

BUSINESS SUPPORT OVERVIEW AND SCRUTINY COMMITTEE – 13 JULY 2023

Strategic risks relevant to this committee

SR03B: Finances				
Inherent score	Current score	Movement	Likelihood	Impact
AI	AI	→	Very high	Catastrophic
SR46: Medway's Economic Recovery from Covid19				
Inherent score	Current score	Movement	Likelihood	Impact
BII	BII	→	High	Major
SR32: Data and information				
Inherent score	Current score	Movement	Likelihood	Impact
BII	CII	→	Significant	Major
SR36: Alternative service delivery models				
Inherent score	Current score	Movement	Likelihood	Impact
BII	BIII	→	High	Moderate
SR37: Cyber Security				
Inherent score	Current score	Movement	Likelihood	Impact
AI	CI	→	Significant	Catastrophic
SR02: Business continuity and emergency planning				
Inherent score	Current score	Movement	Likelihood	Impact
CI	DII	→	Low	Major
SR49: Income Reduction due to Covid19				
Inherent score	Current score	Movement	Likelihood	Impact
AI	CII	→	Significant	Major

Council Priority: GROWTH

Maximising regeneration and economic growth - growth for all Quarter 4 2022/23

Performance by outcome

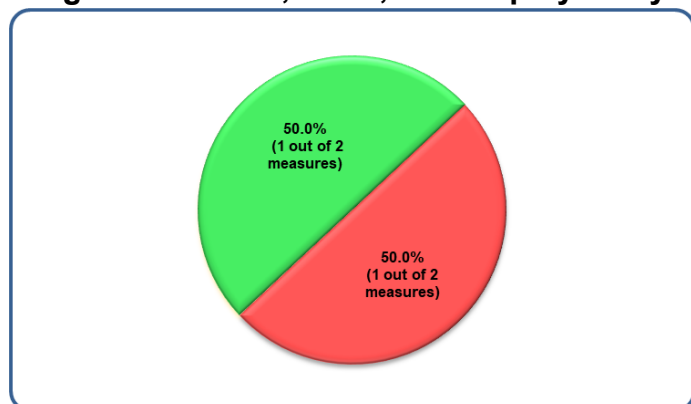
Key

Red	Significantly below target (>5%)	Amber	Slightly below target (<5%)	Green	Met or exceeded target	Goldilocks	Optimum performance is in a target range
DET	Deteriorating	STATIC	Static	IMP	Improving	NA	Not applicable/available

Outcome: Residents with jobs and skills

Performance Summary

Programme: Jobs, skills, and employability



The total number of measures relevant to this committee is 2
 1 measure met its target [MAE 3]
 1 measure was significantly below target [MAE 2]
 The 1 green measure is deteriorating long term [MAE 3]
 The 1 red measure is deteriorating long term [MAE 2]

PI code	PI name	Aim to	Value	Target	Status	Short Trend	Long Trend
MAE 2	% retention rate (Q2 academic year)	Maximise	84.74%	94%	Red	DET	DET
MAE 3	Achievement rate (pass rate) (Q2 academic year)	Maximise	97.88%	96%	Green	DET	DET

Comments:**MAE 2:**

- This performance measure is based on academic year rather than financial year. Data is as of 31 March 2023 for Q2 of Academic Year 2022/23 (November to January 2022/23). Data has been extracted from the EBS Management System.
- The retention rate measures the percentage of learners who start a course with Medway Adult Education (MAE) and are either continuing with their learning or have completed their learning. Retention has decreased by 8.48 percentage points (pp) since last reported; and for the Q2 22/23 academic year MAE is 9.26 pp below the challenging target of 94%.
- This decrease is mainly due to learners withdrawing from courses that are funded by the Adult Skills Budget. The known reasons for these withdrawals are mostly due to family commitments and financial reasons. MAE are seeing an increase in learners not being able to attend classes because they need to take additional work shifts, which ultimately leads to a withdrawal.
- Tutors and curriculum staff persevere with keeping learners engaged to offer future courses at more suitable times. MAE's approach to improving performance is one of continuous improvement through a range of quality measures including monthly quality review meetings scrutinising key performance measures, observations of teaching and learning, learner and partner evaluations, self-assessment reviews and quality improvement plans at Service and Programme level.

MAE 3:

- This performance measure is based on academic year rather than financial year. Data is as of 31 March 2023 for Q2 of Academic Year 2022/23 (November to January 2022/23). Data has been extracted from the EBS Management System.
- The pass rate measures the percentage of learners who complete their course, achieve a qualification or their learning aim. Most recent figures show that Medway Adult Education (MAE) learners continue to achieve very high pass rates, and this demonstrates the excellent processes in place to support learners achieve their qualifications, or to achieve their learning outcomes in non-accredited provision (RARPA – Recognising and Recording Progress and Achievement).
- MAE's approach to improving performance is one of continuous improvement through a range of quality measures including monthly quality review meetings scrutinising key performance indicators (KPIs), observations of teaching and learning, learner and partner evaluations, performance and development reviews, self-assessment reviews and quality improvement plans at Service and Programme level. These ensure the service's overall excellent KPI rates are maintained. MAE monitors the

effectiveness of assessment processes, ensuring learner needs are met through differentiation, and additional learning support if required, enabling learners to reach their goals and this is evidenced in the good pass and achievement rates.

Project for this outcome:

Medway Adult Education (MAE) learning programme to boost local skills levels for those furthest from employment:

- Medway Adult Education's (MAE's) curriculum offer aims to engage with people who may be furthest from employment. Courses are designed to engage with a wide range of people including those who may be raising families, seeking employment, experiencing social isolation or have health issues, to encourage them to come together, learn something new and develop confidence. Providing courses in accessible locations takes learning into the heart of the community. These courses are often the learners' first steps towards engaging with more formal education or wider support services.
- MAE provides a range of English, Mathematics and vocational courses that offer pathways into careers such as counselling, administration, childcare and education. For learners who are looking to change career or upskill, these courses can be invaluable. Whilst on programme, learners are given the opportunity to develop their confidence and interview techniques, build CVs and learn the skills needed to support them obtain and maintain employment.
- Courses, such as the Fifty Plus Programme, have been created for target groups in conjunction with local partners. Information and feedback from prospective learners, employers and Medway Job Centre has helped to shape the programme, which is constantly evolving. The first cohort of learners on this programme, who studied business administration, mindfulness and resilience skills, have made good progress. Some have successfully secured employment and are now receiving support to maintain work. Those who have not obtained work to date are receiving support from the team and are maintaining their studies or work experience.
- When learners are referred to the Fifty Plus programme, they complete a skills analysis as part of the initial assessment process. A review of this analysis has highlighted several learners who need to develop their digital skills and confidence with technology to be able to progress. Therefore, a digital skills pathway targeted at learners aged 50 and above has been introduced to the programme.
- The first cohort of 50+ plus learners have completed a digital pathway and they are now progressing onto a Level 1 course in business administration. Feedback from learners who have been attending remains very positive. They are developing the skills and confidence they need to progress.
- This is an example of feedback from a learner on the Fifty Plus Programme: *"I went to the hub in Gillingham to do a course on business and administration, which I found to be interesting and very useful to help me in my career. The team were a great asset in helping me to get a job. I attended the Job Career days at the hub where they found lots of work for me and I've now got a full-time job which I really enjoy and love. Without their help, I'd still be unemployed. They still keep in touch with me*

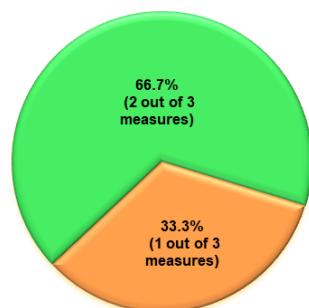
even now to see how I'm doing and if they can help me with anything. I would recommend the hub. It's very helpful and I really appreciate the help I got from going there."

- Moving forwards, the team plan to continue working closely with the Job Centre, employers and learners to inform curriculum design and support people in the Medway community to develop the skills needed for life and work.

Outcome: Preventing homelessness

Performance Summary

Programme: Preventing homelessness



The total number of measures relevant to this committee is 3
 2 measures met their target [NI 156; HC3]
 1 measure was slightly below target [HC4]
 1 of the 2 green measures is deteriorating long term [NI 156]

PI code	PI name	Aim to	Value	Target	Status	Short Trend	Long Trend
NI 156	Number of households living in temporary accommodation	Minimise	378	400	Green	DET	DET
HC3	No. of households with dependent children in B&B who have resided there for 6+ weeks at the end of the quarter	Minimise	0	0	Green	STATIC	STATIC
HC4	Number of private sector properties improved as a result of the Council's intervention	Maximise	235	238	Amber	IMP	IMP

Comments:

NI 156:

- At the end of Q4 2022/23 there were a total of 378 households residing in temporary accommodation (TA) provided by the council in line with its statutory responsibilities. This figure is slightly higher than the 347 households that were accommodated

at the end of Q3. The majority of households in TA will have children. Therefore, there is a correlation between the overall number of households in TA and the number of children in TA.

- There are 7 households in TA at the moment that have come from the Homes for Ukraine or Family Scheme processes as follows:
 - ❖ 'Family scheme route: accommodation arrangements/relationships have broken down' - 5,
 - ❖ 'Homes for Ukraine sponsorship route: accommodation arrangements/relationships have broken down' - 1,
 - ❖ 'Homes for Ukraine sponsorship route: accommodation not available or not suitable on arrival' - 1.
- The accommodation provided to families will usually be in the form of a self-contained property located in Medway.
- Benchmarking - The rate of households in TA in Medway is currently 3.05 per 1,000 households – this is slightly lower than the national rate of 3.98 (latest benchmarking figures March 2022). Further benchmarking has been undertaken to identify how Medway compares with other similar sized unitary authorities. In June 2022, the rate of households in TA in Milton Keynes was 8.23 households per 1,000 households. Locally, Swale had a rate of 6.35 per 1,000 households in the same time period.

HC3:

- A snapshot at the end of Q4 2022/23 identifies that no families were in bed and breakfast (B&B) accommodation. Additionally, throughout Q4 no families were placed into B&B for more than six weeks.
- Work is continuously underway to ensure that the use of B&B accommodation is kept to a minimum. This has been done by seeking more suitable temporary accommodation (TA) for households and using Housing Revenue Account (HRA) properties as TA.
- The service has also reviewed its procedures to ensure that all cases with children or a pregnant woman are moved on from B&B accommodation within appropriate timescales.

HC4:

- The Private Sector Housing team continues to work with tenants and landlords to improve the standard of accommodation in the private sector. Throughout 2022/23, 921 private sector households were either assisted to improve their properties through council intervention and, 404 category 1 Hazards and 760 category 2 hazards were identified. 63 category 1 and 542 category 2 hazards were either reduced or removed from the residential properties in 2022/23. These hazards have been removed by either formal or informal actions.
- Throughout 2022/23, 89 enforcement notices were issued. Damp & Mould Growth has been the most prominent hazard throughout the year.

- This year there has been a statistically significant increase with both category 1 and category 2 hazards on previous years. All five of our mobile home sites are now fully compliant and licenced. The remaining 1,585 mobile homes units will be inspected in 2023.
- 142 Disability Facility Grants applications have been approved in 2022/23, along with six home improvement loans being approved. These adaptations have helped the residents to remain in their homes and to regain or retain their independence and carry on living in the community.

Projects for this outcome:

Reducing the number of those rough sleeping - Ensure that the council maximises the opportunity to reduce homelessness through prevention and relief:

- Medway's Severe Weather Emergency Protocol (SWEP) was activated in early December 2022. To date there have been six periods of SWEP spanning a total of 44 nights. Across this timeframe 140 people were referred to the SWEP services on offer.
- It is anticipated that the Supported Housing Improvement Project (SHIP) in seeing standards of the exempt supported housing sector improve, will also provide reductions in homelessness.
- In addition, it is anticipated that the Making Every Adult Matter (MEAM) programme will see improvements to the levels of homelessness seen for Medway's most vulnerable residents.

To support people and vulnerable families to access housing:

- Housing Strategy and Partnerships have recommissioned a service to provide 20 households with supported accommodation, alongside an expanded counselling service for children and adults, and a complex needs specialist worker.
- In addition, a support service has been commissioned to support households where target hardening measures have been installed – this is known as the sanctuary scheme.

Undertake Sheltered Housing Review and Housing related support services:

- Q4 has continued to see the high levels of approaches for homelessness assistance that the council has experienced in previous quarters of 2022/23. For the quarter until the end of February, the Housing Options Service saw 710 approaches for housing assistance, of which 273 triggered a homeless application. This brings the total number of approaches for the year to 3,438, which is well on target to meet our forecast that the total approaches for the year will likely top 3,700. In the event this is correct, this would be an increase of 13%+ for the year compared to 2021/22.
- Despite these pressures, the Housing Options and Private Rented Sector (PRS) teams have remained highly proactive via their prevention and relief activities to work with and support Medway residents and their landlords to sustain accommodation, or obtain suitable accommodation, as appropriate. These activities have included negotiation with landlords, affordability and security of tenure advice, financial support, and working with private sector landlords to secure alternative accommodation.

Consequently, for Q4 to date, the council has successfully assisted 164 households to prevent or relieve their homelessness. For the year so far, successful prevention and reliefs stand at 866, which is an average of 65% of all approaches where a homeless duty was triggered.

- Going forward into the next financial year, steps are underway to seek to increase access to the private rented sector by way of implementing a private sector leasehold scheme for the council. Broadly, such a scheme would seek to lease private sector properties from landlords for three to five years, with the council taking over management of the properties and having exclusive use of them to offer to homeless applicants. Recruitment approval for a project manager is currently being sought, with their role being to identify and start up a suitable scheme.
- The Supported Housing Improvement Project (SHIP) will drive up the standard of the exempt supported housing sector by supporting landlords to deliver good quality supported housing. Housing Strategy and Partnership staff will also deliver a workshop on how to improve thermal efficiency and energy saving measures to properties in April 2023.

Help Medway's people get a foot on the housing ladder:

- Housing Services are progressing a bid to the Single Homeless Accommodation Programme (SHAP) with mhs homes and linking up with advisers from the Department for Levelling Up, Housing and Communities (DLUHC). Discussions have also taken place with Housing Related Support providers. Meetings have been held with Housing Options and Children's Services to agree the strategic gap analysis. If successful, this bid would deliver 30 units of supported housing for young people.
- Housing Services with Income and Welfare Services have been successful in a 3 year Supported Housing Improvement Programme. This will see improvements to the exempt Supported Housing sector which will see improvements in quality, value for money and in turn is anticipated to see reductions in unplanned exits from services.