinical Commissioning Group (CCG) footprint (data is the NHS Kent and Medway CCG combined footprint). Work continues in identifying a process to collect quarterly data for the Medway footprint only.

The Medway Stop Smoking Service, in line with key partners, continues to offer face-to-face support and associated carbon monoxide screening 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 are 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 198 referrals this quarter - a 32% increase on the same period last year (2020/21).

Healthy Child Programme

The Health Visiting Service delivered by Medway Community Healthcare (MCH) has continued to meet its directorate targets for the mandated new birth visits (target 83%, achieved 89%) and 6-to-8-week checks (target 85%, achieved 87%). This is despite challenges to delivery from staff sickness absence due to Covid19. This has been managed effectively through the use of bank staff and virtual appointments where appropriate.

The National Child Measurement Programme (NCMP) conducted by the MCH School Nursing team has generated 226 family referrals for Medway's Healthy Weight Programmes.

The Public Health team hosted its second Child Health Annual Conference. Discussions on services and young people's needs took place between voluntary associations, education, and local authority departments on topics such as Adverse Childhood Experiences (ACEs), trauma informed practice, and climate change anxiety support. The event took place against the backdrop of Medway's child friendly ambitions.

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
Q4 2021/22	30%	30.1%	Amber	Minimise	STATIC	DET
Q3 2021/22	30%	30.1%	Amber	Minimise	DET	DET

Comments

The number of clients receiving a long-term service has dropped by 2.5% over the quarter. The number in residential or nursing accommodation has dropped by the same percentage. This means the ratio of placements that are long term packages remains static, slightly above target. Currently there are 795 clients in residential and nursing homes and a total of 2,638 clients receiving long term care.

The current situation is likely to be impacted by the fact that many individuals and/or their 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 2020/21 for long term clients in placements is 30.2%, a slight increase from 2019/20.

Whilst the long-term expectation is that ongoing demographic changes, in particular those relating to an ageing population, will impact on the number of placements needed, the number 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
Q4 2021/22	30%	31.7%	Green	Maximise	IMP	IMP
Q3 2021/22	30%	30.3%	Green	Maximise	IMP	IMP

Comments

There has been a continuation of the rise in the proportion of clients receiving long term services (denominator) as an ongoing direct payment (numerator). 31.7% represents 585 individuals. 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 continue to work with Locality teams to ensure that they are aware of the benefits of a Direct Payment (DP) 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 DP referrals.

The team have joined up working with the Targeted Review team to support those who want to transfer their care to DPs. There is an ongoing recruitment campaign to Secure Personal Assistants (PAs).

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

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
Q4 2021/22	70%	74%	Green	Maximise	IMP	IMP
Q3 2021/22	70%	72%	Green	Maximise	IMP	IMP

Comments

In March, 74% of adults with a learning disability lived in their own home or with their family. This has increased from 72% in Q3. 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
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Annual	Target	Value	Status	Aim to	Short Trend	Long Trend
2021/22 annual	14	14.8	Red	Minimise	IMP	IMP

Comments

Please note this measure is reporting the full year figure as opposed to the quarterly outturn. For the full year there have been 25 admissions, a rate of 14.8 – cumulatively, this figure is more than the target of 14 per 100,000. It is possible that the number of admissions will rise due to late inputting, however the current position represents an improvement on last year.

Benchmarking

Nationally the benchmark is 13.3 per 100,000 for the full year. This is 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

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+
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Annual	Target	Value	Status	Aim to	Short Trend	Long Trend
2021/22	618	574.2	Green	Minimise	DET	DET
2020/21	618	463.7	Green	Minimise	IMP	IMP

Comments

There have been 260 admissions so far this year. Whilst this figure and the rate per 100,000 population is lower than target, retrospective inputting may raise this figure. The target rate allows for 285 admissions in total.

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, the challenges in the care sector have led to a longer period of time waiting for care in a residential setting.

Benchmarking

The National rate of admissions is 498.2. This equates to 124.5 per quarter. Our statistical neighbours' 2019/20 outturn is 620.8 (155.2 per quarter).

Actions

There is currently a backlog in the recording of permanent placements which is impacting the figures. The service is currently recruiting an administrator to support the Brokerage team to process all recording of placements in a timely manner.

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
Q4 2021/22	4.1	NA due to pandemic	NA	Minimise	NA	NA
Q3 2021/22	4.1	NA due to pandemic	NA	Minimise	NA	NA

Comments

Data collection has been suspended by central government.

Social Isolation

In Q4, three social isolation training modules were delivered with 34 delegates attending in total. Four Connect 5 Sessions were delivered with 33 delegates attending in total. The social isolation project officer represented the Public Health team at a number of events including the Medway Social Prescribing networking event, the Kent Muslim Welfare Associated awards evening, the Franklin Road Gurdwara event, the Medway Together and the Military Covenant meeting. Mapping activities for young people continues and links were made with 10 organisations. A contribution of content for 'Time to Talk' Day in February 2022 was provided.

Overall, 19 referrals were received for the social prescribing service in Q4 (2021/22 total – 101) and 150 delegates were trained (2021/22 total – 409). In total, 78% of clients reported an improvement on being less isolated via the Office of National Statistics (ONS) scale for loneliness score. There had also been an increase of 10% in the proportion of clients reporting an improvement since the last quarter. The 'Better Connected' digital community chest fund has opened for applications. The tablet loan scheme went live in March 2022 which offers people the opportunity to access digital activity. The Social Prescribing Networking event was held at Mid Kent College to mark National Social Prescribing Week. It was a huge success with 22 organisations represented and over 90 people attended on the morning. Councillor Brake was interviewed on BBC Radio Kent in relation to social prescribing. The Kent and Medway social prescribing directory of services soft launched in March 2022.

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
Q4 2021/22	0.02%	0.02%	Green	Minimise	DET	DET
Q3 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 nine upheld exclusions this quarter; all of these were from secondary schools. So far, this academic year there have been 15 permanent exclusions.

Of the 47 processes started this academic year, 18 have been retracted and 13 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. More face-to-face meetings are now taking place in our schools since the Covid19 restrictions have been lifted. Virtual meetings continue to be offered, including telephone and email to support. These meetings offer inclusion advice and guidance regarding learners whose behaviour could lead to an exclusion. The School Support Group (SSG) continues 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
Q4 2021/22	85%	94.4%	Green	Maximise	STATIC	STATIC
Q3 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 one 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.

Benchmarking

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

Actions

There have been no new inspections this quarter.

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

Quarter	Target	Value	Status	Aim to	Short Trend	Long Trend
Q4 2021/22	90%	100%	Green	Maximise	STATIC	STATIC
Q3 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
Q4 2021/22	11.4%	13.4%	Red	Minimise	IMP	IMP
Q3 2021/22	11.4%	20.2%	Red	Minimise	STATIC	DET

Comments

The term 1-6 information for the 2020-21 academic year has now been published. Medway had a rate of 13.4%, an increase on the last published return of 2018-19 which was 11.4%. However, the position improved against the term 1-4 outturn, by 6.8 percentage points. This has been driven by a fall in persistent absence (PA) rates in secondary schools and may also be attributable to the changes in Covid19 protocols.

Secondary school rates of PA were 16.3%, compared to the term 1-4 rate of 23.7%. Primary rates have risen from 10% (terms 1-4) to 10.3%.

Benchmarking

The latest National persistent absence rate is 12.1% - this is 1.3 percentage points better than Medway. National primary rates are 8.8% - this is 1.5 percentage points better than Medway. National secondary rates are 14.8% - this is also 1.5 percentage points better than Medway.

Actions

All schools have been written to if their persistent absence is worse than the national rate. Support and guidance have been offered to address their persistent absence. This offer is not dependent upon purchasing the Attendance and Advisory service. Attendance and persistent absence data is shared with the Regional Schools Commissioner's team. A focused working group, reporting through the MEPG, is being established by school effectiveness. The working group is looking at persistent absence and potential strategies to improve this figure.

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
Q4 2021/22	93%	96%	Green	Maximise	STATIC	STATIC
Q3 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 20/21 academic year data not available due to pandemic.	NA	Maximise	NA	NA
2019/20	65.0%	NA	NA	Maximise	NA	NA

Comments

Due to Covid 19 there will be no Key Stage 2 (KS2) data for the 20-21 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.
- Identified four key priorities to improve the teaching of reading across Medway, focusing upon maximising the attainment of reading for all learners through a shared, system leadership approach:
 - P1 Special Educational Needs and Disabilities (SEND) readers in Years 5 and 6
 - P2 Maximising parental engagement
 - P3 'Unsticking Stuck readers'
 - P4 Building rich vocabulary schools.
- 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

Annual	Target	Value	Status	Aim to	Short Trend	Long Trend
2020/21	65%	NA 20/21 academic year data not available due to pandemic.	NA	Maximise	NA	NA
2019/20	65%	NA	NA	Maximise	NA	NA

Comments

Due to Covid19 there will be no Key Stage 2 (KS2) data for the 20-21 academic year.

Actions

In addition to the actions shown in measure SE KS2 above for all schools, School Effectiveness officers have:

- Visited all maintained schools, and in partnership with headteachers have 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
Q4 2021/22	87.5%	88.2%	Green	Maximise	DET	DET
Q3 2021/22	87.5%	89.5%	Green	Maximise	IMP	IMP

Comments

Currently 67 schools are good or better; seven are 'Outstanding' and 60 are 'Good' from a cohort of 76. This is a drop of one school, Barnsole Primary School, that has moved from being 'Outstanding' to 'Requires Improvement'.

There are 51 academies. Of these 84.3% are good or better (three are 'Outstanding' and 40 are 'Good'). Five require improvement and three are inadequate.

Benchmarking

Nationally, this figure is 89% and the South East figure is currently 91%.

SEKS4A8 Average attainment 8 score

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

Comments

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

Council Priority: PLACE

Medway: A place to be proud of

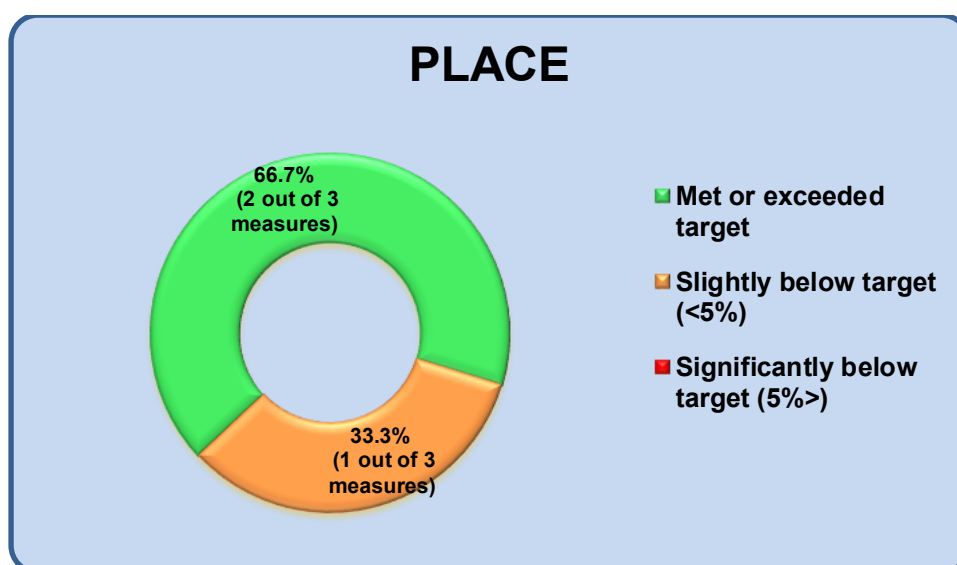
Performance: Quarter 4 2021/22

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

- 0% (0 out of 3*) improved over the short term (since last quarter)
- 33.3% (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	DET	IMP

Code	Status	Measure	Short Trend	Long Trend
NI 195a NEW	Green	Improved street and environmental cleanliness: Litter	STATIC	DET

Measures slightly below target (amber)

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

Strategic Risks

The quarter 4 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
Q4 2021/22	75%	81.6%	Green	Maximise	DET	IMP
Q3 2021/22	75%	86.4%	Green	Maximise	IMP	IMP

Comments

Satisfaction amongst users of parks and open spaces was 81.6% in Q4, a decrease on the figure (86.4%) seen in Q3.

More users were neutral about the service – 14.0% of respondents (up from 9.3% in Q3) – than dissatisfied, 4.4% (up from 3.6% in Q3).

These results are based on the 136 users of parks and open spaces from the 198 respondents to the Q4 Citizens' Panel, giving a margin of error of +/-8.4%, meaning the change in satisfaction is not statistically significant.

Actions

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

- Section 106 play improvements and new footpath at Cliffe Woods – completed November 2021.
- Section 106 play improvements at Perry Street & Chalk Pit Open Space – completed July 2021.
- Priority Play Capital Programme – refurbishment at seven play areas in FY21/22 consisting of Crestway, Iona Walk, Whimbrel Walk, Low Meadow, Hamilton Road, Lamplighters Close and Borstal Recreation Ground. A tender was awarded in late October 2021. Residents, schools and ward councillors engaged at play areas with complete refurbishments. Works started on site on 14th March and are expected to be complete end of May 2022. Lamplighters Close, Borstal Recreation Ground and Low Meadow now complete.
- Town Hall Gardens (Section 106) improvements – pre-application advice is in progress with the Planning team. This will inform what improvements can take place at the site. Consultation took place in January 2022 and the team are working with Local Arches on further engagement with the local community.
- Cockham Community Parkland (Housing Infrastructure Fund (HIF)) – approved at planning committee in July 2021. Construction timescales under review and will be updated next quarter.
- Berengrave Nature Reserve (Section 106 (s106) improvements) – step/access improvements completed March 2021. New entrance/interpretation signs installed November 2021. Consultation regarding further access improvements in May 2022. Works anticipated autumn 2022.
- Park Welcome Signs – designs complete and installation due April 2022.
- Other improvement projects this financial year 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 to play area and access), Great Lines Heritage Park (footpath refurbishment) and lighting at Victoria Gardens (Safer Streets 3 funding).

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.
- Sites which would have had a full judging visit this year: The Vines, Hillyfields, Gillingham Park, Riverside Country Park and Capstone Country Park were allocated to a judge and we received a review/written report of the management plan and a mystery shop visit and report following their visit (May - July 2021). Mystery Shop sites: Broomhill, Great Lines and Ranscombe Farm. Judges visited these sites in July - September 2021.
- 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 have been reviewed with the Medway Norse ranger team and updated in January for Capstone and Riverside Country Parks.
- Various improvements completed as part of the action plans for all sites.
- Various events have taken place in the five urban parks including wildlife days, bat walks, litter picks etc. (Covid19 compliant).

- 2022 applications were submitted in late January 2022. Now preparing for summer 2022 judging and mystery shop visits.

NI 195a NEW Improved street and environmental cleanliness: Litter

Quarter	Target	Value	Status	Aim to	Short Trend	Long Trend
Q4 2021/22	96.00%	97.00%	Green	Maximise	STATIC	DET
Q3 2021/22	96.00%	97.00%	Green	Maximise	IMP	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 = 1200 sites per year). Sites are different land classes: Main Retail and Commercial; Local Shopping areas; Residential streets; Main Roads; Waste Bins (litter, canine and combined); Rural Roads; Alleyways; Footbridge, and subways.

During Q4, 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 Quarter 4, two cases were prosecuted at Court with the outcome of not guilty and a custodial sentence. During the quarter, the teams conducted one joint police operation where 10 vehicles were stopped and searched; seven were compliant and three producer notices were served requesting information.

Enforcement action:

- 24 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.
- 27 notices were issued under S108 Environment Act 1995, requiring information to assist with fly-tipping investigations.
- 32 notices were issued under S34 Environmental Protection Act 1990 requiring businesses to account for how they dispose of their trade waste.
- 0 notices were issued under s215 Town & Country Planning Act requiring works to be undertaken by the owners of land that was deemed to be a detriment to the local amenity.

- 12 fixed penalty notices were issued internally by the Enforcement team: two for littering, two for fly-tipping, one for householder duty of care, and seven for failing to provide waste documents.
- Total income received from fixed penalty notices (FPNs) during the quarter totalled £1,480.

District Enforcement Litter FPN contract – During this reporting period the Enforcement team issued 984 FPNs. Thus far, 717 FPNs have been paid during Q4. The total income since April 2021 is currently £140,349.

The Enforcement team have carried out 133 investigations into untidy land.

Street Scene Enforcement figures are estimated and maybe subject to change. Street Scene Enforcement dealt with a total of 177 deposits on the public highway. All were removed within one working day. Evidence was retrieved in 36 cases and was referred to Environmental Enforcement Officers for further investigation. A further 40 pieces of evidence were 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 51 fly-tips on private land, 134 that had gone on inspection and a further 120 duplicate reports, 380 Proactive Removals (meaning that officers removed this waste before members of the public reported the incidents).

The team has entered into 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 was completed within one working day. This arrangement provides an annual income of £27,000. The total tonnage removed this quarter is approximately 4te.

W6 CP Satisfaction with refuse collection - Citizens Panel result

Quarter	Target	Value	Status	Aim to	Short Trend	Long Trend
Q4 2021/22	85%	84.8%	Amber	Maximise	DET	DET
Q3 2021/22	85%	88.6%	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. A public engagement period has been held, and the responses are being collated and fed back into the designs.
- A new innovation hub located within the Pentagon Centre – A demand study has been undertaken in light of Covid19 new working patterns to identify options to operate the site. Procurement of the design team has commenced.
- 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 Church – Funding to bring the building back into use for the purposes of meeting spaces and rooms as well as offering community uses. The tender period for the design team has now closed. Meetings with the Planning team, 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.

A commercial study commenced in Q4 ahead of soft market testing for three key vacant buildings to explore 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, including reinstatement of the front portico at Chatham House, and repairs to Chatham Memorial Synagogue.

Community engagement has focused on reminiscence, including a 'Featherstones Memories' memory gathering exercise run in parallel with the first phase of capital

works at the former Featherstones department store, and a reminiscence music project with residents aged over 55. Historical interpretation panels have been installed on Sun Pier to raise awareness of the history of the pier and to improve the public realm.

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.

Waste Wardens

In Q4 the waste wardens focused on street cleansing service requests and supporting the monitoring officers with stage 1 complaint investigations and complaint monitoring. Additional tasks include:

- Proactive monitoring: a monthly schedule of targeted monitoring to identify gaps in mechanical street cleansing rounds (sweepers) recorded 376 proactive inspections carried out across Medway.
- Street cleansing quality standards inspections: 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; 97% of an A/B grade was achieved.
- 35 assisted collections assessed and set up by Waste Wardens. The wardens contact the customer and arranges a visit to assess collection point for the customer to present waste on collection day.
- 197 Street Not Clean services requests received and actioned by the Waste Wardens.
- Monitoring of waste collections, 103 spillages reported direct to Medway Norse to action and remove.
- Continued High Street weekly inspections after weekends to ensure the standard of cleansing of High Streets is to a satisfactory standard and issues found during the inspections are raised to Medway Norse to action.

Engagement Wardens

In Q4 the Engagement Wardens have had another busy quarter with the following activities taking place:

- Attending 13 events and planning the Great British Spring Clean events.
- Supporting over a dozen litter picks with Medway Litter Champions.
- Emergency planning support including assistance with Storms Dudley and Eunice, attending the chemical fire at Revenge Road and assisting with the royal visit.
- Organising the Welcome Back Fund 'Business Litter Kits' delivered to all 1,000 businesses with a high street presence to improve perceptions of litter. The Kits includes a litter picker, bag hoop, gloves and a broom. This has been well received.

Animal Wardens

During the 09:00-17:00 weekday, we have three Animal Wardens and three vehicles available to collect stray dogs. The officers work on a duty stray dog rota for the

week. The duty officer will be the first to respond to a report of a stray dog and will also cover the weekend callout service that operates between 9am and 4pm on weekends and bank holidays.

Outside of the above hours, reports can be made via the Council's out of hours line. If an Animal Warden is not on duty, dogs are taken to VetsNow at PDSA Gillingham where they will be checked for a microchip and attempts will be made to contact the owner. If the dog is not microchipped or the owner is not contactable then the dog will be held and collected by an Animal Warden the following day.

Once a dog has been collected, it will be scanned for a microchip. A picture of the dog will be posted on Medway Council's Stray Dog Facebook page requesting that the owner makes contact.

If the dog is not claimed with seven days then it will be rehomed, or a rescue placement will be found for the dog. A dog will only be euthanised due to medical reasons following advice from a vet or severe behavioural issues.

After the seven days, the Animal Warden team continue to manage the rehoming and fostering of dogs that were not claimed. On some occasions, we work with animal charities and rescues to rehome dogs that may require more specialist knowledge or assessment or where we have been unable to find a suitable home within the area.

The statistical data for April 2021 to March 2022 is as follows:

- Total number of service requests for the Animal Warden Service = 894.
- Number of stray dogs reported = 355.
- Number of dogs placed in foster care = 28.
- Number of dogs adopted = 25.
- Number of foster applications received = 118.
- Dogs to rescue = 15.
- Cases requiring assistance from the Police Dog Legislation Officer = 4.
- Number of dogs microchipped = 13.
- Number of notices served for non-compliance of microchipping regulations = 10.
- Community Protection Warnings served = 5.

Service Awards

The Animal Warden service has been awarded the RSCPA Gold PawPrints Award which recognises and celebrates the council's continued work with stray dogs. In addition to this, the team were awarded the RSPCA Bronze PawPrints Award for Contingency Planning. This recognises the procedures in place for assisting pet owners in emergencies.

Responsible dog ownership

The Animal Warden service has led in the planning and organisation of responsible dog ownership roadshow events through the summer 2021. They were also joined by the Engagement and Community Safety teams, who were on hand to offer advice

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

During the events, the Animal Wardens have offered advice and promoted responsible dog ownership. Free dog microchipping and free chip checks were undertaken to help ensure that owner details are kept up-to-date.

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

The following events have taken place:

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

The team have also attended local fun days organised by housing associations and resident associations. This includes two community events at Copperfields Recreation Ground on 11th September and 28th October and another at Capstone Country Park on 26th September offering microchipping and responsible dog ownership advice. Officers also supported the Rochester Riverside Community Event organised by Medway Task Force and the Environmental Engagement team on 25th March 2022.

Social Media and Newsletters

The sixth edition of the stray dog service newsletter has 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 12,000 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.

Dog fouling

The team are currently working with the Street Scene team, Medway Task Force and the Environmental Engagement team and have secured funding from the Crime Reduction Fund to develop a project with Luton Primary School. Officers from the teams delivered an assembly to Luton Primary School on 29th March 2022 to raise awareness of environmental issues, including dog fouling and the implications of dog owners not picking up their dogs' faeces. Local artists also attended and worked with the children for the day to develop new signage for the area which will include dog

fouling and littering. The children's artwork, once finished, will be judged and a selection will be chosen to be erected as signage in the area. There will also be vouchers awarded to the school, the winner and runner ups.

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 and are projected to further increase this year at the contract renewal period by 10%.
- Replacing columns that are beyond design life reduces the risk of structural failure and through awarding as a block programme of work competitive financial rates 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 Q4 the rollout of the scheme has continued, with lantern replacement increasing in line with the programme and to date:

- 4,043 columns have been replaced.
- 16,998 lanterns have been upgraded.
- 3,436 Lighting designs have been approved which completes this piece of work.
- 2,910 Telensa nodes fitted to existing LED lanterns.

Programme: Improving air quality in air quality management areas in Medway

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

Work on the draft air quality action plan resumed in the second half of 2021. Statutory consultation on the draft action plan commenced on 7th March 2022 and was due to close on 24th April 2022. Consultation responses will be evaluated in Q1 2022 before the final draft is taken to Overview and Scrutiny (O&S) Committee and Cabinet for approval.

Air Quality Monitoring

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

Air Quality Communications Strategy

The Environmental Protection (EP) team have been working with other local authorities in Kent on a communications plan for 2022. This includes KentAir Day, scheduled for the week commencing 25th April. A new digital online toolkit for schools, children and parents is due to be launched during this week and a communications toolkit for local authority partners is being produced to support KentAir week.

DEFRA Air Quality Grant Programme

The EP team submitted two funding applications for projects under the Department for Environment, Food and Rural Affairs (DEFRA) Air Quality Grant Programme in Q3 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.

Both applications have been successful, and Medway will receive the full amounts sought for these projects. The grant awards, totalling £127,510, are expected to be paid in May 2022.

KentAir website

The EP worked with other Kent local authorities to procure a new Kent air quality monitoring network data management contract. Included within the contract was the provision of a refreshed KentAir website. The new website went live in Q1 2021/22

and contains a range of enhancements that support the EP team's ongoing work on the Air Quality Communications Strategy. The EP team lead on the redesign of the website on behalf of the local authority partners. The new website and contract have been in place for a year now and there have been no significant issues raised by any of the local authority partners.

Annual Status Report

The EP team submitted Medway's air quality Annual Status Report to DEFRA on time in June 2021. The DEFRA appraisal feedback was again positive as with the previous 2020 report.

Taxi and Private Hire project

The EP team worked with the Energy Saving Trust to deliver a free online training sessions for drivers and operators on electric vehicles with the opportunity to test drive a vehicle in October 2021. 16 drivers attended the online session and three took up a test drive.

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:

- Carbon emissions data relating to 2020/21 for the council's estate and operations has been collected in Q4. It will be validated in Q1 and published to the council website and presented to Cabinet in June.
- The Climate Change Action Plan has been refreshed and will be presented to Cabinet in June. Recommendations from a review of the United Nations Sustainable Development Goals have informed the action plan refresh.
- All new procurement activity now has a weighted social value element, and a consistent consideration is tonnes of CO₂e reduced. In addition, services have the option to choose additional environmental impacts such as a reduction in single use plastics.
- Funding applications have been successful. These include the Department for Environment, Food and Rural Affairs (DEFRA) Air Quality Grant Programme – £127,510 was received to reduce idling in the Rainham Air Quality Management Area (AQMA) using signage – and the Ultra Low Emissions Vehicles (ULEV) feasibility study and Local Government Authority (LGA) and University College London (UCL) Net Zero Innovation Fund – £16,000, in collaboration with the University of Kent, with the aim to conduct engagement and knowledge transfer workshops with landlords to uncover their understanding and planning for Net Zero.
- 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, 3,984 columns have been replaced (84% completion rate).

- Housing Services have restructured the service to incorporate an Asset and Energy Manager and a Retrofit Coordinator. The Asset Management Strategy is to be re-written to incorporate energy targets/retrofit works alongside traditional planned works.
- Phase 1 of the Re-fit energy efficiency and low carbon programme started in October. LED lights have been installed at Gun Wharf, The Brook Theatre and Cuxton library.
- A six-week public consultation is being undertaken on the draft Air Quality Action Plan for the Four Elms Hill Air Quality Management Area (AQMA). This closes on 24 April 2022.
- Under the Solar Together Kent scheme, 21 homeowners in Medway have installed a total of 206 panels to date, saving 16,837kg of carbon dioxide (CO₂) emissions.
- Business Energy and Industrial Strategy (BEIS) funding has been secured for more detailed techno-economic feasibility work for a heat district network within the areas of Hoo and Strood.
- The final draft of the Tree strategy is complete and will seek Council approval in Q1 2022/23.
- The Climate Response team has launched a new competition for primary schools, to celebrate World Planting Day and World Poetry Day.
- New Climate Change webpages were launched in January 2022. Over 20 pages were either updated or created. The new webpages have information tailored for schools, businesses, residents, community groups, landlords, young people, visitors and universities.
- The Climate Response team has delivered Climate Classrooms to three schools across Medway. These were very successful and well received.
- The Green Homes Grant, a government funded initiative, has been supported and promoted. This scheme offers a wide range of energy-saving improvements in people's home, through insulation measures and renewable heating technologies. This will help keep Medway's residents warm, while improving the sustainability of their properties and reducing emissions. A total of 80 residents have registered to find out more about their eligibility for the scheme.
- The communication and engagement strategy has been produced for 2022/23.

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

The Culture team continue to focus on Medway's new status as an Arts Council Priority Place, building the legacy of the City of Culture bid.

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 for 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.

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

Arts Council provided £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 were secured for Creative Medway through Additional Restrictions Grant (ARG) funding and contributions have also been made from the Culture Team budget, which will pay in part for some freelance facilitation or administrative support throughout the funded period and go towards the delivery of assets (website, branding, social media) that come as a result of the Visibility strand of work.

The Culture team has attended several meetings this quarter, facilitating conversation between the different Creative Medway members and sharing information about the strategic funding proposal, budget updates, and providing advice.

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 Governance and Visibility meetings to offer specific support from the Culture team,

meaning that Creative Medway will receive consistent support from the Culture team going forward.

Successful outdoor events programme

Q4 saw the delivery of the long-awaited Medway Light Nights. This took place on 11th and 12th February, Medway Light Nights placed 12 amazing light installations across Historic Rochester. Attracting 60,000 visitors over the two evenings, the festival included a parade called 'We Are Medway' with over 700 children from 17 schools, led by Ideas Test and Cohesion Plus, and 127 performers in 'If Not Now' by Icon Theatre. The festival got a 90% positive satisfaction rating with attendees agreeing that the festival created a sense of community spirit and enhanced the reputation of Medway. The festival ran for six hours over two evenings, and local spend by audiences is estimated at over £800,000.

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 businesses, and create vital new creative workspace and research and development facilities.

Fundraising and business planning took place, in mid-June the council submitted a successful £14.4m bid to the Ministry of Housing, Communities & Local Government's (MHCLG's) Levelling Up Fund (LUF) for 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 a 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 LUF. A project manager has started with UoK and is focusing on business development, fundraising and stakeholder management.

A new memorandum of understanding between partners is being developed to strengthen the partnership and be inclusive of a broader range of activity including

tourism, sector skills development and the Arts Council England Priority Place agenda.

Child Friendly City

We have successfully launched the Child-Friendly City initiative for Medway. Our initiative is being guided by the voices of children and young people (CYP) (up to age 25). Over the quarter we have focused on working with CYP to create an action plan for Child Friendly Medway (CFM) based on themes provided by CYP. They have helped us to prioritise five key actions for each theme to help deliver the child-friendly agenda for Medway. These actions will evolve over time with the different needs of young people and following successful interventions.

Core themes based on feedback from CYP for 2022/23 are:

- Cleaner & Greener.
- Creativity & Culture.
- Health & Wellbeing.
- Safety.
- Aspirational.
- Engaging.
- Inclusive & Community Focused.

We have been working closely with internal and external partners to ensure that being child-friendly is embedded in their work practices. Teams are also sharing good news stories for our “you said, we did” (an upcoming marketing campaign) and how they are already delivering on this action plan for young people. Additionally we carried out some mind mapping to explore ways they can support the initiative. Over the quarter the team have been focusing time on meeting with various teams internally to mind-map ideas and share the action plan. We have had good take-up from teams and are already seeing many adopting a child-friendly approach to their workstreams and delivery. The team has also been working with external partners to gain buy-in for the initiative and to also find ways they can support the delivery and action plans in line with our internal teams.

Through our Seeing is Believing Programming we continued to deliver a wide variety of free programming and activities for CYP (up to age 25) and families in Medway.

Over the quarter we launched a new pilot project - Family Sport Night at Medway Park on Friday nights which has been a huge success with over 250 attendees every week. This programme was inspired by our CYP's requests for activities and helping to get families moving to combat obesity and promote the healthy weight agenda in Medway. We are aiming to find ways to make this programming more sustainably funded for the future. We have also delivered an intergenerational theatre experience with CYP and Age UK that will be providing a second phase of the delivery with intergenerational workshops in schools. We have also restarted our successful drop-in football programme, family film events at MidKent College (which also provides work experience for students), pop up playhouse at the Pentagon Centre, superhero activities, mini youth games, swimming school charter and learn-to-swim course for children on the free school meals programme.

Over the quarter we have stepped up our marketing with pop-up barracudas, flags, event shelter, pens/pencils for our city halls and workshops and co-branded marketing materials for various partners who help to deliver our programming, including Medway Sport, Youth Service and the Pentagon Shopping Centre.

In the 2022/23 year we will finalise the CFM plan for summer 2022. The focus will be on working more closely with schools and making ties with their local communities. Also, the team will work with internal and external partners to embed the CFM vision and co-brand marketing materials. In addition, the team will launch our newsletter and exciting literacy marketing campaign and deliver even more Seeing is Believing programming – including Summer of Sports, creative workshops, and additional children and youth programming at our libraries across Medway. We will have a keen focus on marketing to ensure we build our brand recognition.

Successful delivery of Theatre31

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

Icon Theatre included participation by 17 young Theatre31 participants in the Light Nights commission 'If Not Now' as part of the Theatre31 suite of opportunities for young people. This exceptional and ground-breaking show formed a centrepiece for Light Nights and included live and pre-recorded performances, digital art and projection.

The Prison Library Service partnership with Lady Unchained and Cookham Wood continues to grow in quality and popularity and Icon Theatre have committed to including a continuation of this programme within their National Portfolio Organisations (NPO) plans for the next three years as a legacy of Theatre31.

Partnership with D-Live has resulted in Big Dreams, a Deaf-accessible workshop and performance commission, ensuring that young people who are among those who find accessing theatre most challenging, are given access through Theatre31. 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. There has also been incredible demand for continuing professional development (CPD) from teachers wanting to develop their theatre, drama and creative skills for further use during their lessons. The project has also funded the Brook Theatre Company in residence charity 'Square Pegs' to develop a new youth theatre in Medway for young people who are neuro-divergent, learning disabled, or autistic. This has launched in the quarter and is going from strength to strength with new members accessing this very specialised cultural offer.

A new technical theatre course, working closely with The Brook and Central Theatres' technical team is due to start in the next quarter and has seen popular demand from older teenagers.

The Theatre31 weekly Youth Theatre groups are seeing more than 70 young people engage each week, with children committing long-term to attending and progressing up the age-ranges.

The workshops and courses up until now have been about providing new experiences, learning new skills and developing confidence. The remainder of the project for 2022 will enable the young people to apply these skills in a series of performances, projects and events. Icon Theatre is planning a Youth Arts Festival at GlassBox Theatre where outcomes from all the different commissions and projects that are being funded by Theatre31 can come together to showcase their work. Theatre31 is now a nationally recognised, award-winning project after receiving recognition at the Music and Drama Education Awards at a star-studded presentation event in Mayfair.

Recruit stakeholder support for Medway on the Map

Their Royal Highnesses The Prince of Wales and The Duchess of Cornwall visited Medway in early February 2022. They visited between them our Guildhall Museum, the Historic Dockyard Chatham and Medway Aircraft Preservation Society. Her Highness opened our new Dickens exhibition as well as meeting and reading to local children and meeting residents in costume. The visit was covered in all national media with a large photograph of the Duchess reading in the museum to the local school children.

Medway was firmly put on the map with the hugely successful Medway Light Nights Festival in February attracting local and national media interest and a huge social media reach with many influencers commenting on its uniqueness, creative skill and engagement. More than 60,000 people attended over the two nights. The people of Medway were our biggest advocates for the weekend.

January saw the opening of the new section of the English coastal path from Grain to Woolwich. Marian Spain, Natural England Chief Executive said: "it's fabulous that we are opening up this 47 mile-long section of footpath from the capital to the Kent coast. Easily walkable in all weathers and readily accessible by public transport, it is a wonderful new recreational resource for the hundreds of thousands of people who live nearby, as well as a tourist attraction for those who will come from around the world to walk the whole Path. This new trail covers a wealth of unique environments. As you set off from Grain on the Hoo Peninsula, you can enjoy views across to Sheerness on the Isle of Sheppey, to Southend-on-Sea, and the confluence of the Medway and Thames."

An event to mark the completion of works at Rochester Airport, infrastructure work at Innovation Park Medway (IPM) South and the end of preparation work at IPM North had to be postponed due to bad weather at the end of March but will take place next quarter.

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

Our media grid remains as busy as ever with more than 59 press releases issued over the quarter. The high profile visits of Their Royal Highnesses The Prince of Wales and The Duchess of Cornwall as well as visits from the Minister for Public Health and Vaccines and Independent reviewer of Tobacco resulted in excellent coverage in national and local media. Our Medway Light Nights also generated huge coverage on social media as well as local television and radio channels.

Medway also featured amongst the highest ranked unitary councils in the country for our Climate Change Action plan.

Other stories that generated good coverage included the demolition of Splashes, the launch of the new English coastal path between Grain and Woolwich our International Women's Day events, our budget announcements with more money going into Children's Services and the launch of our Design and Regeneration Awards.

Programme: Medway a Smart City

The Smart City Roadmap has been drafted and was presented to the March 2022 Transformation Board. The draft document has now been circulated for comments from the Board and will then be extended internally to other council departments.

The Electric Vehicle (EV) Strategy and Implementation Plan for Medway was presented to CMT in January 2022 and has now been revised following officer comments and in light of the UK Electric Vehicle Infrastructure Strategy on 25th March 2022.

More exciting projects have been progressed during Q4, including:

- The expansion of automatic number plate recognition (ANPR) parking management solutions for Corporation Street, Blue Boar Lane and Cathedral car parks in Rochester. The project passed through various governance boards and procurement activity was completed in Q4. The project will now commence in April and is expected to be completed by August 2022.
- The introduction of a 3D visualisation model for Medway for use by our Planning Service to assess planning applications and planning policy. Bespoke procurement activity was completed in Q4. The project is expected to be delivered in April 2022, with training to be delivered towards the end of the month.
- The Council participated in the InnovateUK funded pilot using artificial intelligence to ascertain rich transport-related data from existing Traffic Operation Camera CCTV feeds. Whilst the funding for the pilot expired in March 2022, the expectation is that the Council will continue to explore options in this area to optimise outputs and collate traffic data that was simply not available to the council previously.

- The start of a wholesale review of the CCTV network and investing in camera upgrades.

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	2	30
FAILURE TO PRODUCE DOCUMENTS	0	0	0	0	0	0	0	3	0	3	32	0	3	8	43
SCRAP METAL	0	0	0	0	0	0	0	0	0	0	0	1	0	1	2
LITTER	19	12	6	1	38	5	8	4	6	23	13	0	10	2	25
TRADE WASTE	0	4	1	1	6	0	0	0	0	0	0	5	0	0	5
FLY POSTING	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SMOKE FREE	2	0	0	0	2	0	0	0	0	0	0	0	0	0	0
BREACH OF A COMMUNITY PROTECTION NOTICE	1	2	3	1	7	0	3	1	2	6	1	0	0	0	1
UNLICENSED WASTE CARRIER	0	1	0	0	1	0	0	1	0	1	0	0	0	0	0
HOUSEHOLDER DUTY OF CARE	0	0	0	0	0	3	4	0	2	9	3	0	2	1	6
COMMERCIAL DUTY OF CARE	0	0	0	0	0	0	3	0	1	4	0	0	0	0	0
TOTAL	23	24	18	8	73	11	28	13	19	71	59	14	25	14	112

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	Q4 21/22
LITTER	1,386	899	157	2,236	2,054	1,624	1,532	1,597	302	987
DOG FOULING	11	9	0	1	0	1	3	0	0	0
DOGS ON LEAD	1	1	0	1	0	0	1	0	1	0
TOTAL	1,398	909	157	2,238	2,054	1,625	1,536	1,597	303	987

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	0	2	0	1	3	0	1	0	1	2	2	8	0	2	12
DUTY OF CARE FOR WASTE	1	0	0	1	2	0	0	0	1	1	2	5	0	0	7
LITTER	1	0	0	0	1	0	0	0	0	0	1	0	1	0	2
FAILURE TO COMPLY WITH S108 NOTICE	4	1	0	5	10	0	0	0	2	2	1	0	0	0	1
UNTIDY LAND	0	1	0	0	1	0	0	0	0	0	1	0	0	0	1
VEHICLE SALES/REPAIR	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
FAILURE TO COMPLY WITH CPN	0	1	1	0	2	0	0	0	0	0	0	1	0	0	1
UNREGISTERED WASTE/SCRAP	1	1	1	2	5	0	0	0	7	7	0	1	2	1	4
SMOKE FREE	0	0	1	0	1	0	0	0	0	0	0	0	0	0	0
TOTAL	7	6	3	9	25	0	1	0	11	12	7	15	3	3	28

Council Priority: GROWTH

Maximising regeneration and economic growth

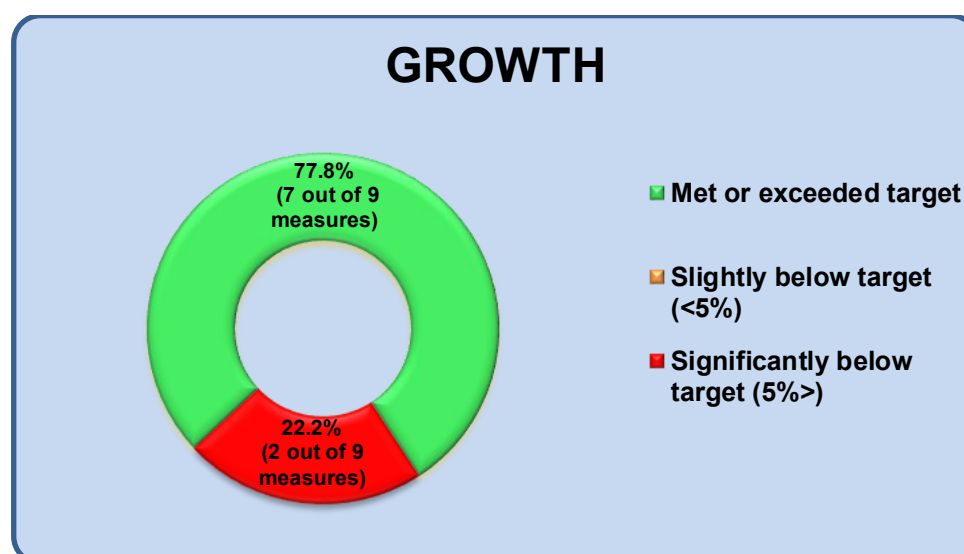
Performance: Quarter 4 2021/22

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

- 22.2% (2 out of 9*) improved over the short term (since last quarter)
- 22.2% (2 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)	DET	DET

Code	Status	Measure	Short Trend	Long Trend
ECD20	Green	% Of square footage let in council owned business units	DET	DET
MAE 3	Green	Achievement Rate (Pass Rate) (Q2 academic year)	IMP	IMP
NI 156	Green	Number of households living in temporary accommodation	IMP	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 because of the Council's intervention	DET	DET
NI 154	Green	Net Additional homes provided (2020/21 annual)	DET	IMP

Measures significantly below target (red)

Code	Status	Name	Short Trend	Long Trend
NI 117(16-17)	Red	The percentage of 16–17-year-olds who are not in education, employment, or training (NEET)	DET	STATIC
MAE 2	Red	% Retention Rate (Q2 academic year)	DET	DET

Data only measures

Code	Status	Name	Short Trend	Long Trend
GVAPJ M	Data	GVA per job (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 4 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	70	Delivering regeneration	Director of Place and Deputy Chief Executive	BII	L – high I – major
SR50	86	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
Q4 2021/22	90.0%	98.16%	Green	Maximise	DET	DET
Q3 2021/22	90.0%	99.13%	Green	Maximise	IMP	DET

Comments

The Innovation Centre Medway (ICM) continues to perform well. The My desk offering is being refreshed with previous incumbents either leaving or taking on an office in their own right. The ICM has only got one office vacant which is the My Desk office.

ECD20 % of square footage let in council owned business units

Quarter	Target	Value	Status	Aim to	Short Trend	Long Trend
Q4 2021/22	90.0%	91.62%	Green	Maximise	DET	DET
Q3 2021/22	90.0%	93.72%	Green	Maximise	IMP	IMP

Comments

Overall performance continues to be strong at 91.62% versus a target of 90% occupancy.

Hopewell has 19 out of 23 units let with a further two units due to be let in April.

Pier Road has 25 of the 29 units let. Three of the remaining four vacant units continue to be affected by delays in being able to let the properties due to energy performance certificates (EPCs) or general repairs required.

The Innovation Studio Medway has 14 out of 15 offices let and 16 out of 17 containers let.

The Innovation Centre Medway has all but one office let which is the My Desk office which became vacant on 31st March. The approach to letting this office is being refreshed.

GVAPJ M GVA per job - Medway

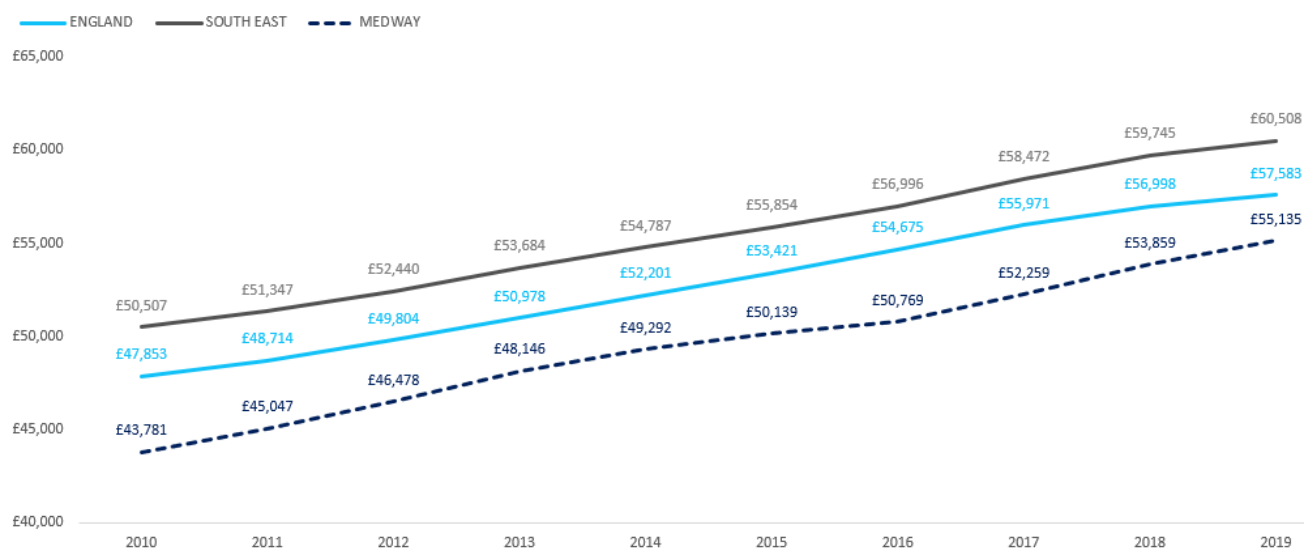
Annual	Target	Value	Status	Aim to	Short Trend	Long Trend
2019/20	Data	55,135.00	Data	Maximise	IMP	IMP
2018/19	Data	53,859.00	Data	Maximise	IMP	IMP

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.

Over 600 businesses have been supported with £3,428,823.08 of grants issued from the first round of Additional Restrictions Grant (ARG) funding. A number of other grant programmes and business support projects were undertaken utilising the remaining ARG funding. From the original budget of £8,045,547 approximately £25,000 remained unspent at the end of the programme. In December 2021 an additional round of ARG funding was received for business grants, totalling £389,814, and at the end of the programme £27.40 of this funding remained unspent.

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

The Kent and Medway Growth Hub as well as Locate in Kent continue to work to provide business support and advice as well as business premises support in Medway.

Progress is continuing to create incubation space within the Pentagon Centre to support more small businesses seeking business support and 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 infrastructure works are now complete, and the contractor has moved off site. The plots are now being marketed for sale whilst officers simultaneously develop the design of the southern site buildings and undertake a demand study to ensure that the right products are designed.

All archaeological works are now complete for the Northern site. Infrastructure works have commenced on 28th March and are expected to last over a year. Marketing is well underway, and officers are talking to a number of interested occupiers and JV partners.

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
Q4 2021/22	2.6%	3.1%	Red	Minimise	DET	STATIC
Q3 2021/22	2.6%	2.4%	Green	Minimise	IMP	IMP

Comments

Data is for February 2022. The rate of Not in Education, Employment or Training (NEET) 16- and 17-year-olds is 3.1%. This represents 203 young people.

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

In February 2021, 3.4% of 16- and 17-year-olds, 220 individuals, were NEET. Year-on-year there has been an almost 10% improvement in the proportion of young people who are NEET. There are currently 17 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 10.9%. In February 2021 this was 7.1%, as such this statistic has worsened by just above 53%.

Significant work has taken place to reduce the number of young people whose activity is not known. Between December and February this number has more than

halved, dropping from 1,097 to 515. This has been as a result of strong collaboration between the Information, Advice and Guidance (IAG) team, the Social Care Systems, and the Performance team.

Benchmarking

Nationally the rate of NEET is at 2.6% for February 2022 and has improved by 10% compared to last year. It is 2.3% in the South East, having also improved by 15% compared to the same point last year.

Nationally the combined NEET/Not known percentage is 4.3% and in the South East it is 4.8%.

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 has positively impacted the level of Not Knowns, reducing them by over 50%. Further collaboration between Children's Services teams to identify data recording priorities to support the collection of correct and succinct data is underway, along with stronger links with schools to obtain current joiner/leaver data regularly to support data held. BeYourself continues and has seen an increase in referrals for 16- and 17-year-olds, offering practical and outcome focused approaches to support. Extra provision for NEETs has been agreed with MidKent College, this provision in its fifth week and outcomes of this provision will be seen in the next few months. Skills Support for Unemployed (SSU) funded provision is now available in Medway, offering a short term solution to opportunities available to NEET young people. The IAG team are working collaboratively with these providers to refer and encourage young people to partake. The tracking of Not Knowns continues to be high priority, seeking alternative methods to contact young people and record their data. An Aspirations Officer has also been recently appointed for care leavers to help work with improving outcomes and supporting young people and Personal Advisors (PAs).

LRCC4a Number of jobs created and safeguarded (cumulative)

Quarter	Target	Value	Status	Aim to	Short Trend	Long Trend
Q4 2021/22	300	257	Red	Maximise	IMP	DET
Q3 2021/22	225	255	Green	Maximise	IMP	DET

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 in the year 2020/21, which was a notable achievement in the context of Covid-19 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. It had remained at 1,000 until such time as the regulation 19 draft plan was published. The draft plan is still not published. The housing target figure of 1,000 is out of date and should be replaced with the Local Housing Need figure widely used in Planning and derived from the government's standard methodology. As from 2021/22 the NI 154 target should be 1,586.

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 – Twydall Sites – Works are well underway, and the contractor is making good progress on all three sites. Ground works are completed, brick/block work is almost complete and works to the roofs are progressing well. All three sites are on track to complete December 2022.

Phase 5 – Lennoxwood and Aburound House – Currently at pre-planning stage. The Employers Requirements are in the process of being drafted which will form the basis of the build specification. The architect has been appointed and is in the process of drafting formal planning applications. These will be submitted by the end of summer 2022.

Britton Farm – An independent valuation has been completed. Initial discussions with Medway Development Company (MDC) have been held and a price agreed in principle. Draft Heads of Terms have been received from MDC and are currently being reviewed. Final specification details are still being agreed. Works have started on site with demolition underway and works are on track to complete March 2023.

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 to completion. The public realm scheme is transformed, creating a welcoming environment and the skills hub will be operational later this year.

Whiffens Avenue

The proposed development of 115 homes is making excellent progress with brickwork under way. 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 and will play an important role in helping First Time purchasers. We have 23 properties sales reserved.

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 preparing tender designs for the Paddock and have started strip-out works in Mountbatten House.

Chatham Waterfront – 170 housing units and with appropriate commercial development

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, new commercial spaces for cafes, restaurants, and offices alongside a new public realm to create a vibrant centre for Chatham. The Chatham Waterfront scheme will see a significant enhancement to Chatham that will act as a catalyst for future investment in the area.

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

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. This element is not expected to be delivered until 2026.

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

Officers are reviewing potential options/principles to bring forward Strood Waterfront development sites, following the procurement exercise in March 2020, where the responses did not achieve Medway Council's minimum requirements. These sites will continue to be a priority for development for Medway Council. In the meantime, the river walk has been reopened 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

As detailed in Q3 officers were anticipating receiving the next tranche of journey time data from the Department for Transport (DfT) during Q4. Unfortunately, this was not received, so officers are still unable to update NI167 journey time indicators. Officers will contact DfT during Q1 2022/23 to request a further update.

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

Medway Council have secured a £4.972 million ring-fenced capital grant from the Department for Transport (DfT) Challenge 2B Fund. This award is for essential capital infrastructure works required for the Medway Tunnel as well as funding for highway resurfacing and rebuilding of the retaining wall along Pier Road. All works need to be completed by the end of financial year 2023-2024. This work was due to be delivered through the Highways Infrastructure Contract using the Council's Highways term contractor, VolkerHighways, 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 successfully securing external investment.

Q4 performance update:

- Ventilation Fans – The performance specification and basis for design have now been drafted and will 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. Minor patching work was done 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 go through a technical review process.
- The Gateway 1 report has been drafted and we are intending to go to Procurement Board in April 2022, to seek permission to go out to tender, on a Framework, for the Mechanical and Electrical Engineering upgrades.

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 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. 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.

Q4 progress:

- Submitted a Band 3 on the DfT self-assessment to achieve maximum funding.
- National Highways and Transport (NHT) have published their annual survey results and the annual report was completed.
- The Highway Asset Management Plan is being transformed into a strategy – this is a key requirement of the self-assessment – by a consultant and assisted internally and will be finalised in April 2022.
- The Transport Asset Management Policy has been reviewed and updated to a single page policy to complement the new Asset Management Strategy which is being produced.
- Both the Policy and Strategy will need to be taken via the governance route, for sign off, in Q1 2022/23.

Review transport improvements across Medway

Across Q4 officers continued to successfully manage the schedule of Local Transport Plan (LTP) projects for the year. This included officers compiling their list

of proposed schemes for 2022/23. The schedule of new schemes, and those continuing into the new financial year, were discussed at the March LTP meeting and a list compiled to put to the Portfolio Holder. Once this list has been signed off the new schedule of schemes for 2022/23 will be taken forward in the new year. Successful schemes for 2021/22 included speed reduction schemes and safety improvement schemes in Borstal and Ash Tree Lane, numerous pedestrian crossing point improvements, traffic signal improvements at various sites including Maidstone Road, Chatham, to improve traffic flows, improvements to safety and public realm at Luton Road, and a range of traffic management and road safety scheme investigation and design projects which will be taken forward in due course.

Streetworks - Permitting Programme

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

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

Q4 performance update:

- Work has continued as usual, with the number of permits incoming rising, which is unusual for the winter period, but with City Fibre undertaking a one-off install and British Telecom (BT) undertaking an upgrade, this will account for the increased permits.
- 7,831 permit applications were received of which 6,004 were agreed.
- 5,962 permits were closed as works completed.
- 195 Fixed Penalty Notices (FPNs) – both real and shadow – were issued.
- The rate of inspection pass was 95.41% with 2,245 inspections undertaken.