



COUNCIL PLAN 2010-13

Foreword from Cllr Rodney Chambers, Leader of Medway Council

Our first Council Plan a year ago highlighted our aims and ambitions for significant changes to both Medway as a local area and as an organisation. In this second plan, you will see that these changes are gathering pace, and within three years I believe Medway will be stepping onto the world stage for international recognition.

This year, we will see the flagship Medway Park, a centre of sporting excellence, opened and host the Modern Pentathlon World Cup. Medway will play a significant role in the build-up to the 2012 Olympics, having been selected by international teams for their pre-games training camps. The Great Lines Heritage Park will be restored, paving the way for our bid to have the Chatham Dockyard and its defences nominated for World Heritage status. Our cultural package is also world class, with more free festival days than any other place in the South East, and our Castle Concerts attracting nationally renowned acts, as well as a whole host of museums, theatres and cultural activities in the area. We will also be making a bid for city status, bringing together Medway's five towns and surrounding rural areas together into a single nationally recognised city.

These ambitions are supported by our regeneration plans. Real changes can be seen, such as the changes and improvements to the road network and bus facility in Chatham. We are leading the way in the provision of quality housing, including housing that is affordable for all, and making best use of existing stock. Alongside physical improvements, our social regeneration will ensure residents benefit from the changes taking place, and our economic development will encourage businesses and jobs come to, and stay in Medway. Altogether, our regeneration programmes will create a Medway that looks and feels like a 21st century city.

However, we cannot ignore the harsh economic realities of the financial climate. Medway is well placed to meet the challenges ahead, and the exclusivity agreement with Crest Nicholson to build the first homes on the Rochester Riverside site, as well as proposals for Chattenden, show that developer confidence is already returning. This plan includes a range of counter recession projects to support local businesses, and programmes such as Employ Medway, Reignite, and the Future Jobs Fund to help residents of Medway find work.

Medway is also nationally recognised as making our communities safer. The Community Safety Partnership has been awarded a Green Flag by the Audit Commission for the way it is working to reduce reoffending and antisocial behaviour, indicating that our approach is one which other councils can learn from. Our streets are safer with crime down, and our continued use of innovative approaches, such as the SOS Bus, will, I believe, see rates driven even lower.

Carbon emissions is a world issue, and one that Medway cannot solve on its own. But Medway is showing others how it is done, leading the community and local business to reduce their carbon footprint through the In Focus, LO-C-US and Eco-Advantage projects. The Energy Saving Trust has confirmed that we have a leading approach. We are reducing the amount of rubbish we collect and increasing recycling rates through refreshed contracts with commercial partners, as well as protecting the unique natural and rural areas in Medway, ensuring that our plans will not sacrifice the future of our environment.

We also recognise that some people need more support than others. Our strategy for adult social care will ensure people have the services that best meet their needs and outcomes in a personalised way.

We will continue to ensure that all our young people are safe and cared for, and have every opportunity to succeed and achieve in the best way for them. We are adapting our child protection and care services in the light of the increased referrals seen following the Baby P case, so the most vulnerable children continue to get the best services. We will build on yet another increase in our GCSE results seen last year.

Medway Council, like everyone, feels the effect of the recession, and we're tightening our belts accordingly. We will not do this at the expense of our front line services, but instead we will constantly find more efficient ways of doing things, such as sharing services with other organisations. We are developing a new Sustainable Community Strategy, which outlines a shared vision for Medway across all public bodies in the area, making sure we are working together in the most efficient way towards common goals. Our Multi Area Agreement shows how we will work closely with neighbouring areas on common issues.

As Leader of Medway Council, I feel sure that Medway can weather the challenges in the immediate future, and I see a bright future for the area as a world-class destination for business and people alike.

Rodney Chambers
Leader, Medway Council

Achieving our Vision – Delivering Our Priorities

a. Our Priorities

Medway has agreed six priorities that we want to achieve over the three year lifespan of this plan. These are:

- A clean and green environment
- Safer communities
- Children and young people having the best start in life
- Older and vulnerable people maintaining their independence
- People travelling easily and safely in Medway
- Everyone benefiting from the area's regeneration

In addition, we have two core values which set out how we will go about achieving these priorities:

- Putting our customers at the centre of everything we do
- Giving value for money

In our Annual Report 2008/9 we reviewed our progress toward achieving these priorities and core values and this plan sets out how we will continue to improve Medway as a place to live, learn, work and have fun. The last year has seen significant changes both nationally and locally to which this plan seeks to respond. The economic recession is a key factor in terms of its impact on local people and businesses, and their changing needs for services and support. The recession also effects the funding the council receives, and will do so increasingly over the life of this plan as public sector spending is reduced. The council will know in December 2010 the level of national funding it can expect to receive from 2011/12 onwards. Medway's regeneration programme will continue despite the recession, and this plan aims to deliver a new bus station in Chatham and we expect to see commencement of works for the first new houses on Rochester Riverside during 2010/11. Also in the last year the focus on child protection has increased both nationally and locally following the tragic death of Baby P in Haringey. Medway, in common with other areas, has seen a significant increase in referrals of concern about children and young people, and more of our children and young people are looked after in care. The challenges of climate change and the need for the council, other agencies and residents to adapt to its effects whilst seeking to reduce carbon emissions and our impact on the environment has assumed greater importance.

We are committed to improving the quality of life for *all* of Medway's residents. The council places great importance on its dual role as both community leader and commissioner and provider of services - leading the transformation of Medway and ensuring high quality services for customers. We know, however, that some people need extra support and we will work with our partners to provide that, for example, for younger or older people who are vulnerable or who experience poor health and other outcomes. Medway Council is striving to be an organisation that promotes fair access and inclusion by effectively meeting the changing and diverse needs of the Medway community, visitors, and our workforce. The physical regeneration of Medway will be accompanied by social and economic regeneration so all people will benefit from the changes taking place.

Listening to what our residents saying about Medway Council and Medway as a place to live is important to the way we develop our services, and our Council Plan is influenced by all the consultation, comments and feedback we receive. In particular, the Resident's Opinion Poll is the key mechanism for getting this feedback. The poll carried out at the end of 2009 tells us that 75% of residents are satisfied with the area as a place to live, an increase from 73% last time the poll was conducted in 2006. 68% of residents are satisfied with the way the council runs its services, up from 65%. This is an indication that we are tackling the right issues that matter to our residents, and we are improving the things that are important.

The following sections outline in more detail what we will do to deliver these priorities, and include the specific steps the council will take on its improvement journey. We will keep these actions under constant review, ensuring they are the right actions for Medway, and adapting them where necessary. We will measure our progress towards achieving these objectives to make sure we deliver on our promises, and report our findings at the end of each financial year in our Annual Reports.

b. Partnerships

Working in partnership with other public sector bodies and the voluntary and community sector is critical to our success. We constantly strive to make Medway a better place to live, learn, work and enjoy. We recognise that no one public body can secure this improvement on their own, and therefore we are an active member of Medway's Local Strategic Partnership.

It is important that Medway's Local Strategic Partnership has a shared long term vision for the future of Medway so that all bodies, whether public, private or third sector, are working towards common goals. Our current Community Plan finishes in March 2010, and therefore the LSP is developing a new Sustainable Community Strategy, which will set the shared strategic objectives for the partnership from 2010 to 2026. This will be agreed in April 2010. Alongside this will be a new Local Development Framework and a Local Transport Plan, which will support the aims of the Sustainable Community Strategy by ensuring that our planning, building, regeneration and transport infrastructure support its goals.

The council and its partners involved in Medway's Local Strategic Partnership are entering the final year of the Local Area Agreement. The agreement reflects the council's priorities for improving Medway and sets out the high level outcomes that local people, stakeholder organisations and central government want to see achieved by March 2011 under the following themes:

- Children, Young People and Families
- Health, Well being and Older People
- Safer, Stronger Medway
- Economic Development, Transport and Skills
- Regeneration, environment, culture and housing.

However, some issues are not dealt with by Medway Council alone. For this reason, we have worked with partnerships in Gravesham, Swale, Dartford and with colleagues in Kent County Council, to develop the Multi Area Agreement which states how we work together on the key issues of housing, transport, economy and skills. The agreement was signed in September, and will facilitate closer working between all public bodies, both central and local, to deliver shared outcomes for the area. The key objectives of the MAA are:

- alignment of investment and strategic priorities to support sustainable, economic-led growth and regeneration in North Kent
- greater personalisation and coherent integration of support for people not in work to access training, improve skills and gain employment.
- better engagement with and responsiveness to employers, investing in the skills needed to grow and "future proof" the North Kent economy and enabling working people to improve their skills and progress in a changing economic environment
- swifter and more certain delivery of transport infrastructure to support sustainable economic growth
- more sustainable and integrated transport systems and networks
- maintaining momentum in the delivery of new housing, particularly to meet localised priorities across North Kent.
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These objectives are the first steps on the way to achieving the agreement's vision of 58,000 new jobs, 52,140 new homes and an increase in the economic wellbeing of residents towards the South East average.

The council's contribution to the MAA is captured within this council plan.

Our Priorities

1. A clean and green environment

What we aim to do:

Our commitment to the environment includes keeping the streets clean, recycling more waste and reducing carbon emissions. We will protect our existing green spaces in urban and rural areas, whilst continuing to invest to create parks that can be enjoyed by all. This will create an environment where people have opportunities to take more exercise to improve their health and wellbeing. We seek to plan and deliver our services in a sustainable way to protect the environment for current and future generations.

How we will do it

During the next 3 years we will continue the improvement in our recycling rates, and further develop our strategies to minimise the waste we produce. We want to reduce the amount of waste sent to landfill. Our residents opinion poll shows that satisfaction with waste management services is high, with residents reporting 90% satisfied with refuse collection, and 85% satisfied with recycling facilities. 78% were satisfied our household waste & recycling centres. This is especially positive, as refuse collection is also the most important service to residents by some margin. We will work with our commercial waste partners to ensure that our waste disposal services continue to meet our community's needs and expectations. A new waste collection and disposal contract is due to start in September 2010. This contract will include improvements to services, such as food waste collections and suitable properties for wheeled bins for rubbish. We will proactively tackle litter and cleanliness on our streets, maintaining the improvements we have made in recent years and continuing our strong track record of dealing with fly tipping and abandoned vehicles. Public perception of street cleaning shows 74% satisfaction which is a significant improvement from the last opinion poll of 55%, and over the next 3 years we will be working with the community to understand the reasons for their perceptions and seek to improve satisfaction rates further.

The Medway Wildlife, Countryside and Open Space Strategy outlines how we will coordinate and plan our services to protect Medway's downland, woodland and farmed countryside, its rich diversity of wildlife and its high quality open space network, including in our urban areas. We will work to make Medway celebrated for its attractive locality, including providing more high quality facilities, managing, protecting improving accessibility and conserving our open spaces, and creating new open spaces through the regeneration of Medway. We will protect the species that rely on Medway's unique habitats such as downland. We will also engage with our residents and users to understand their needs, and maximise their enjoyment of our unique area. Satisfaction surveys show an improvement from 71% to 73% since the last opinion poll in 2006.

Resident satisfaction with play areas has declined slightly since the last opinion poll in 2006, from 56% to 53%. To tackle this, we have secured significant investment in our play areas, and will refurbish 22 of them within the life of this plan.

Medway has the lowest emissions of the greenhouse gas, carbon dioxide, in the South East. We will continue this good start by leading the community to ensure that what we do today does not pose a risk to our environment in the future. We will ensure that the Medway area contributes to its share of reducing carbon emissions by helping residents reduce energy consumption in their homes, whilst at the same time saving money, working with our partners such as the Kent Energy Efficiency Partnership. However, reducing carbon emissions cuts across all areas of council influence, for example from transport and local businesses, so carbon emissions will be a recurring theme throughout this plan. The Energy Saving Trust are working with us to develop a council wide approach to tackling carbon emissions. We will also lead by example, reducing our own electricity and gas usage and encouraging the organisations and companies we work with to do the same.

What we will do:

Outcome	Key action:	Responsible Officer	Portfolio	Measures of Success
Reduce the carbon footprint and foster sustainable development in Medway	<ul style="list-style-type: none"> Work in partnership with the Kent Energy Efficiency Partnership, and the Energy Saving Trust to reduce carbon emissions from domestic activities. Support local businesses to become more environmentally sustainable by: <ul style="list-style-type: none"> Develop eco skills in the workforce through the Eco-Advantage project to 2013 Support businesses to reduce their carbon emissions through the LO-C-US project to 2013 Using our invest to save fund to reduce the emissions from the council itself by: <ul style="list-style-type: none"> Reducing carbon emissions from the vehicles used by us and our contractors Monitor and target our buildings to tackle the most inefficient buildings 	Asst. Director Organisational Services	Customer First and Corporate Services	NI186 (LAA) - Per capita reduction in CO2 emissions in the LA area – reduction of 13.9% by 2011 on 2005 baseline, and a reduction of 16.7% by 2014.
		AD Housing & Corporate Services		NI185 - CO2 reduction from Local Authority operations by 10% by 2011 from a 2004/5 baseline.
Make Medway a place where open spaces and outstanding natural beauty are available to everyone	<p>Stewardship: preserving and enhancing Medway's heritage, green spaces and public realm for the enjoyment and benefit of current and future generations:</p> <ul style="list-style-type: none"> Delivery of Phase 2 of the Playbuilder Programme resulting in the refurbishment of 22 play areas by 2012. Retain Green Flag status for Riverside Country Park, The Vines and Hillyfields Community Park and secure Green Flag status for Capstone Farm Country Park Deliver the Great Lines Heritage Park, including improved access and restoration by March 2011 Map planned investment in pedestrian links, urban spaces, connectivity, riverside walks etc. through the Public Realm strategy 	Asst. Director, Customer First, Culture, Leisure, Democracy & Governance	Community Services	Local Indicator: Number of parks & open spaces achieving green flag status
		Asst Director Development Economy & Transport		NI199 - Children and young people's satisfaction with parks and play areas
				Customer satisfaction with Medway's play areas increased by 10% in next 5 years.
				Customer satisfaction with parks and open spaces increased by 10% by 2014.
Manage Medway's waste sustainably, and reduce waste sent to landfill	<p>Work in partnership with our commercial partners, through contract re-lets, to ensure that our waste services:</p> <ul style="list-style-type: none"> Roll out organic waste collection from Sept 2010 Minimise waste by the introduction of wheeled bins to appropriate properties from June 2011 Review the provision of household waste recycling centres with a view of increasing recycling and minimising waste June 2012 	Asst. Director, Front Line Services	Front Line Services	NI192 – Percentage of waste sent for reuse, recycling or composting
				NI191 (LAA) – Residual waste per household
				Satisfaction with refuse collection, recycling facilities and household waste and recycling centres (Resident's Opinion Poll)
Improving the local street scene	<ul style="list-style-type: none"> Active enforcement against privately owned land that is littered. Effective enforcement against environmental crimes on public land Support community engagement and participation in improving the street scene through our safer communities officers. Implement the design code and public realm strategy. To undertake investigation to develop and improve public perception of the street scene. Consult with the public to understand why satisfaction with street scene is lower than recorded cleanliness levels and target improvements as a result. Ensure consistent high standards on local authority owned housing estates through regular inspection 	Asst. Director Front Line Services	Community safety & Enforcement/ Front Line Services	NI195 – Improved street and environmental indicators (levels of graffiti, litter, detritus and fly posting)
		Asst. Director Development Economy & Transport Asst Director Housing and Corp Services		NI196 - Improved street and environmental cleanliness – fly tipping
				Local target - % success rate in compliance / enforcement against private land which is littered.
				Satisfaction with street cleaning (Resident's Opinion Poll)
				Local target – % of local authority housing estates that had an acceptable level of cleanliness.

2. Safer Communities

What we aim to do:

We want people to be safe in Medway, and as important, to feel safe. Crime levels have dropped significantly but, whilst improving, Medway residents' perceptions of safety lag behind the actual levels of crime and disorder and we want to change that so people feel safe and confident. We will continue to work in partnership with the police, focussing on tackling serious violence, reducing antisocial behaviour and reducing repeat incidences of violent crime, including domestic abuse. We want to build safe, strong and cohesive communities.

How we will do it:

Medway Council works to reduce crime, disorder and antisocial behaviour in partnership with other public sector organisations such as Kent Police, Kent Fire and Rescue Service and NHS Medway as well as many community and voluntary sector organisations. This group is known as the Medway Community Safety Partnership, and annually undertakes a strategic assessment of crime and disorder in Medway, which, alongside extensive public consultation, informs the development of the Community Safety Partnership Plan.

The Community Safety Partnership has led some pioneering and innovative solutions to build stronger communities and ensure Medway is a safe place to live, work and visit. In particular the Partnership has secured Green Flag recognition from the Audit Commission for its work on reducing reoffending and antisocial behaviour. We will continue to engage residents in community safety issues through our Police and Communities Together groups across Medway. We will continue to reassure the community and reduce the fear of crime, using the Safer Communities Service, which now has a dedicated officer for every ward in Medway. We will enforce and monitor our alcohol control zones in each of Strood, Gillingham, Rochester and Chatham to reduce violence in the night time economy. Our innovative SOS Bus brings joint support from all public bodies in the area to a variety of locations across the borough, in particular to our town centres in the night time economy. Phase two of the Medway reassurance campaign 'With you every step of the way' is being run in conjunction with the Kent Police county-wide 'You said we did' reassurance campaign.

A redesigned CSP web site, which includes a blog from the chair/vice chair of CSP has been launched and quarterly ward-centred newsletters continue to be produced and posted to homes throughout Medway. The CSP continues to use Medway Matters to profile its work to improve perception issues around fear of crime and anti social behaviour.

During the life of this plan, we will build on these successes, to reassure our residents and reduce the fear of crime. We will increase awareness of crime and disorder reduction initiatives, involving and engaging local people so that we can listen to and respond to their concerns. We want to be an accessible and visible Partnership which responds to local needs. We will coordinate our resources with the Police to maximise the benefit to the local community and work together on joint operations.

We will respond to the key areas identified by our strategic assessment. For example we will continue our proactive approach to tackling antisocial behaviour, in partnership with the community, building on our substantial reductions to date. We will tackle violent crime, focussing on those victims, locations and offenders which are repeatedly involved in crime, providing a visible presence and working with the night time economy. We will tackle substance misuse by improving access to and retention in treatment and raising awareness about the dangers of substance misuse.

One measure of the extent to which communities are cohesive is the level of the population who are registered to vote and do vote at elections. We have already seen increases in the numbers of people registered to vote, including increases in the number of young people registered to vote. Participation in local elections has increased from 29.62% to 37.5%. We will continue to review the ways in which we encourage people to register and vote, and improve the information available to the public on voting options and democratic processes.

What we will do:

Outcome	Key actions:	Responsible Officer	Portfolio	Measures of Success
Build strong communities by improving community cohesion	<ul style="list-style-type: none"> Strengthen the role of the Equality and Community Cohesion Group to lead and coordinate partnership work to improve community cohesion Implement programme of community cohesion thanks to funds secured from the EU and UK government, enabling delivery of a range of activities including ESOL courses, engagement through community forums, outreach and interpretation Use £140,000 from the EU for a programme of youth development, parenting skills and vocational training, benefiting 60 local young people Supported by external funding, we will continue to deliver action plans in our key priority neighbourhoods of All Saints, Strood South, White Road and Twydall, to secure social regeneration.. Develop a resident engagement strategy for full and meaningful involvement of Council tenants and leaseholders to include local Housing surgeries on all main estates 	<p>Asst. Director Development, Economy and Transport.</p> <p>Asst. Director Communications Performance and Partnerships</p> <p>Asst Director Housing and Corp Services</p>	<p>Community Safety & Enforcement</p> <p>Strategic Development & Economic Growth</p>	<p>NI1(LAA) - % of people who believe people from different backgrounds get on well together in their local area</p> <p>NI3 - Civic participation in the local area</p> <p>NI4(LAA) - % of people who feel they can influence decisions in their locality</p> <p>NI23 - Perceptions that people in the area treat one another with respect and consideration</p> <p>NI123L Young people treat one another with respect.</p> <p>% of tenants satisfied with opportunities to become involved (source status survey)</p> <p>% of housing customers participating in consultation events, analysed by key demographic and equality groups</p>
Reduce antisocial behaviour, criminal damage and youth crime	<ul style="list-style-type: none"> Use the multi agency partnership office to coordinate joint working between the council and it' partners Maintain and develop our existing Alcohol Control Zones to reduce alcohol related crime & disorder Deliver effective noise nuisance services to combat this form of antisocial behaviour Use physical initiatives such as alley gating schemes to reduce antisocial behaviour in response to community need. Increase diversionary activities for young people in partnership with Children's Services 	<p>Asst. Director Inclusion/Asst. Director Front Line Services</p>	<p>Community safety & Enforcement/ Front Line Services/ Children's Services</p>	<p>NI17 (LAA) - Perceptions of anti-social behaviour (Place Survey, monitored by proxy indicator from KCVS survey)</p> <p>NI17a Perceptions of noise nuisance as a problem (Place Survey, monitored by proxy indicator from KCVS survey)</p> <p>NI 41 Perceptions of drunk or rowdy behaviour as a problem (Place Survey, monitored by proxy indicator from KCVS survey)</p> <p>NI195c – Levels of graffiti</p> <p>NI 195 Local – Incidents of graffiti removed</p> <p>NI19 (LAA) - Rate of proven re-offending by young offenders</p> <p>NI110 - Young people's participation in positive activities</p> <p>Local indicators Reduction in recorded noise nuisance. Reduction in alcohol related anti social behaviour and crime in alcohol control zones.</p>

<p>Reduce the fear of crime and improve public confidence</p>	<ul style="list-style-type: none"> • Increase public awareness about anti crime initiatives and provide an accessible Partnership to tackle the perception of crime <ul style="list-style-type: none"> ○ Deliver the “You asked, we said, we did” campaign in conjunction with our partners in Kent to inform our residents about community safety issues • Support the PACT (Partners and Communities Together) process to involve residents in tackling local crime and antisocial behaviour concerns • Increase public feelings of safety by maintaining a dedicated safer communities officer in each ward. • Improve and update the CSP website including blog from chair/vice chair • Continue to produce quarterly ward-based newsletters <p>To support and maintain community cohesion by delivering a national programme to prevent violent extremism in coordination with the community and partners</p>	<p>Asst. Director Front Line Services</p>	<p>Community safety & Enforcement</p>	<p>NI21 - Dealing with local concerns about anti-social behaviour and crime by the local council and police (Place Survey, monitored by proxy indicator from KCVS survey)</p> <p>NI27 - Understanding of local concerns about anti-social behaviour and crime by the local council and police</p> <p>NI 35 - Building resilience to violent extremism</p>
<p>Reduce repeat occurrences of violent crime, such as repeat offenders, location and victims</p>	<p>Reduce Domestic Violence by:</p> <ul style="list-style-type: none"> • providing independent domestic abuse advice • reducing homelessness caused by domestic abuse • Operating a Sanctuary Scheme <p>Tackle night time disorder in partnership with the night time economy and Safer Medway Partnership</p> <ul style="list-style-type: none"> • Support the SOS Bus to provide support and presence in the nighttime economy. <p>Carry out a programme of test purchases of age restricted products including knives, solvents and alcohol.</p>	<p>Asst. Director Front Line Services</p> <p>Asst Director Housing and Corp Services</p>	<p>Community safety & Enforcement</p>	<p>BV213 – number of households prevented homelessness for 6 months – via independent domestic abuse advice</p> <p>Number of homeless households prevented via Sanctuary Scheme</p> <p>NI30 (LAA) - Re-offending rate of prolific and priority offenders (monitored in year by proxy NI30L)</p> <p>NI32 (LAA) - Repeat incidents of domestic violence (Place Survey, monitored by proxy indicator from KCVS survey)</p> <p>NI15 (LAA) - Serious violent crime rate</p> <p>NI16 (LAA) - Serious acquisitive crime rate per 100,000 population</p>
<p>Reduce substance misuse</p>	<ul style="list-style-type: none"> • Improve access, engagement and retention of drug users in the drug treatment system, with a 1% increase in the numbers in effective treatment by 2011. • Increase awareness raising initiatives about the dangers of substance misuse. • Test purchase operations to be run to ensure alcohol is not sold to under 18s 	<p>Asst. Director Inclusion</p> <p>Asst. Director Front Line Services</p>	<p>Community safety & Enforcement</p>	<p>NI40 (LAA) - Number of drug users recorded as being in effective treatment</p> <p>NI 42 Perceptions of drug use or drug dealing as a problem(Place Survey, monitored by proxy indicator from KCVS survey)</p> <p>NI41 – Perception of drunk or rowdy behaviour as a problem (Place Survey, monitored by proxy indicator from KCVS survey)</p>

3. Children and Young People having the best start in life

What we aim to do:

We want children and young people in Medway who are:

- safe and cared for,
- succeed in learning and
- thrive

This will be championed by a confident and competent workforce and we will have arrangements in place to ensure:

- effective safeguarding
- integrated services and support
- timely and targeted interventions

How we will do it:

We seek to deliver good outcomes for all children in Medway, responding appropriately according to need. We will also focus on vulnerable groups including children with a disability, children with special educational needs, children with mental health needs, young people at risk of exclusion or disengagement, young people not in education, employment or training, children in care and young offenders. We will seek to protect and safeguard those children most at risk, ensuring all children and young people stay safe. This is kept under review by an independent safeguarding board. Our residents tell us we're making progress in this area, with 63% satisfied with support for parents, up from 59% in the previous opinion poll. Satisfaction with facilities for young people has seen a significant improvement from 35% to 52%, reflecting the work we have put into these areas. However, it remains a priority for our residents, as the second most important thing for improvement.

Children's safety and protection has been an area of challenge recently, following the high profile Baby Peter case in Haringey. This has resulted in an increase in the number of cases being seen by both children's social care and child protection officers. The safety of children and young people is of paramount importance, and we working with our partners to meet the challenge. We will put the interests of the child at the heart of our decision making. Where it is appropriate we will work with and support parents to secure the best outcomes for the child.

We will continue to work to improve our education results particularly for our primary school children. For example, our Primary Strategy for Change outlines how we will go about delivering investment in school buildings. We will develop our curriculum to ensure it offers something for all pupils studying in Medway, This includes increasing the number of diplomas, which are qualifications that prepare young people for the workplace from eight to seventeen by 2013. We will work with providers of post 16 education and training to ensure that we use effectively the commissioning powers that we take over from the Learning and Skills Council in April 2010. We will put inclusive learning at the heart of this improvement. For example we will examine ways in which provision for those with special educational needs can be developed within Medway, allowing pupils to be closer to home. We will seek to ensure that our most challenging pupils can learn in an environment that does not exclude them from the mainstream educational system.

Ensuring young people are equipped with the skills and abilities to enter the workplace or pursue further training is essential to supporting them towards a positive future. We will build on the establishment of the Medway Youth Trust, which delivers support and guidance for young people leaving school. For those for whom mainstream education is not for them, we will explore alternatives, such as through our Adult Learning service.

Improving the transition from childhood to adulthood needs particular care for all our young people. We will focus on providing seamless services for those who move from receiving support from children's services to adult social care and maximising the independence of those who are able to move out of care into independent living.

Encouraging children and young people to lead active lifestyles is a key part of our work with children. We are actively pursuing a range of initiatives such as Healthy schools, school travel plans, and Walk on Wednesdays.

What we will do:

Outcome	Key action:	Responsible Officer	Portfolio	Measures of Success
Children and Young People are safe and cared for	<p>Ensure all safeguarding practices meet/exceed national requirements by</p> <ul style="list-style-type: none"> Improving quality and timeliness of assessment of and planning for children's care needs Enhancing quality assurance of practice through regular independent review, case file audit, supervision and user feedback Reviewing and developing services to support children and young people in care to ensure they have the best chance of independent and positive adulthood. Ensuring all child in need, child protection and care plans identify targeted interventions to limit risk and support sustainable family resilience Supporting and contributing to the further development of the Local Safeguarding Board to ensure effective independent scrutiny and quality assurance of child protection arrangements Responding to national changes in policy and practice. 	Asst. Director, Children's Care, Asst. Director, Children's Care and Asst. Director Communications, Performance and Partnerships	Children's Social Care	NI59 (LAA) - Percentage of initial assessments for children's social care carried out within 7 working days of referral
	<p>Improve access to services, information and advice for parents of disabled children</p> <ul style="list-style-type: none"> Increase the quality, flexibility and availability of respite breaks Improve participation of disabled children and their parents and carers in service design, care planning and service evaluation Improve the transition arrangements so that children moving from children's to adult services receive a continuum of care and support that is appropriate for their needs 			Asst. Director, Strategy and Commissioning
Children and Young people succeed in learning	<p>Improving performance at Foundation stage and further narrowing the gap between the average and the lowest achieving 20%</p> <ul style="list-style-type: none"> Improve the quality of teaching and learning at the foundation stage Target support on those pupils at risk of underperformance <p>Raising achievement at Key Stage Two</p> <ul style="list-style-type: none"> Improve the quality of teaching, learning and tracking of pupil progress at key stage 2. Deliver the primary strategy for change which will bring new investment in primary schools Reduce the number of school changes for primary school children, whilst improving results and securing the future of our schools <p>Raising achievement at GCSE, specifically on 5+ GCSEs at A*-C including maths and English</p> <ul style="list-style-type: none"> Continue to develop the Bishop of Rochester and New Brompton academies 	Asst. Director, Learning & Achievement	Children's Services	NI 92 (LAA) – Narrowing the gap between the lowest achieving 20% in the Early Years Foundation Stage Profile and the rest
				NI72 - Achievement of at least 78 points across the Early Years Foundation Stage with at least 6 in each of the scales in Personal Social and Emotional Development and Communication, Language and Literacy
				NI 76 Reduction in number of schools where fewer than 65% of pupils achieve level 4 or above in both English and Maths at KS2
				NI73 - Achievement at level 4 or above in both English and Maths at Key Stage 2
				NI75 (LAA)- Achievement of 5 or more A*-C grades at GCSE or equivalent including English and Maths

	<ul style="list-style-type: none"> ○ Continue to work with secondary schools to raise achievement and encourage pupils to stay on beyond age sixteen ○ Ensure a seamless transfer of post 16 responsibilities from the Learning and Skills Council to Medway Council 			NI 78 Reduction in number of schools where fewer than 30% of pupils achieve 5 or more A*-C grades at GCSE and equivalent including GCSEs in English and Maths
	<p>Improve outcomes for children with special educational needs by</p> <ul style="list-style-type: none"> ● Coordinating the implementation of the SEN action plan ● Developing and implementing a range of support available to mainstream schools ● Increase and enhance provision within Medway, including <ul style="list-style-type: none"> ○ Implement and evaluate the Targeted Mental Health Support in Schools pilot to deliver joint support across partners for those children who are at risk of experiencing mental health problems ○ Young people with learning disabilities will have planned transitions and the appropriate support to enable them to be in Employment, Education or Training 	Asst. Director, Inclusion	Children's Services	NI103 - Special Educational Needs – statements issued within 26 weeks NI 104 - The Special Educational Needs (SEN)/non-SEN gap – achieving Key Stage 2 English and Maths threshold NI 105 - The Special Educational Needs (SEN)/non-SEN gap – achieving 5 A*-C GCSE inc. English and Maths
	<p>Improve educational outcomes for children in care and narrow the gap between their achievement and Medway results as a whole</p> <ul style="list-style-type: none"> ● Improve tracking of progress made by children in care ● Develop high quality personal education plans for all children in care which effectively target their educational allowance to deliver improved educational outcomes ● Designated teachers with responsibility for children in care to be in place in every school, actively ensuring the needs of children in care are met ● Work with the Children in Care Council to identify and overcome obstacles to increasing their attainment 	Asst. Director, Learning & Achievement	Children's Services	NI 99 (LAA) - Looked after children reaching level 4 in English at Key Stage 2 NI 100 (LAA) - Looked after children reaching level 4 in Maths at Key Stage 2 NI 101 (LAA) - Looked after children achieving 5 A*-C GCSEs (or equivalent) at Key Stage 4 (including English and Maths) NI 58 Emotional and behavioural health of looked after children Local - % of looked after children having good quality personal education plans In place
Children and young people thrive	<p>Reduce teenage conception rates</p> <p>Improving our sexual health services by:</p> <ul style="list-style-type: none"> ● Improve delivery of sex and relationships education (SRE) programmes across universal settings ● Expand the number of sites offering contraceptive and sexual health services ● Increase awareness of services offering free confidential information and advice ● Improve delivery of CASH services through the development of a robust service specification and more effective performance monitoring of the current provider ● Targeting our work with young people most at risk ● Improve services for young parents to minimise the risk of repeat unplanned pregnancies 	Asst. Director, Inclusion Director of Public Health	Children's Services	NI112 (LAA) - Under 18 conception rate NI113a (LAA) - Prevalence of Chlamydia in under 15-24 year olds
	The Child and Adolescent Mental Health Service (CAMHS) Implementation Plan 2009-10 will deliver the recommendations of the Fundamental Review	Asst Director Strategy and	Children's Services	NI 58 Emotional and behavioural health of looked after children

<p>of CAMHS commissioned jointly by the Council and the NHS Medway to improve the reach and effectiveness of child and adolescent mental health services. This will be achieved by:</p> <ul style="list-style-type: none"> • Improve access to CAMHS services at tier 3 by ensuring that it is acting as part of an integrated range of services that provide for children and young people's emotional support needs at all levels (1- 4). • ensure we meet the National Service Framework standard for children with mental health needs. • Further develop and embed the Single Point of Access to CAMHS in Medway to ensure that there is clear and effective access to emotional support services at all levels across all agencies. 	<p>Commissioning</p>		<p>NI 50 Emotional health of children</p>
			<p>NI 51 Effectiveness of child and adolescent mental health (CAMHS) services (LAA) (local targets as LAA target already achieved)</p>
<p>Increase the number of places to go and things to do for young people in Medway</p> <ul style="list-style-type: none"> • Improve the web based directory and make it more accessible • Use the youth opportunity fund and the youth capital fund, allowing young people to influence decision making to further develop provision • Empower young people so that they can be involved in decisions on future youth provision in Medway 	<p>Asst. Director, Inclusion</p>	<p>Children's Services</p>	<p>NI110 - Young people's participation in positive activities</p>
			<p>NI 199 Children and young people's satisfaction with parks and play areas</p>
<p>Promote healthy lifestyles Reduce obesity levels through delivery of the healthy schools programme and increased participation in sport and leisure</p> <ul style="list-style-type: none"> • Monitor and review the success and take-up of the initial trial period of free swimming for under 16s • Facilitate and encourage children in care to access council facilities, such as free access to our leisure centres • Use the 2012 Olympic Games to promote healthy lifestyles and opportunities for young people to engage in sport, including: <ul style="list-style-type: none"> ○ Our Medway –Counting down to 2012 ○ Medway School Games ○ Develop Medway Sporting Academy and athlete support programme to support promising young athletes • Reduce smoking levels through preventative and advice campaigns • Reduce young people's access to alcohol in shops through targeting illegal under age sales • Raise the participation of young people in events, heritage sites, leisure and sports, and raise participation in libraries for all young people by building on our innovative programmes such as Baby Bounce and Rhyme and Headspace. • Deliver a range of healthy eating and exercise programmes for families through the Adult Learning Service. 	<p>Asst. Director, Inclusion and Assistant Director, Customer First, Culture, Leisure, Democracy and Governance, Asst. Director Frontline Services Director of Public Health</p>	<p>Children's Services Community Services Community safety & Enforcement</p>	<p>NI55 - Obesity in primary school age children in Reception</p>
			<p>NI56 (LAA) - Obesity in primary school age children in Year 6</p>
			<p>Local Indicator – take up of free swimming by under 16s</p>
			<p>Local Indicator – satisfaction of looked after children with leisure provision</p>
			<p>NI57 - Children and young people's participation in high-quality PE and sport</p>
			<p>NI115 - Substance misuse by young people</p>

	<p>Ensuring young people are appropriately engaged in employment, education and training by:</p> <ul style="list-style-type: none"> • Continue to expand our diploma programme to ensure young people are prepared for the workplace • Work with secondary schools to prevent exclusion and reduce the numbers of days lost • Prepare a plan for raising of the participation age in 2013 and 2015 	Asst. Director, Learning & Achievement Asst. Director, Inclusion,	Children's Services	NI114 - Rate of permanent exclusions from school NI117 - 16 to 18 year olds who are not in education, training or employment (NEET) NI87 (LAA) - Secondary school persistent absence rate NI79/80 – Achievement of a Level 2/3 qualification by age 19 NI148 - Care leavers in employment, education or training
	<p>Tackle youth homelessness</p> <ul style="list-style-type: none"> • Assist young people to access safe, suitable and affordable housing that meets their needs, with an additional focus on the most vulnerable • Support families where parents and adolescents are not getting on to prevent youth homelessness • Develop supported managed accommodation for those at most risk • The Youth Offending Team will coordinate the actions needed resulting from the new Youth Rehabilitation Orders 	Asst. Director, Inclusion, Asst. Director Housing and Corporate Services	Children's Services	NI46 - Young offenders access to suitable accommodation LPI % of homeless approaches from persons under 25 where advice or assistance prevented homelessness Reduce use of bed and breakfast for accommodating persons under 25 NI147 - Care leavers in suitable accommodation NI156 – Households in Temporary Accommodation – broken down by age range
Ensure that the CT board is effectively focusing on the priorities agreed in the CYPP and is achieving its agreed targets and outcomes	<p>Monitor the impact of the Children's Trust partners by developing a system for reviewing and identifying needs and outcomes and establishing an effective multi-agency performance management framework.</p> <ul style="list-style-type: none"> • Establish an effective multi-agency Preventative Strategy (including the Think Family approach) to drive forward the commissioning and delivery work of the CT and ensure that children and young people with additional needs are identified and supported earlier; preventing escalation to more serious levels of need. • Establish a system to map and identify the multi-agency resources and investments in children's services and through this process align resources with agreed and shared priorities in the Children & Young People's Plan 2009-11 • Information from a range of sources including: consultation and feedback from children and their carers, performance indicators, external reviews, complaints and the common assessment framework (CAF) are used to commission preventative and other services to meet identified needs. • Develop consistent stable and skilled workforce to meet needs of children and young people. 	Asst. Director, Strategy and Commissioning	Children's Services	Children's Trust operational Children and Young People's Plan agreed Local measure of effectiveness of CAF to be developed. NI 111 – First time entrants to Youth Justice System aged 10-17 NI43 - Young people within the Youth Justice System receiving a conviction in court who are sentenced to custody NI45 - Young offenders' engagement in suitable education, training and employment NI46 - Young Offenders' access to suitable accommodation

4. Older and vulnerable people maintaining their independence

What we aim to do:

We aim to encourage and support healthy lifestyles and choice for all. We also aim to improve the quality of life for our residents. We have a key role to play in helping older and vulnerable people maintain their independence.

How we will do it:

We will promote and support independent living with a particular focus on vulnerable groups. We want to meet their needs in a personalised way that secures the best outcomes for them. We want to give people as much choice as possible and enable them to remain living in their own homes whenever they want to and it is appropriate for them to do so. We will also seek to make sure that care and support is available wherever possible locally within Medway, and allow clients placed outside Medway to access services within Medway whenever it is in their best interest. Our goal is to transform our services to deliver care which clients can influence and responds to their individual needs. As well as delivering services to those eligible for council support, we have also increased our support to voluntary and community sector providers to support a broader range of care needs. Our residents tell us we are improving in this area, with 62% satisfied with services for adults, up from 52% in the previous residents opinion poll.

We also recognise the important role that carers have in supporting those who are vulnerable. After extensive consultation we developed our Carers Strategy, which sets out how we will work in partnership with carers to support them in their vital role.

We will continue to work with our local partners such as NHS Medway to deliver the best and seamless care to our residents. "Positive Ageing" is a strategy which describes how we will jointly commission services to ensure our services are coordinated and integrated. This approach extends to the Supporting People Strategy, which sets out how we will meet the housing needs of vulnerable people and integrate housing provision with other care services.

We will work with our key strategic partners such as NHS Medway to encourage healthy lifestyles amongst Medway residents, by tackling obesity and reducing smoking. We also recognise that encouraging active lifestyles, both physically and mentally, is essential to securing long term well being, so we will be delivering a range of initiatives, including free swimming for the over 60s, the "A Better Medway" campaign and courses through our Adult Learning Services. We will also be developing separate provision for tackling drugs and alcohol which is specific to Medway and meets the needs of the local community. We will continue to promote the physical activity of our older adults.

What we will do:

Outcomes	Key action:	Responsible Officer	Portfolio	Measures of Success
<p>Putting People First - people who use social care services in Medway have their needs met in a personalised way that delivers the best outcomes for them.</p>	<p>Putting People First transformation of adult social care to ensure that by:</p> <ul style="list-style-type: none"> • October 2010 - all new service users / carers with assessed need for ongoing support are offered a personal budget. • October 2010 - the council has put in place arrangements for universal access to information and advice. • December 2010 - Medway has at least one user-led organisation. • April 2011 - at least 30% of eligible service users/carers have a personal budget. • April 2011 - that the public are informed about where they can go to get the best information and advice about their care and support needs. • April 2011 – young people with disabilities will have planned transition with appropriate support, involving them and family carers, to enable them to be in employment, education or training. • Development of the enablement process and services to promote service user independence and minimise the need for ongoing social care support. 	<p>Asst. Director Adults Services</p>	<p>Adult Services</p>	<p>NI130 - Social Care clients receiving Self Directed Support per 100,000 population (Amended by full council when agreeing LAA <i>NI130L – proxy measure for NI130</i></p> <p>NI127 - Self reported experience of social care users</p> <p>NI139 - The extent to which older people receive the support they need to live independently at home</p> <p>NI132 proxy a Individual Needs Portrayal – average time from start to finish</p> <p>NI 132 proxy b Individual Needs Portrayal from start to finish - % completed within 4 weeks</p>
<p>Partnership working between Medway Council, NHS Medway, the voluntary sector and independent providers ensures that people have their health, housing and social care needs met in a holistic and seamless way.</p>	<ul style="list-style-type: none"> • Implementation of ‘Positive Aging’ the new joint commissioning strategy (with NHS Medway) for older people. • Implementation of the new Supporting People strategy, ensuring that good housing support is available in Medway. 	<p>Asst. Director Adults Social Care</p>	<p>Adult Services</p>	<p>NI135 - Carers receiving needs assessment or review and a specific carer’s service, or advice and information</p> <p>NI124 (LAA) - People with a long-term condition supported to be independent and in control of their condition</p> <p>NI141 (LAA) - Number of vulnerable people achieving independent living.</p> <p>NI125 - Achieving independence for older people through rehabilitation/ intermediate care</p> <p>NI142 - Percentage of vulnerable people who are supported to maintain independent living</p> <p>NI128 - User reported measure of respect and dignity in their treatment</p> <p>NI131 – Delayed transfers of care</p>
<p>People with disabilities and family carers have choice and control through economic well being.</p>	<ul style="list-style-type: none"> • Provide information and advice to adults with disabilities and family carers regarding the financial assistance they are entitled and maximise take-up of benefits, grants and Independent Living Fund. • The Council to work with Job Centre Plus to employ more people with disabilities and carers; becoming a model employer encouraging partner organisations and local businesses to do the same. • Undertake next stage of ‘Getting a Life’ programme, which supports young adults with learning disabilities to gain employment. • To ensure that people with individual budgets have services available to 	<p>Asst. Director Adults Social Care</p>	<p>Adult Services</p>	<p>NI146 - Adults with learning disabilities in employment</p>

	<p>buy, facilitating the development of services locally.</p> <ul style="list-style-type: none"> • Provide a Home Improvement Agency service that assists vulnerable households to undertake adaptations and repairs to their homes including the provision of advice on benefits, energy efficiency and fuel poverty • Through the use of the Supported Housing gateway promote the most effective use of accommodation and support funded by supporting people • Produce a range of specifically designed housing for older people and people with disabilities. • Increase the number of households who are able to benefit from adaptations to allow them to continue living independently in their own homes 	Asst. Director, Housing & Corporate Services		<p>Assist 3,940 households per year</p> <p>1,400 vulnerable households assisted in maintaining suitable, appropriate housing per year</p> <p>Invest in adaptations to benefit 200 households per year</p>
Dignity and Respect - people who use health and social care services in Medway are treated with dignity and respect.	<ul style="list-style-type: none"> • The range of Partnership Boards for people with disabilities and family carers is supported to develop, to increase engagement and influence on strategy, policy and services. • Development of more user-friendly ways for people who use services and family carers to give feedback – comments, complaints and compliments. • Improved quality monitoring of services commissioned to deliver social care in Medway. • Further development of Safeguarding Vulnerable Adults practice. • Outcome-focused assessments of need to be introduced. • Every carer to be offered an assessment of their needs, implemented and reviewed as appropriate. 	Director of Public Health. Assistant Director, Adult Services.	Adult Services	<p>NI149 - Adults in contact with secondary mental health services in settled accommodation</p> <p>NI140 Fair treatment by local services</p>
Residents in Medway achieve improved health.	<ul style="list-style-type: none"> • Support adults to reach and maintain a healthy weight, fitness and wellbeing through active lifestyles including increased participation in leisure and sport, including <ul style="list-style-type: none"> ○ free swimming for the over 60s, ○ increased walking and cycling and ○ exercise classes delivered through our adult learning service • Promote healthy lifestyles through a campaign called " A Better Medway" aimed at encouraging Medway residents to take simple steps that will encourage them to lead healthier lives. It is aimed at the whole population and will involve community groups. • Raise the participation of older people in events, heritage sites, and cultural activities, and increase outreach work to older adults through our new mobile library and our silver surfer's programme. 	Director of Public Health. Assistant Director, Customer First, Culture, Leisure, Democracy and Governance, Asst. Director, Organisational Services	Adult Services, Front Line Services, Community Services	<p>NI119 - Self-reported measure of people's overall health and wellbeing</p> <p>NI137 - Healthy life expectancy at age 65</p> <p>NI123 (LAA) - Stopping smoking</p> <p>NI39 (LAA) - Rate of Hospital Admissions per 100,000 for Alcohol Related Harm</p> <p>NI138 - Satisfaction of people over 65 with both home and neighbourhood</p>

5. People travelling easily and safely in Medway

What we aim to do:

We have a key role in supporting the development of a transport system that underpins the planned physical and economic regeneration of Medway. Our focus is on tackling congestion, delivering improved public transport services, and encouraging alternatives to the car.

How we will do it:

The regeneration of Medway as part of the Thames Gateway will bring new transport challenges, which the Council will proactively tackle. For any large commercial or residential development, Medway Council requires the developer to put in place projects which will minimise traffic from the development, and encourage travel by foot, cycle or public transport, making the development more sustainable and reducing carbon emissions. We will also ensure that new developments reduce the need to travel altogether, by encouraging the local provision of services, including council services. In addition we will be examining possibilities of providing further park and ride facilities.

To reduce congestion and manage traffic better, we will bring into operation our improved Urban Traffic Management and Control system in Medway. The system will also monitor the progress of buses through the road network, provide real-time information to drivers and improve air quality, as well as allowing us to use our traffic management powers more effectively. We will also minimise the impact of roadworks on congestion as much as possible. We will also continue to support travel alternatives for those who are visiting Medway, such as rail and coach transport, as well as examining the possible use of the river as transport alternative. The school run significantly contributes to morning traffic congestion, so by 2011, all schools will have a travel plan outlining each school's objectives to achieve safe, easy and sustainable transport to and from school. We will encourage more children to walk to school. Our successful walking bus programme, currently used by over 600 children, will be expanded, as will the Walk on Wednesdays initiative, which currently attracts 5400 children.

We will also complete the second phase of the re-configuration of the Chatham road network, as well as creating a new bus facility near the Pentagon shopping centre in Chatham. We have secured significant investment to improve the quality and reliability of bus services including bus network and stop enhancements and better real time timetable information. We have also secured funding to improve road access to the large regeneration site at Grain.

We will continue to ensure that the existing road network is maintained to the highest possible standards within available resources. Residents satisfaction is low, but improving this area, reflecting the increased investment we put forward in the last council plan, with satisfaction rising from 38% to 44% over the last 3 years. We will continue to improve the effective management of our roads and we will pursue other funding opportunities to enhance highway maintenance. We will focus on increasing the use of the established network of 70 miles of utility and recreational cycle routes by encouraging active travel, thereby contributing to reducing congestion, tackling obesity and improving air quality. Further focused enhancements will also be made to Medway's cycle network and cycle parking facilities.

Safe travel is as important as swift travel, and our road safety team will continue to build on our success to date. We have an ongoing programme of safe travel education ranging from primary school age through to young adults, which are supported by school travel plans for each school. We also conduct safety assessment to all major changes to the road network.

Improving accessibility to services and public transport is key to reducing social exclusion and an essential element of our regeneration programme. We have secured significant investment to improve the accessibility to public transport and key services, and we will continue to work in partnership with Network Rail, Southeastern Trains and bus operators. Examples to date include accessibility improvements at Gillingham Station and at bus stops throughout Medway. Our partnership with health and leisure providers will continue to improve accessibility to health care and enable direct health interventions such as healthy walks, the Green Grid initiatives and the promotion of physical activities.

What we will do:

Outcomes	Key action:	Responsible Officer	Portfolio	Measures of Success
<p>Limit the growth of traffic and tackle congestion, responding to the travel demands resulting from regeneration</p>	<p>Invest, upgrade and maintain our transport infrastructure:</p> <ul style="list-style-type: none"> Deliver the second phase of the reconfiguration of the Chatham Road Network, including a new dynamic bus facility, to pave the way for further development in Chatham Deliver phase 2 improvements to the A228 Ropers Lane to Grain Delivery of Green Grid initiatives to create a network of open spaces and encourage active travel in adults and children. Bring into operation a new Urban Traffic Management and Control system by 2011 Deliver network improvements to bus services including stop enhancements disabled access improvements and better real time timetable information by 2011. Bring forward plans to refurbish and upgrade the Medway tunnel by 2013 Maintain a programme of risk assessed highway repairs Develop a street lighting implementation plan by March 2011 <p>Improve the public realm through investment in transport infrastructure</p> <ul style="list-style-type: none"> Corporation Street design code for public realm <p>Reduce congestion by</p> <ul style="list-style-type: none"> Maintaining effective targeted parking enforcement Minimising the congestion arising from roadworks. <p>Increase the availability of information on local transport, roadworks and congestion to our residents</p> <p>Continue our success at tackling travel to school to minimise the impact of the school run on all travellers, including:</p> <ul style="list-style-type: none"> Implement a range of school travel initiatives including Walking Buses, Walking Bug and Bikeability Support each school to develop and implement a school travel plan by 2011. <p>Increase in cycling as a 'real' transport alternative for both leisure and non-leisure.</p> <ul style="list-style-type: none"> Expand the existing 70 mile cycle network by identifying key strategic gaps in the cycle network to supplement the existing routes. Work with train companies to increase and improve cycle parking at stations. <p>Improve public transport connections to where people really want to go by</p> <ul style="list-style-type: none"> Delivering the quality public transport corridor by March 2011. Delivering improvements in partnership with train companies to Gillingham Station by March 2011 Work with train companies and Network Rail to secure funding to develop Strood, Chatham and Rochester stations <p>Promote travel alternatives for those visiting Medway such as rail and coach</p> <p>Ensure development promotes sustainable transport:</p>	<p>Head of Medway Renaissance</p> <p>Asst. Director Development Economy & Transport, Asst. Director, Front Line Services</p> <p>AD, Dev. Econ & Transport, AD Comms, Parts. Performance</p> <p>Asst. Director Development Economy & Transport</p>	<p>Leader</p> <p>Front Line Services</p>	<p>NI167 (LAA) - Congestion – average journey time per mile during the morning peak</p> <p>NI175 (LAA) - Access to services and facilities by public transport, walking and cycling</p> <p>NI176 - Working age people with access to employment by public transport (and other specified modes)</p> <p>NI177 - Local bus and light rail passenger journeys originating in the authority area</p> <p>NI178 - Bus services running on time</p> <p>NI168 - Principal roads where maintenance should be considered</p> <p>NI169 - Non-principal classified roads where maintenance should be considered</p> <p>Local Indicator – public perception of quality of roads</p> <p>NI198a – Travelling to school by car, 5-10 year olds</p> <p>NI198b – Travelling to school by car, 11-16 year olds</p> <p>Local Indicator - Number of schools with a travel plan – current: 81%, target 100%</p> <p>LTP2.3 - To increase the level of cycling on the primary cycle route network in Medway by 5% by 2010/2011 compared with 2003/04 levels</p> <p>Local Indicator: Increase the use of cycle network and cycle parking at stations.</p> <p>Local Indicator: Number of walking bus routes with number of pupils</p> <p>Section 106 contributions to transport</p>

	<ul style="list-style-type: none"> • Maximise developer contribution/ business subsidies to improve transport. • Work with developers to provide alternatives to car transport within new developments. • Encourage the provision of local facilities and services in new development as and next to existing ones through land use planning • Provide our own services in such a way to minimise the need for residents to travel • Infrastructure plan by 2011 • Identify new potential sites for park and ride facilities 			Rail and coach usage from tourism Resident satisfaction with transport and getting around in Medway (Resident Opinion Poll) Increase usage of stations
Keep people safe on our roads and reduce the number killed & seriously injured in road crashes	<ul style="list-style-type: none"> • Raising and maintaining the importance of road safety to the wider community via publicity campaigns, targeted information to high risk groups and education through campaigns in education establishments • Work with partners such as the Kent and Medway Safety Camera Partnership and the emergency services for delivering and enforcing Road safety initiatives, including focus at accident hotspots 	Asst. Director, Front Line Services	Front Line Services	NI47 (LAA) - People killed or seriously injured in road traffic accidents NI48 – Children killed or seriously injured in road traffic accidents

6. Everyone benefiting from the area's regeneration

What we aim to do:

We remain committed to developing the area so that all residents, businesses and visitors can benefit from regeneration, with social and economic regeneration and protection of heritage and the environment accompanying physical change. We are committed to supporting our residents and businesses through these tough economic times.

How we will do it:

Medway Council will continue to lead the ambitious physical regeneration programme for the area. We will deliver the regeneration project for which we have direct responsibility, such as Corporation Street, Chatham road network improvements and Chatham Waterfront. We will also continue to work closely with developers to attract private investment to fulfil Medway's huge regeneration potential. Most notably we expect to see the first homes built on the Rochester Riverside site, with work planned to commence at the end of 2010 in accordance with the exclusivity agreement signed with the developer, Crest Nicholson. The new development proposed for Lodge Hill at Chattenden is another example of how we are going to be working closely with the private sector on a significant development of 5,000 homes. We will also be engaging with developers to bring about improvements to Strood town centre, as well as encouraging the development opportunities that new green technologies present.

Medway Council is preparing a Local Development Framework (LDF) that will consist of a portfolio of documents. It will be the key spatial plan for Medway, guiding development over the period to 2026 and addressing issues relevant to the area. The first and most important of the documents is the Core Strategy, that will set out the vision, strategic objectives and an overall strategic framework for Medway. The Council has completed the Issues and Options report which considers the key issues and challenges facing Medway, based on an analysis of the characteristics of the area. It also sets out the spatial choices about where development should go. It is being published for public consultation:

- so that everyone interested in the future development of Medway is aware of this work and has an opportunity to influence what is done in the coming months;
- to test whether the council has identified all the matters that should be addressed in what will be the LDF Core Strategy;
- to explain what broad options there are for the way in which Medway could develop and seek your views on which of those options should be reflected in the Core Strategy.

The core strategy will be completed and adopted by the council by April 2011

Delivering housing which is suitable and affordable for all is central to our regeneration plans, and is the second most important housing priority for our residents. Our housing strategy sets our vision for housing provision within Medway for the next 3 years. The strategy was informed by a full assessment of existing housing and future housing requirements in Medway, as well as extensive consultation, to make sure future housing provision meets the needs of existing and prospective residents of Medway. The result is a strategy that is wider and more far reaching than ever before, providing a strategic direction for housing across all tenures, within an agenda for growth as part of the Thames Gateway area. It sets out how the council aims to meet the double challenge of preparing for growth and keeping up with the pace of change. We will continue to work with both public and private sector providers to improve the quality and maximise occupancy of existing housing, something that residents have highlighted as the most important housing priority to them. We will continue to implement recommendations of the Audit Commission's recent inspection of our Strategic Housing Service, to ensure we have a strategic housing service which exceeds expectations.

In terms of our own stock we will ensure that we develop services in order to deliver the most effective and efficient Housing Services to our tenants and leaseholders which are comparable with our Peers and recognised as such by our customers.

Closely linked to our physical regeneration is social regeneration, which defined how all of Medway's constituent communities should benefit from the regeneration of Medway, no matter where they live. Our aim is to create cohesive and inclusive communities, by improving access to neighbourhood services and health services, broadening participation in cultural activities as well as increasing the capacity of the voluntary sector. We want to make sure physical improvements are available to everyone, improving community, transport, employment and ICT infrastructure in the most disadvantaged areas, as well as improving the poorest quality housing in the area. We will also tackle financial exclusion and access to employment by targeting our economic development initiatives in the areas where it is needed most.

Ensuring that newcomers to Medway are equipped with the right language skills is essential to preventing exclusion, and we will be looking at ways of support English Speakers of Other Languages (ESOL) learners through our Adults Learning Service.

We have reviewed our approach to economic development in the light of the global economic situation, but we remain committed to building on Medway's strengths and exploiting its opportunities and potential as an economic centre. We will focus on those commercial areas which provide the greatest opportunity for Medway, including the creative industries, environmental technologies and the hospitality and tourism industry. We will ensure that the skills are available in the local workforce to support these key industries.

We will also continue our success at establishing a flourishing and thriving higher education sector, including ensuring that more of our residents are able to access these facilities, and ensuring that students can find employment in Medway when they finish their studies.

To implement our economic development ambitions, we will make sure that appropriate commercial space is available to encourage businesses to locate in Medway. We will maximise the usage of existing space, whilst ensuring that our environment is protected from commercial expansion. We will also continue to raise the profile of Medway as a great place to do business.

However, we will also continue our vital business support services, to help local businesses through these difficult times. We have launched "Employ Medway" - a major new counter-recessionary initiative to strengthen the employability and skills levels of local people. This is supported by Eco-Advantage which helps local people gain eco-skills to improve their attractiveness to local employers, and support business to think about the environmental impact and reduce their carbon emissions, saving them money at the same time by reducing their energy use.

Tourism is a strong and developing sector for the local economy with Medway starting to emerge as a genuine short break destination based on its heritage and cultural offer. Tourism already accounts for 7% of the local economy and this is set to rise to 10% over the next 15 years. It is a major regeneration catalyst and provides the economic drive for the emerging cultural sector.

Culture is one of the critical components in defining Medway as a place, giving vibrancy and meaning to the physical regeneration that is taking place. Culture can help in establishing pride in Medway, with our exciting proposals for the future complementing the rich cultural offer that already exists. The range of events and attractions brings prosperity to the local economy, through our vibrant creative sector, tourism and drawing students to learn and then stay here. Cultural activities can bring together those from different backgrounds and contribute to community cohesion. It also puts Medway on the map, ensuring Medway's reputation and cultural offer is recognised both regionally and internationally. Medway is committed to encouraging adults and children to enjoy sport and active recreation, increasing the range of opportunities for the whole community to benefit from a healthy lifestyle. This year, we will see the flagship Medway Park, a centre of sporting excellence, opened and host the Modern Pentathlon World Cup. Medway will play a significant role in the build-up to the 2012 Olympics, having been selected by international teams for their pre-games training camps.

Our range of cultural activities is immense, from the 2nd oldest cathedral in England, the tallest Norman castle in the UK, the world's best preserved dockyard, the biggest folk music and dance festival in the country, a first division football club and 20 free days of events, more than any other area in the South East. These activities highlight Medway as the cultural capital of the Thames Gateway, and will form an essential part of our bid to achieve city status in 2012 and to have the historic dockyard recognised as a World Heritage site. Satisfaction with cultural facilities is high, at 72% and 76% satisfied with museums and theatres respectively, an improvement from 65% satisfied with cultural facilities in the previous poll.

Libraries has the highest satisfaction rate of all our services amongst users with 90% of residents satisfied with our libraries, which is a marked improvement from 82% satisfied with libraries 3 years ago. We will build on this success with further investment in our book stock and online resources, providing ever greater access to the web, and our new community mobile library will be on the road from April 2010, taking the service out to local people. We will further develop and position our main libraries as the hubs of local communities and neighbourhoods, offering an ever-wider programme of arts and cultural events and providing a gateway to council and other public services. The first new community hub will open in Rochester in 2010/11, we will invest in two further community hubs the following year and then roll out the programme over subsequent years.

However, we are committed to making further improvements to enhance the culture of Medway, and the council has four key roles in this:

- *Stewardship*: preserving and enhancing Medway's heritage, green spaces and public realm for the enjoyment and benefit of current and future generations.
- *Engagement*: Increase active engagement and satisfaction with cultural activities to increase quality of life, providing the essential place-making for the significant regeneration that is taking place in Medway.
- *Contributing to Economic Prosperity*: Harness and foster the creative talent within Medway and maximise the opportunities the universities and further education, creative sector and cultural offer create for Medway's economy.
- *Health and Wellbeing*: Increase active participation to address obesity, mental health and spiritual health, promoting active minds, bodies and lifestyles.

What we will do:

Outcomes	Key action:	Responsible Officer	Portfolio	Measures of Success	
Decent homes and living environments for all	<p>Maximise the supply of suitable and quality housing: to meet housing need:</p> <ul style="list-style-type: none"> Increasing housing supply by an additional 1565 by 2011 Ensure all new homes meet minimum quality standards, and maximise the quality and occupancy of existing homes <p>Ensure that we deliver affordable housing so that all Medway's residents can access a home:</p> <ul style="list-style-type: none"> Maximise the proportion of new homes that are affordable, with a minimum of 25% of new homes to be affordable, and deliver at least 617 affordable homes by 2011 Ensure that all new affordable homes meet at least Code for Sustainable Homes Level 3 Continue to help people to secure homes through Homebuy Increase opportunities that enable those who are currently unable to buy on the open market to move into home ownership Work through the NorthKent Housing Partnership to improve the efficiency and effectiveness of affordable housing delivery Establish an area based affordable warmth strategy 	<p>Asst. Director Housing and Corporate Services</p> <p>Asst. Director, Development Economy & Transport</p>	Community Services	NI154 (LAA) - Net additional homes provided	
	NI155 (LAA) - Number of affordable homes delivered (gross) (net additional since 2008/9)				
	Percentage of new developments with more than 15 units to be affordable (minimum)				
	NI 57 processing planning applications				
	NI156 (LAA) - Number of households living in Temporary Accommodation				
	Increase take up of HomeBuy products by 20% on year				
	% of affordable homes meeting sustainable code for homes level 3				
	Ensure existing housing is of the highest possible quality and efficiency	<p>Asst. Director Housing and Corporate Services/ Asst. Director, Development Economy & Transport</p>		Community Services	H16 repeat homelessness
	<ul style="list-style-type: none"> Use of targeted initiatives and interventions to bring about improvements in housing conditions with a focus on the private sector Ensure that all licensable Houses in Multiple Occupation are licensed Work through the North & West Kent & Medway Private Sector Renewal Partnership to increase the investment in improved housing conditions. Work with residents to retrofit existing homes to improve energy efficiency and tackle fuel poverty and seek funding to develop a network of local energy champions Develop financial models and demonstrators to deliver retrofitting of existing building stock to improve energy efficiency 				HC1 – Homelessness decisions within 33days
	NI187a Tackling fuel poverty – % of people receiving income based benefits living in homes with a low energy efficiency rating				
NI187b Tackling fuel poverty – % of people receiving income based benefits living in homes with a high energy efficiency rating					
Licence 100% of HMOs and take formal action against those failing to license					
% of Council stock meeting decent homes standard					
% of private sector stock meeting decent homes standard.					
SAP rating					
Ensure everyone benefits from regeneration, develop sustainable communities and promote neighbourhood renewal by:	<p>Asst. Director Housing and Corporate</p>	Community Services	BV64 - Number of empty homes brought back into use.		
<ul style="list-style-type: none"> Bringing at least 85 empty homes back into use by 2011 					

	<ul style="list-style-type: none"> develop a proposal for a high speed two way fibre optic grid for Medway to stimulate businesses to locate in this area and to support sustainable growth <p>To create a more cohesive and inclusive community:</p> <ul style="list-style-type: none"> Work in partnership with Kent Police to set up new neighbourhood police offices and surgeries – 5 new initiatives in target neighbourhoods Work closely with NHS Medway on the establishment of a new healthy living centre facility serving the local community in Chatham.. Establish 9 neighbourhood based venues across the authority where outreach services are available to Medway's most disadvantaged communities <p>To ensure physical improvements are accessible to all:</p> <ul style="list-style-type: none"> Implement a £1m per annum housing renovation programme for the poorest quality housing in Luton and All Saints Supported by external funding, we will continue to deliver action plans in our key priority neighbourhoods of All Saints, Strood South, White Road and Twydall, to secure social regeneration.. Ensure inclusion of neighbourhood transport infrastructure improvements and community transport schemes within the Local Transport Plan III Expand the reach and range of services at our community centres including family support, social care, employment support, adult learning and health services Ensure our regeneration plans incorporate provision for community infrastructure Work with the voluntary sector and Medway Adult Learning Services to improve access to ICT infrastructure in the neighbourhoods to facilitate community learning. 	Services/ Asst. Director, Development Economy & Transport		<p>H18 - Percentage of total private sector homes vacant for more than 6 months</p> <p>NI2 - % of people who feel that they belong to their neighbourhood</p>
	Deliver an improvement plan for managing council owned housing to deliver a landlord service for Medway which meets our residents' expectations	Asst. Director Housing and Corporate Services	Community Services	<p>NI158 - % non-decent council homes</p> <p>NI160 - Local Authority tenants' satisfaction with landlord services</p> <p>% of urgent repairs raised</p> <p>% of emergency orders raised</p> <p>% of routine repairs raised.</p> <p><i>% of emergency jobs completed on time</i></p> <p><i>% of urgent jobs completed on time</i></p> <p><i>% of routine jobs completed on time,.</i></p> <p><i>H8 – Average time taken to re-let council dwellings</i></p>
Medway as a 21 st century riverside city and destination of choice	<p>Delivery the specific regeneration projects by the end of 2010/11 for which Medway Renaissance has direct lead responsibility:</p> <ul style="list-style-type: none"> Rochester Riverside Corporation street Chatham Road Network improvements, phases 2 and 3 Chatham bus facility Chatham Waterfront 	Asst. Director Medway Renaissance	Leader	<p>Local measure to be developed on the public perception of the impact of regeneration.</p> <p>Town centre measures of vibrancy</p>

<p>Quality jobs for local people</p>	<ul style="list-style-type: none"> • Implement an active programme of inward investment in partnership with Locate in Kent to attract new business investment and jobs • Support the refurbishment and expansion of the Pentagon shopping centre and the attraction of new retail investors into Medway. <p>To develop key growth sectors:</p> <ul style="list-style-type: none"> ○ <i>Prosperity</i>: Harness and foster the creative talent within Medway and maximise the opportunities the universities and further education, creative sector and cultural offer create for Medway's economy. <ul style="list-style-type: none"> ○ Invest in a programme to support local creative practitioners through a programme of seminars, mentoring, resource provision and site specific commissions. ○ Develop a creation centre in Medway in partnership with the Arts council, UCA, University of Kent, Kent Architecture centre, 2012 team, local practitioners to: <ul style="list-style-type: none"> ▪ Facilitate large scale build and rehearsal ▪ Encourage the development of outdoor work in the UK, and by UK practitioners, on a scale similar to that in Europe. ▪ Enable the ambition for Medway to be the cultural and festival capital of the Gateway to be realised ○ Provision of workspace and retail spaces ○ Develop Social Enterprise opportunities, • Use our station gateways as key areas for economic development • Support sustainable business growth in the tourism and hospitality sector • Grow the volume and value of tourism to Medway by 1% each year to 2013. <p>Build on our successes at establishing a flourishing higher education sector:</p> <ul style="list-style-type: none"> • Encourage more young people from disadvantaged backgrounds to progress to university • Encouraging more graduates to stay within the area, after their education • Create a leisure and evening economy that supports the Medway's aspirations as a cultural centre. • A new University of Creative Arts campus for Medway agreed by 2014. • Facilitate the establishment of a fully functioning University of Kent Arts School by 2013. • The implementation of the 'green university' on the Cozenton Nursery site from Summer 2010. <p>Review employment land to ensure we maximize the opportunity for businesses to locate in Medway</p> <p>Implement a range of counter recessionary measures including, by March 2012:</p> <ul style="list-style-type: none"> • 75 Business start up grants • 18 Partners for Growth loans for local businesses 	<p>Asst. Director, Development Economy & Transport</p>	<p>Strategic Development and Economic Growth</p>	<p>NI171 (LAA) - New business registration rate (business births and first employee as a percentage of the SE average – baseline 73.1</p> <p>NI172 - Percentage of small businesses in an area showing employment growth</p> <p>Target number of new business start ups enabled directly</p> <p>Target number of businesses supported through access to loans, new accommodation, business support advice etc</p> <p>Target number of jobs safeguarded</p> <p>Target number of jobs created</p> <ul style="list-style-type: none"> • GVA (or economic wealth creation) per head, by increasing local employment levels and boosting productivity; • Average earnings, by upskilling the workforce to enable them to pursue better paid employment opportunities; • Benefits claimant figures by reducing barriers to employment for even more people than hitherto; • Qualifications attainment, by demonstrating the value of educational achievements; and • The number of VAT registrations, encouraging more start-ups and business growth above the VAT threshold. <p>Student numbers increase from 10,000 to 12,000 by 2014.</p> <p>Number of hotel beds</p>
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	<ul style="list-style-type: none"> • 400 individuals accessing retail workforce training programmes • Support 40 businesses and 185 residents through the Employ Medway programme • Achieve 75% occupancy of council owned business space • Deliver 100 business audits under the Transmanche Enterprise advice network • 60 apprenticeships including 40 private sector ones • 30 graduate work placements • 10 Knowledge transfer partnerships developed with council assistance <p>To improve access to employment opportunities for all people in Medway</p> <ul style="list-style-type: none"> • Deliver Flexible New Deal programme of employment support with Skills Training UK Ltd and local REIGNITE partnership of voluntary and community organisations. 1200 local unemployed people to benefit from this service and 300 to secure employment • Implement Future Jobs Fund programme in Medway, enabling the creation of 180 temporary jobs within Medway Council to provide local longer term unemployed people with invaluable work experience. • Maintain the delivery of neighbourhood outreach based employment support services, benefiting 6 target neighbourhoods. • To work in close partnership with Job Centre Plus to strengthen Local Employment Partnership schemes, which assist local businesses to recruit suitably equipped people from the local workforce. 			
Realising everyone's potential	<p>Improve the employability and skills levels of the local workforce by:</p> <ul style="list-style-type: none"> • The development of tailored workforce skills development benefiting the tourism sector and creative industries. • Provision of customer service training opportunities to all those working in retail, leisure and tourism, as well as those seeking such employment opportunities; • Continued support for lifelong learning and "Skills for Life" training provision at neighbourhood level, via community learning venues; • The development of a strategy to link local workforce skills development with proposed physical regeneration, which will yield short and longer term job opportunities for local people; • The implementation of Medway's Learning and Skills Action Plan • Invest in a programme to support local creative practitioners through a programme of seminars, mentoring, resource provision and site specific commissions. • Deliver a programme of Train to Gain vocational qualifications through the Adult Learning Service to support local employers in raising the skills levels of their workforce. 	<p>Asst. Director, Development Economy & Transport/ Asst. Director Housing & Corporate Services</p> <p>Asst. Director Organisational Services</p>	Strategic Development and Economic Growth	<p>NI174 - Skills gaps in the current workforce reported by employers</p> <p>NI163 (LAA) - Proportion of working age population qualified to at least Level 2 or higher</p> <p>NI161 (LAA) - Number of Level 1 qualifications in literacy (including ESOL) achieved</p> <p>NI152 (LAA) - Working age people on out of work benefits</p> <p>NI153 - Working age people claiming out of work benefits in the worst performing neighbourhoods</p> <p>Local Target number of additional apprenticeships, work placements</p> <p>Local target number of people accessing employment support services via Employ Medway and other Medway Council backed initiatives</p>

				Number of students at Medway Universities
	<p>Use our role as a local employer to support people into employment, including:</p> <ul style="list-style-type: none"> Increasing the number of apprenticeships undertaken or completed within the council to 60 by March 2011 Using our recruiting power to ensure everyone can access employment Support employees from local companies who are being made redundant 	Asst. Director, Organisational Services	Strategic Development and Economic Growth	
Culture & leisure for all	<p><i>Stewardship:</i> preserving and enhancing Medway's heritage, green spaces and public realm for the enjoyment and benefit of current and future generations.</p> <ul style="list-style-type: none"> Implement development recommendations of new conservation plan and secure funding to have Eastgate House restored and developed by 2014 to include an outdoor performance space and opening up to Rochester Riverside. Delivering a programme of activities to maximise the benefits of the Dickens bicentenary and the 200th anniversary of the arrival in Chatham of the Royal Engineers in 2012 Relocate the archives collection and local studies centre by 2015. Re-negotiate a longer term Local Management Agreement with English Heritage for Rochester Castle, Upnor Castle and Temple Manor by 2011. Improvement to Guildhall Museum to include new retail area, new High Street entrance, improved orientation, new discovery zone for schools by March 2012 Secure funding for the phased refurbishment of our historic Gillingham Park by 2013 <p><i>Engagement:</i> Increase active engagement and satisfaction with cultural activities to increase quality of life, providing the essential place-making for the significant regeneration that is taking place in Medway. Review the membership of the Cultural Partnership ensuring it is representative of cultural providers and the commercial and non-commercial sector by April 2010.</p> <ul style="list-style-type: none"> Continue to develop our festival programme to maintain our position as the festival capital of the Thames Gateway The Central and Brook theatres are developed to ensure they are fit for purpose by 2012 Medway has a new, iconic cultural facility (Wacx) on the waterfront by 2020. Run successful Medway Culture and Design Awards in 2010 and beyond. Continue our museums and galleries development programme to maximise participation amongst residents. 	Asst. Director, Customer First, Culture, Leisure, Democracy & Governance/ Asst. Director, Development Economy & Transport	Community Services	NI10 - Visits to museums or galleries
				NI10L – Number of visits to museums per 1,000 population
				LRCC1 - Number of visitors to tourist attractions in Medway
				Number of visitors to festivals and events
				Satisfaction with festivals and events
				Increase number of volunteer hours by 5% by 2014.
				10% increase in engagement and participation across all aspects of our cultural programme by 2014.
				Increase the number of attendances to education/training/ participatory arts activities by 5% per annum over the next 5 years.
				Increase the number of participants in dance activities by 2% per annum over the next 5 years.
				Income from visits to all Medway attractions will increase by 10% by 2014.

				Increase visitor numbers to Rochester and Upnor Castle, Temple Manor and the Guildhall Museum by 10% over the next 5 years. (NI10 Visits to museums and galleries)
				NI11 – Adults who have engaged in the arts at least 3 times in the last year
	Libraries, in addition to their core activities, become community hubs and deliver a wide range of council services by 2014, by: <ul style="list-style-type: none"> • Create a mix of high quality cultural facilities, with our main libraries developing a wider programme of arts, cultural events and learning opportunities • Develop our libraries as community hubs and gateways to wider council services and other public services <ul style="list-style-type: none"> ○ Open our first community hub in 2010 ○ Open a further two hubs in 2011 • Ensure we maximize the opportunities of our new mobile library, introduced in April 2010 • Improve the customer experience and customer satisfaction with Medway libraries, such as through investment of £120k pa in bookstock and other lending material, planned investment in facilities and continuing the development of public access computer network • Employ retail techniques to sell our libraries to an ever wider audience 	Asst. Director, Customer First, Culture, Leisure, Democracy & Governance/ Asst. Director, Development Economy & Transport	Community Services	NI9L - The number of physical visits per 1,000 population to public library premises
				LIB2 – Number of active borrowers & proportion of population.
				NI 9 Use of Public Libraries
				Satisfaction with library services – measure to be developed following completion of Resident's Opinion Poll
	Nomination for World Heritage Site Status for the Historic Dockyard and Defences submitted by 2012, including the Great Lines Heritage Park project delivered within timescales including two new entrances and a pedestrian bridge crossing, and Fort Amherst becoming a free-to-access public park by 2011. In particular: <ul style="list-style-type: none"> • Encourage stakeholder investment and community involvement in the proposed World Heritage Site. • Promote the role of Chatham's World Heritage in Medway's regeneration • Help conserve Chatham's World Heritage for future generations. • Encourage and develop education, leisure and tourism opportunities within, and related to, the proposed World Heritage Site. • Promote local and international awareness and understanding of Chatham's World Heritage 	Asst. Director, Development Economy & Transport	Community Services	Perception of World Heritage site from partnership survey.
	<i>Health and Wellbeing:</i> Increase active participation to address obesity, mental health and spiritual health, promoting active minds, bodies and lifestyles. <ul style="list-style-type: none"> • Better Medway 2010 campaign • Tackling the barriers to participation in sports and physical activities • Official open the Medway Park and host the opening event, the Modern Pentathlon World Cup in April 2010. 	Asst. Director, Customer First, Culture, Leisure, Democracy & Governance/	Community Services	NI8 (LAA) - Adult participation in sport
				NI 110 Young people's participation in positive activities

	<ul style="list-style-type: none"> • Securing countries for pre-games training camps in 2012. • Hosting the British Transplant Games in 2012. • Establishment of Medway's first tennis academy at Beechings Cross in 2011. • Hosting the Medway Sporting Festival in 2010. • Deliver the athlete support programme • Community use agreements will be secured with 5 schools by 2014. • Encourage sports participation for all such as through the Medway Gets Active programme for adults and the School Games for children. • Establish Capstone Country park as and outdoor centre of sporting excellence by summer 2011 	Asst. Director, Development Economy & Transport Director of Public Health		NI5 - Overall satisfaction with the area. Increase in adult participation in sport and active lifestyles by 8% over the next 5 years. Increase in children's sporting and active lifestyles by 10% over the next 5 years.
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Our Core Values

7. Putting our customers at the centre of everything we do

What we aim to do:

We aim to deliver the services our customers need and want, in the way that they want. Central to achieving this will be improving how we communicate with our customers and listening to their views.

How we will do it:

We will continue to listen to our customers and improve the way we work with them to ensure that they can access council services in the way they want and when they need to, regardless of the range of diverse backgrounds from which they come. We want to deliver services in a fair way, which allows all people of different backgrounds the access to council services they need, whilst recognising the diversity of our local population and the ways in which we must adapt our services accordingly. Our Customer First contact centre, and our contact points in each of the five main town centres of Medway are our main customer face of the council. We will build on these successes to ensure the same customer focus pervades through the organisation, maintaining our position as an exemplar of good customer service. This is reflected in feedback from residents, over three quarters of whom (78%) say it is easy to contact the council.

We are committed to learning from the customer feedback we receive. It is essential that the council is able to use this experience to improve the way we deliver services on the basis of this feedback. Our resident's opinion poll shows that 60% of our residents feel that the council keeps them informed about the services and benefits it provides, a slight decline from 63% in the previous opinion poll.

The council holds a range of information and data about how customers interact with its services. Making best of this information will enable our services to become more effective and efficient and improve the customer experience. We are using customer profiling, combined with quantitative and qualitative market research, to ensure we have a good understanding of our customers and how to best promote and deliver our services to them.

What we will do:

Outcome	Key actions:	Responsible Officer	Portfolio	Measures of Success
All of our customers receive the service they want in the way that they want, regardless of their diverse backgrounds and qualities.	<ul style="list-style-type: none"> • Re-aligning our policies to the proposed Equalities Bill • Embedding the Local Government Equalities Framework at the heart of our service delivery to ensure fair and equal access • Ensuring we communicate with our residents and customers in a way which recognises the diversity of the local population. • Ensure Housing Services is fully compliant with CRE code of Practice <p>Engage in a dialogue with our customers to ensure that we understand their needs, expectations and requirements and:</p> <ul style="list-style-type: none"> • Use information and data analysis, to identify how different customers have differing expectations, requirements and ways of accessing services • Share information/consultation across organisation to improve customer service • Identifying subgroups to which services need to be delivered differently 	<p>Asst. Director, Communication s, Performance and Partnerships</p> <p>Asst. Director Housing & Corporate Services</p>	Customer First and Corporate Services	<p>NI5 - Overall/general satisfaction with local area (broken down by different groups)</p> <p>NI140 - Fair treatment by local services (broken down by different groups)</p> <p>NI2% of people who feel that they belong to their neighbourhood (broken down by different groups)</p> <p>Complaints data broken down by different groups</p> <p>Overall Satisfaction with the Council. (broken down by different groups)</p>
Raise the profile of the area to put the city Medway on the Map for business, leisure and culture	<p>Raising the profile and image of Medway and ensure our residents are informed, consulted and engaged, including:</p> <ul style="list-style-type: none"> • Submit our application for City Status in 2012 • Improving communication with residents and visitors • Activity to market Medway as a short break visitor destination • Raising commercial awareness of Medway's regeneration and the opportunities for businesses and for visiting 	<p>Asst. Director, comms, partnerships and performance,</p> <p>Asst. Director Development Economy & Transport</p>	Customer First and Corporate Services	<p>NI5 - Overall/general satisfaction with local area</p> <p>Visitor satisfaction with Medway?</p>
Enhance Medway Council's reputation as provider of quality services and good value for money	<ul style="list-style-type: none"> • Research the drivers of satisfaction / dissatisfaction and residents preferred communications methods. • Develop more targeted communication maximising use of e-communication and social media where appropriate • Develop quarterly tracking to gauge satisfaction and impact of communications activity. 	Asst. Director, comms, partnerships and performance,	Customer First and Corporate Services	Quarterly tracking measures to be developed.
Ensure our customers experience the best possible customer service through effective	<ul style="list-style-type: none"> • Completing even more customer enquiries at the first point of contact, by increasing the range and extent to which enquires can be handled by customer first including the integration of: <ul style="list-style-type: none"> ○ Housing ○ Libraries by December 2010. 	Asst. Director, Customer First, Culture, Leisure, Democracy & Governance	Customer First and Corporate Services	<p>NI14 - Reducing avoidable contact: minimising the proportion of customer contact that is of low or no value to the customer</p> <p>Local indicators on resident usage and satisfaction with contact centre and contact points to be developed</p>

and efficient delivery.	<ul style="list-style-type: none"> ○ Identifying further opportunities for integration • Develop Medway's web presence, increasing the number of customers accessing services electronically • Work with our regional partners to assess the opportunities for Medway in the Kent-wide Gateway programme • Develop a plan to ensure all service areas achieve customer service excellence accreditation within the life of this plan • Continue our improvement in the quality of handling of housing enquiries and integrate with other services such as the benefits service. • Undertake Tenant and Leaseholder profile survey to allow services to be shaped around customers needs. 	Asst. Director, Housing & Corporate Services		LX4C ASC Number of complaints received by Adult Social Care
				LX3 Number of accepted ombudsman complaints ¹
				Percentage of complaints progressing to ombudsman stage
				Residents satisfaction with the way complaints were dealt with
				LX4A Percentage of Stage 1 complaints responded to within target timescales
				LX4B Percentage of stage 2 complaints responded to within timescales
				LX8 Percentage of emails answered within 5 working days
				HOU3 - Number of cases dealt with on 'one and done' basis at triage at Riverside 1
				LX4C CSC Number of complaints received by Children's Social Care

¹ Accepted ombudsman complaints are those which are not rejected by the ombudsman as outside his jurisdiction or as premature

8. Giving Value for Money

What we aim to do:

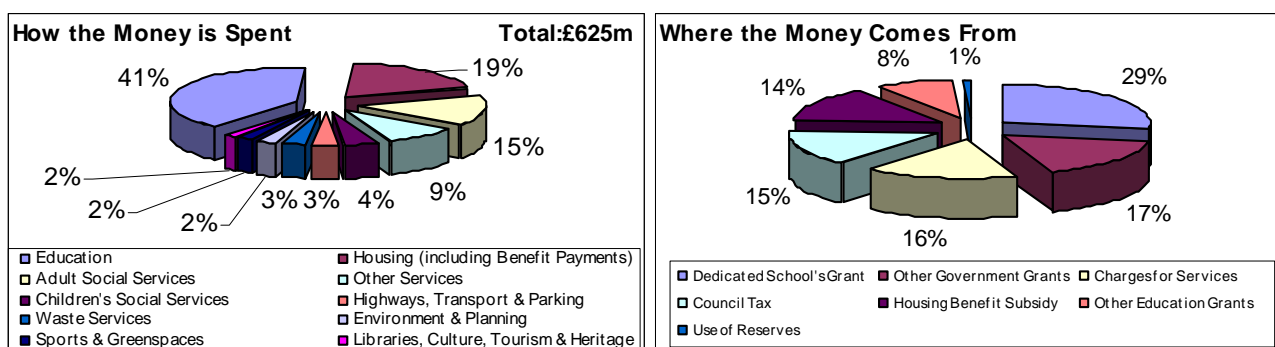
Providing high-quality, value-for-money services is central to the council's work. Managing our finances well is essential if we are to achieve that. We are proud that council tax levels are among the lowest nationally and that we want to continue to be independently judged as providing good value for money and as having good budget setting and monitoring systems.

How we will do it:

The financial challenge facing public services has been well documented in the media, but our role will be to protect frontline services from the challenges ahead. Our aim is to maintain or even improve current levels of service delivery, despite these difficult times. We will achieve this by systematically challenging services to ensure we get maximum benefit from each pound we spend, and make our services as efficient as possible.

It is clear that our residents expectations have become higher in terms of delivering value for money as a result of the economic downturn, with 53% now saying we provide value for money, against 57% in the previous opinion poll.

In 2009/2010 Medway Council will spend over £625 million in the provision of its services with almost 60% of this being on education and schools and social services for both children and older people. Housing services (both Council and private sector) account for over £120 million, although over 93% of this expenditure is met from Government (Housing Benefit Subsidy) and rents from Council tenants



Funding for Medway's services comes from a variety of sources with over 68% being met from Government and other grants. It can be seen from the tables that Council Tax accounts for less than 16% of the Council's expenditure.

In addition to the day to day expenditure summarised above, the Council also invests in long-term projects such as improving roads, building new schools and improving existing buildings, improvements to Council housing and considerable regeneration throughout the Medway Area. Funding for these schemes comes from a variety of sources including Government grants, borrowing and sales of surplus assets. The following table summarises the major areas of capital expenditure proposed for 2010/2011 and future years which amounts to almost £116 million.

Area	£000s
Highways and Transport	50,739
Schools	32,323
Other Children's Services	9,953
Regeneration	8,178
Housing	4,953
Other Services	4,136
Libraries, Sport Culture and Greenspaces	3,659
Adult Social Services	2,048
Total	115,989

We will compliment our excellent track record on financial management by strengthening our performance management regime. We want to drive improvement across all services, and achieve outcomes for all our residents. We will continue to strengthen the ways in which we align our resources to achieve our priorities.

What we will do:

Outcome	Key actions:	Responsible Officer	Portfolio	Measures of Success
Improve efficiency and deliver value for money for our residents	<p>Work proactively with partners to share services for greater efficiency.</p> <ul style="list-style-type: none"> • Work with other public bodies to ensure best use is made of assets and property • Continue to develop our Regional Data Centre, accommodating other public sector provider's IT systems for greater efficiency • Ensure that opportunities for sharing services are fully identified during our commissioning processes 	Asst. Director Organisational Services	Customer First and Corporate Services	<p>NI179 - Value for money – total net value of on-going cash-releasing value for money gains that have impacted since the start of the 2008-9 financial year</p> <p>NI14 - Reducing avoidable contact: minimising the proportion of customer contact that is of low or no value to the customer</p>
	<p>Introduce systematic value for money assessments as part of service planning and monitoring to develop our efficiency culture:</p> <ul style="list-style-type: none"> ○ Use cabinet and scrutiny processes effectively to review and challenge service delivery ○ Ensure we extract the maximum benefit from the dedicated schools budget to deliver value in our education system ○ Using commissioning processes effectively to deliver personalized care in the most efficient way possible ○ Ensure we have the Data, Information & knowledge to effectively identify efficiencies 	<p>Chief Finance Officer</p> <p>Asst. Director, Learning and Achievement</p> <p>Asst. Director Adult Social Care</p>	Finance & Deputy Leader	<p>NI181 - Time taken to process Housing Benefit/Council Tax Benefit new claims and change events</p> <p>Local Indicator: Residents who agree that the council provides value for money</p> <p>H6 – Percentage of rent collected</p> <p>Status Survey Target - % of tenants that are satisfied or very satisfied that their rent provides Value for Money</p>
	<p>Ensure our procurement delivers the best value for the council by:</p> <ul style="list-style-type: none"> • Reviewing our procurement processes by March 2011 to ensure that both the full range of providers and the full cost through the whole lifecycle of products and services are considered. • Develop our procurement strategy by March 2011 to ensure a council wide approach to procurement 	Asst. Director, Housing and Corporate Services	Customer First and Corporate Services	<p>% of rechargeable repair works income collected</p> <p>% of service charge income collected from leaseholders.</p>
	<p>Continue to develop our workforce by:</p> <ul style="list-style-type: none"> • Improve the make up of our workforce to include a wider breadth of skills and knowledge by creating a greater number of apprenticeships and encourage more flexible routes into the authority such as work experience, volunteering and job trials, especially in key shortage areas • Ensuring we are developing and retaining the talent within the organization to provide the future workforce • Be recognised as an employer of choice through obtaining the highest standard of IIP recognition. • Improve recruitment and selection policies and processes to create more flexible routes into employment 	Asst. Director, Organisational Services		LX5 Working days lost due to sickness absence
	Embed a performance culture and improve the effectiveness of the council's business planning and performance management systems		AD Comms, partnerships & performance	