



COUNCIL PLAN 2009-12

Foreword from Cllr Rodney Chambers, Leader of Medway Council

Medway is changing for the better. The next three years will see a transformation of the area with physical change being supported by social and economic change, and paralleled by continued improvements to council services. This is our first Council Plan, which describes how we will go about delivering these changes, and securing our ambition of making Medway a city of the Thames Gateway.

Medway is changing as a place. Regeneration touches upon everything we do in Medway. Physical regeneration will gather pace in the next three years. There will be homes built on the Rochester Riverside site, improvements to Chatham town centre as well as a good supply of decent and affordable homes to meet the needs of all. This will be accompanied by social regeneration, making sure everyone in Medway benefits from these changes. We want to build a strong, cohesive and truly sustainable community for our residents to live in.

Ensuring communities are safe and reducing fear of crime is important to us. We want to continue our pioneering initiatives such as our safer communities teams, alcohol control zones and our partnership work with the police through our 22 Police and Communities Together (PACT) groups.

Economic regeneration is important to Medway. While we recognise that the tough economic times ahead will present challenges, we believe Medway is well placed to meet these head on. We already have many initiatives in place to support local businesses and attract new ones to the area. Maximising the availability of quality jobs for local people is important, as is the need to improve the skills of our residents so they can secure suitable employment.

The regeneration of Medway will bring new transport challenges, which we will pre-emptively tackle. We will complete the second phase of Chatham centre's road network and new bus facility. Access to the regeneration site in Grain will be improved, as will the quality and reliability of bus services. Ensuring our existing roads are maintained to the best possible standards will remain a priority. We will also encourage safe and active travel by increasing the use of our existing network of cycle routes and continuing road safety campaigns and improvements.

These changes cannot be at the expense of our natural resources. Our aim is to create a clean and green environment for all. This plan sets out how the council will seek to preserve Medway's open spaces, as well as creating new ones through regeneration. We will look to improve our existing parks and provide substantial investment in the Great Lines Heritage Park. We want to minimise any impact on the local environment by, among other things, reducing the amount of waste we landfill and tackling carbon dioxide emissions.

Medway has a strong heritage, and the next three years will see the continued growth of Medway as a cultural destination, bringing with it inward investment for the benefit of our residents. We will drive forward our ambition to have Chatham Historic Dockyard and its defences recognised as a World Heritage Site. Delivering a quality library service and expanding the role of our libraries as cultural hubs of our communities will be on-going.

We want to see Medway as an internationally renowned location for excellence in sport and ensure we maximise the benefits of the 2012 Olympic Games for Medway. The new £11m Medway Park development will create a regional centre of sporting excellence. It will be marketed as a pre-Olympic training venue for sports men and women and will provide a high quality sports legacy for the people of Medway.

Giving children and young people the best start in life is central to securing their future. Our vision for Medway is a place where all children and young people are safe and cared for, succeed in learning and thrive. It will be important to build on the three-year improving trend in educational results while ensuring young people are equipped with the skills and abilities they need for the workplace. We want to make sure there is a wide range of activities for young people to do, and that every child has the opportunity to lead an active lifestyle. We want the very best outcomes for all children, but will focus on those children who are most vulnerable, and most at risk.

Medway is changing as an organisation. The next three years will require us to continue to deliver services as efficiently as possible, whilst retaining a focus on customer service. We plan to make efficiency savings of more than £16.5m and at the same time ensure residents can access services when they need them and in the way they want. We need to build on the successes of our Customer First contact centre and our five contact points serving each of our towns.

Over the next three years there will be a transformation in the way we deliver services to older and vulnerable adults. Clients will be able to influence services which cater for their individual needs. We will support independent living whilst giving people as much choice as possible and enable them to remain in their own homes. To deliver a seamless service and support those who care for others will required close working with our strategic partners such as NHS Medway (the Primary Care Trust). We will work with NHS Medway to encourage healthy lifestyles among all Medway residents, by tackling obesity, reducing smoking and encouraging physical activity.

There is much to do but I believe we have the track record to deliver this challenging plan.

Cllr Rodney Chambers
Leader, Medway Council

Achieving our Vision – Delivering Our Priorities

a. Our Priorities

This is our first three year Council Plan setting out how Medway Council will play its part in achieving the vision for Medway agreed with our partners – a city of learning, culture, tourism and enterprise. We aim to be recognised as the city of the Thames Gateway, realising the potential identified by Sir Terry Farrell, our design champion for regeneration in his publication about Medway – ‘Five Towns Make a City’

“Medway has the potential to become a world leading example of something really special”

In our Annual Report 2007/8 we reviewed our progress toward achieving this vision, and this plan sets out how we will continue to improve Medway as a place to live, work and have fun.

To play its part in fulfilling this vision, 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

We are committed to improving the quality of life for all Medway's residents. The council places great importance on its dual role as both community leader and service provider - leading the transformation of Medway and providing 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. The physical regeneration of Medway will be accompanied by social and economic regeneration so all people will benefit from the changes taking place.

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, 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.

The council and its partners involved in Medway's Local Strategic Partnership have worked together to develop Medway's second 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 between April 2008 and March 2011. These have been identified and agreed through the Medway Local Strategic Partnership, involving all key local partners and stakeholders, as follows:

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

Overview and Scrutiny Committees have a key role to play in scrutinising delivery of the Local Area Agreement targets. Work is underway to ensure that the Overview and Scrutiny Committees are positioned to be able to undertake in-depth reviews where this will assist the LSP and Partner bodies in the delivery of LAA outcomes to make a positive difference in Medway.

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 rubbish 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. We will work with our commercial waste partners to ensure that our waste disposal services continue to meet our community's needs. 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 for dealing with fly tipping and abandoned vehicles which will lead to increased customer satisfaction with this area.

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. 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 also engage with our residents and users to understand their needs, and maximise their enjoyment of our unique area.

We will continue our excellent track record for sustainability, to ensure our natural environment is preserved for future generations, and encourage others to follow our lead. Medway already has the lowest carbon dioxide emissions per capita in the South East, and we will aim to work with the local community and businesses to reduce this by 13.9% over the next 2 years. We will also lead by example, reducing our own carbon footprint and demonstrating how organisations can improve their energy efficiency.

What we will do:

Outcome	Key action:	Responsible Officer	Portfolio
Manage, protect, conserve and invest in our open spaces to create parks that can be enjoyed by all.	Refurbish Gillingham Park <ul style="list-style-type: none"> Secure Heritage Lottery Funding 2010 Improve Play Quality <ul style="list-style-type: none"> Complete the Big Lottery Play Programme 2010 and Phase 1 Playbuilders 2010 Retain Green Flag status for Riverside Country Park & the Vines, and apply for Hillyfields	Asst. Director, Customer First, Culture, Leisure, Democracy & Governance	Community Services
Manage Medway's waste sustainably, and reduce waste sent to landfill	Work in partnership with our commercial partners to ensure that our waste services continue to: <ul style="list-style-type: none"> Increase recycling from 34.8% Minimise waste to 742kg per household by 2011 	Asst. Director, Front Line Services	Front Line Services
Improving the local street scene	<ul style="list-style-type: none"> Continue to improve street cleansing standards. Active enforcement against privately owned land that is littered. Effective enforcement against environmental crimes on public land Continue the removal of graffiti on public and private property 	Asst. Director Front Line Services	Community safety & Enforcement/Front Line Services

Outcome	Key action:	Responsible Officer	Portfolio
	<ul style="list-style-type: none"> Develop the role of safer communities as custodians of the public realm 		
Reduce the carbon footprint and foster sustainable development in Medway	<ul style="list-style-type: none"> Work with our external partners to engage our local community in reducing carbon emissions from the local area by 13.9% by 2011 Using our invest to save fund to reduce the emissions from our own estate by 10% by 2011 from a 2004/5 baseline. 	Asst. Director, Communications, Performance & Partnerships Asst. Director Housing & Corporate Services Asst. Director, Organisational Services	Customer First and Corporate Services

2. Safer Communities

(This reflects updates during the development of the Community Safety Plan, to be agreed on 16 April 2009)

What we aim to do:

We want people to be safe in Medway, and as important, to feel safe. 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. We have rolled out 12 community safety TV screens across the area, giving residents key community safety messages, and we will continue to engage residents in community safety issues through our 22 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.

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 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, with 3,280 fewer incidents in the last year. An important element of this will be improving the local street scene, such as reducing graffiti and fly tipping. 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

What we will do:

Outcome	Key actions:	Responsible Officer	Portfolio
Build strong communities by improving community cohesion	<ul style="list-style-type: none"> Continue to develop the role of the Equality and Community Cohesion Group to lead and coordinate partnership work to improve community cohesion. Produce a welcome pack for new arrivals to Medway in partnership with other public sector providers to signpost them to services Following consultation with young people, deliver actions they think will improve community cohesion. Assess and review mechanisms for decision making, and identify and implement best practice to increase local involvement 	Asst. Director Communications Performance and Partnership	Community Safety & Enforcement

Outcome	Key actions:	Responsible Officer	Portfolio
Reduce antisocial behaviour, criminal damage and youth crime	<ul style="list-style-type: none"> • Coordinate partnership action and response through the multi agency partnership office at Medway Police station. • 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 	Asst. Director Inclusion/Asst. Director Front Line Services	Community safety & Enforcement/ Front Line Services/ Childrens Services
Reduce the fear of crime and improve public confidence	<ul style="list-style-type: none"> • Increase public awareness about crime and disorder reduction initiatives and provide an accessible Partnership to tackle the perception of crime • 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. 	Asst. Director Front Line Services	Community safety & Enforcement
Reduce repeat occurrences of violent crime, such as repeat offenders, location and victims	<ul style="list-style-type: none"> • Reduce domestic violence • Roll out gun and knife education pack to all secondary schools • Tackle night time disorder in partnership with the night time economy and Safer Medway Partnership 	Asst. Director Front Line Services	Community safety & Enforcement
Reduce substance misuse including alcohol	<ul style="list-style-type: none"> • Improve access, engagement and retention of drug users in the drug treatment system, with a 7% increase in the numbers in effective treatment by 2011. • Increase awareness raising initiatives about the dangers of substance misuse. 	Asst. Director Inclusion	Community safety & Enforcement

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.

The safety of children and young people is of paramount importance, but particularly those who are looked after, subject to child protection arrangements or on the edge of care. For those who are in care we have listened to what they feel would improve their lives the most. This resulted in our Pledge to Children in Care:

- Don't just say it – do it
- Someone who will listen and feedback
- More leisure opportunities
- A better education
- More choice of good accommodation or placements

For those on the edge of care 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 build on the three year trend in improving education results, and we will continue to challenge and drive improvement at all levels. 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, such as increasing the number of diplomas from 4 to 17 by 2013, which are vocational qualifications that prepare young people for the workplace. 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.

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
Children and young people are safe and cared for	Ensure all safeguarding practices meet/exceed national requirements <ul style="list-style-type: none"> • Improve quality and timeliness of assessment and monitoring of children’s care needs, so that by 2011 <ul style="list-style-type: none"> ○ 74% of initial assessments are within 7 days ○ 80% of core assessments are within 35 days of commencement ○ 99% of looked after children cases are reviewed to timescales ○ 100% of child protection cases reviewed to timescales ○ Less than 12% of children become the subject of a child protection plan for a second time or more. • Enhance quality assurance of practice through regular independent review, case file audit, practice review and user feedback • Further develop the Local Safeguarding Board to ensure effective independent scrutiny and quality assurance of child protection arrangements • Respond 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
	Improve outcomes for disabled children <ul style="list-style-type: none"> • Develop a single point of entry for disabled children and their families for assessment and access to the full range of health and social care services • 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 	Asst. Director, Children’s Care	Children’s Services
	Roll out 6 additional sure start children’s centres across Medway bringing the total to 20 by March 2010 so that all families have easy access to family support services	Asst. Director, Learning & Achievement	Children’s Services

Outcome	Key action:	Responsible Officer	Portfolio
Children and Young people succeed in learning	<p>Raise educational attainment including:</p> <ul style="list-style-type: none"> • Improving performance at Foundation stage and further narrowing the gap between the average and the lowest achieving 20% <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 • Raising achievement at Key Stage Two <ul style="list-style-type: none"> ○ 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 ○ Improve the quality of teaching and learning at key stage two • Raising achievement at GCSE, specifically on 5+ GCSEs at A*-C including maths and English <ul style="list-style-type: none"> ○ Continuing to develop proposals for academies at the sites of Chapter School, Medway Community College and New Brompton College in consultation with our residents ○ Continue to work with secondary schools to raise achievement and encourage pupils to stay on beyond age sixteen 	Asst. Director, Learning & Achievement	Children's Services
	<p>Improve outcomes for children with special educational needs by:</p> <ul style="list-style-type: none"> • 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 	Asst. Director, Inclusion	Children's Services
	<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

Outcome	Key action:	Responsible Officer	Portfolio
Children and young people thrive	Reduce teenage conception rates to half the 1998 baseline by 2011 by: <ul style="list-style-type: none"> • Improving our sexual health services • Targeting our work with young people most at risk 	Asst. Director, Inclusion	Children's Services
	The Child and Adolescent Mental Health Service (CAMHS) Implementation Plan 2009-10 will deliver the recommendations of the Fundamental Review 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: <ul style="list-style-type: none"> • improve CAMHS commissioning and governance arrangements • ensure we meet the National Service Framework standard for children with mental health needs. 	Asst. Director, Children's Care	Children's Services
	Increase the number of places to go and things to do for young people in Medway <ul style="list-style-type: none"> • web based directory available and regularly updated so that young people are informed about what is available • 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 	Asst. Director, Inclusion	Children's Services
	Promote healthy lifestyles <ul style="list-style-type: none"> • Reduce obesity levels to 18.5% by 2011 through delivery of the healthy schools programme and increased participation in sport and leisure • 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 • Reduce smoking levels through preventative and advice campaigns • Reduce young people's access to alcohol in shops through targeting illegal under age sales 	Asst. Director, Inclusion and Asst. Director, Customer First, Culture, Leisure, Democracy & Governance	Children's Services Leisure and Culture
	Ensuring young people are appropriately engaged in employment, education and training by: <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 to 6%. • Commission the Connexions service from the Medway Youth Trust to ensure that vulnerable groups of Young People have access to intensive Connexions Personal Advisor support 	Asst. Director, Learning & Achievement Asst. Director, Inclusion,	Children's Services
	Tackle youth homelessness <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 	Asst. Director, Inclusion, Asst. Director Housing and Corporate Services	Children's Services

Outcome	Key action:	Responsible Officer	Portfolio
Effective multi agency partnerships delivering improved outcomes for children	Improved outcomes for children <ul style="list-style-type: none"> • Children's Trust board has active oversight of the deliver of the Children's and Young Peoples Plan • Multi agency resources are aligned with agreed and shared priorities in the Children & Young People's Plan 2009-11 • Information from the common assessment framework (CAF) is used commission preventative services to meet needs 	Asst. Director, Strategy and Commissioning	Children's Services

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 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.

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.

The recent Joint Strategic Needs Assessment which we conducted with NHS Medway and our partners sets out what health and social care services will be needed in Medway now and in the future. The council and its partners will use this information to collectively commission services for Medway. The goal is to ensure all Medway's residents benefit from well being and healthy lifestyles. We will use the assessment to reduce inequality in health and between all groups and focus on particular areas which are at risk of poor health.

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 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
Transform our services so that social care is personalised and self directed to meet the needs of individuals	<ul style="list-style-type: none"> 30% of individuals to be receiving support under their control by the end of 2009/10 100% of individuals to be receiving support under their control by the end of 2010/11 	Asst. Director Adults Social Care	Adult Services
Work in partnership with NHS Medway (the PCT) where appropriate to provide a seamless service to individuals	<ul style="list-style-type: none"> Continue the integration of learning disabilities services and older adults services Explore options for working with the NHS Medway to provide joined up support for people with long term conditions e.g. through the provision of equipment, with the aim of 69% of vulnerable people achieving independent living by 2011. Continue to develop joint commissioning strategies with NHS Medway Set up the Carers Partnership Board to ensure shared planning of services and involve carers and those they care for in the way services are delivered. Ensure every carer is offered an assessment of their needs which is implemented and regularly reviewed. 	Asst. Director Adults Social Care	Adult Services

Outcomes	Key action:	Responsible Officer	Portfolio
For those with disabilities to attain economic wellbeing	<ul style="list-style-type: none"> • Develop more effective liaison with Job Centre Plus to support people with learning disabilities to access mainstream job search support • Ensure carers and those they care for receive the financial assistance they are entitled to 	Asst. Director Adults Social Care	Adult Services
Maintain the safety and dignity of vulnerable adults who need to receive care in a way that removes their liberty	<ul style="list-style-type: none"> • Ensure the proper assessment of people whose liberty needs to be restricted as an appropriate part of their care (e.g. placed in secure unit as result of dementia where open access would endanger their safety) 	Asst. Director Adults Social Care	Adult Services
Improve the health of Medway's residents and promote healthy lifestyles	<ul style="list-style-type: none"> • Support adults to reach and maintain a healthy weight through active lifestyles including increased participation in leisure and sport, e.g. through free swimming for the over 60s, and increased walking and cycling • Promote healthy lifestyles through effective collaboration between public health team and council staff who have regular contact with the public 	Director of Public Health Asst. Director, Development Economy and transport Asst. Director, Customer First, Culture, Leisure, Democracy & Governance	Adult Services, Front Line Services, Community Services

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 delivering improved public transport services, tackling congestion, and encouraging alternatives to the car. We will achieve this by delivering the actions identified in the Local Transport Plan, and reviewing our transport strategies through the annual monitoring report process.

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 and pre-emptively tackle. Medway Council requires developers to manage the level of traffic arising from new development by the implementation of measures to encourage travel by foot, cycle and public transport. Large residential and commercial developments will be subject to travel plan obligations, making development more sustainable and reducing the impact on the transport network.

To reduce congestion and manage traffic better, we have secured funding to install an 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. The school run significantly contributes to morning traffic congestion, so by 2012, 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. In addition, we will continue to support our expanded school 'Yellow Bus' scheme and half price fares in the morning for children and young people.

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. 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 100km 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 will continue our award winning education programmes on road safety, such as Licensed to Kill, an innovative initiative aimed at encouraging safe driving amongst young adults.

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
Limit the growth of traffic and tackle congestion, responding to the travel demands resulting from regeneration	<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 ChathamDeliver network improvements to bus	Asst. Director, Medway Renaissance	Leader
		Asst. Director Development &	Front Line

Outcomes	Key action:	Responsible Officer	Portfolio
	<p>services including stop enhancements disabled access improvements and better real time timetable information by 2012, increasing access to services and facilities by public transport, walking and cycling to 100%.</p> <ul style="list-style-type: none"> • Install a new Urban Traffic Management and Control system by 2012 • Deliver phase 2 improvements to the A228 <ul style="list-style-type: none"> • Roundabout at Fenn Corner, 2009 • Bridge Stock Level Crossing early 2011 • Enhance the existing 100km cycle network by identifying key strategic gaps in the cycle network to supplement the existing routes. • Work with developers to provide cycling facilities within new developments. • Work with train companies to increase and improve cycle parking at stations. • Maintain effective parking enforcement to minimise congestion • Maintain a programme of risk assessed highway repairs and effectively manage road works to reduce congestion to maintain average journey time at 3min 30 per mile in town centres. • Encourage active travel in adults and children by <ul style="list-style-type: none"> ○ Delivery of Green Grid initiatives to create a network of open spaces. ○ Implement a range of school travel initiatives including Walking Buses, walking Bug and bikeability ○ Support each school to develop a school travel plan by 2010. 	Transport, Asst. Director, Front Line Services	Services
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 to reduce the number of people killed and seriously injured to under 77 by 2011. • Deliver road safety audits across Medway in a risk-based approach and analyse road traffic incident data to ensure our roads are designed to minimise road safety risks. • 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

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.

How we will do it:

Medway Council will continue to lead the ambitious physical regeneration programme for the area. We have already invested £200 million in preparation to pave the way for the private sector to invest up to £6 billion. The next three years will see the programme move firmly into its delivery phase, with the progression of the first of these projects, at Rochester Riverside and Chatham. We will work to ensure that the recent economic climate does not affect our ambitions for Medway's regeneration. Our plans to date have been developed through extensive consultation, and we will continue to expand the innovative Regeneration Ambassadors scheme to ensure the community and businesses know what is going on and are engaged with the regeneration programme. We will continue to deliver a streamlined planning service matched to demand, which supports our ambitious regeneration plans.

We have a comprehensive approach to regeneration in Medway, and we are committed to ensuring that physical renewal must be supported by social and economic regeneration. Our strategy for social regeneration is to make sure the physical regeneration of Medway is accessible for all and benefits everyone, building cohesive and inclusive communities with employment opportunities for all. We will focus on disadvantaged neighbourhoods, and those that have greater difficulty in accessing local services and employment. We will continue to establish voluntary sector champions in these neighbourhoods. We will consolidate our partnership working with the voluntary sector, local residents and other service providers to expand neighbourhood outreach services. We will continue to oversee the development and delivery of Neighbourhood Action Plans, founded on local resident priorities. A key challenge will also be the integration of new arrival communities. We will draw on expertise from our newly established Equalities & Cohesion Advisory Group and enable local programmes of activity to strengthen community cohesion.

We will develop and implement a new Economic Development Strategy, which will promote economic regeneration and job creation as an integral part of Medway's physical regeneration in a tough economic climate. We want to increase the number of jobs available in Medway, attracting new businesses to the area whilst supporting existing ones. We will work in partnership with our universities and leading edge small businesses to generate higher value jobs. We will continue to provide access to vital services in support of local businesses faced with stiff economic challenges. However, we also want to make sure that the residents of Medway have the skills and abilities to access employment. Through partnership with the South East England Development Agency (SEEDA), we intend to launch "Employ Medway" - a major new counter-recessionary initiative to strengthen the employability and skills levels of local people. Our Learning and Skills Plan sets out how we will work with businesses, communities and individuals as well as partners such as the Learning and Skills Council and SEEDA, to ensure everyone can progress through training to employment, and reap the benefits of the regeneration of Medway.

One of Medway's assets is its cultural and industrial heritage, and over the next 3 years we will continue the growth of Medway as a cultural destination, bringing inward investment through tourism for the benefit of our residents. We will continue the popular Fuse Festival, and build on the success of the first Under Siege concert, which gives young people from Medway a rare opportunity to perform in a professional stage setting.

To support our cultural ambitions, we will continue to deliver a quality library service across the 16 libraries in Medway. We will seek to develop the increasingly popular computing and internet access facilities which are currently growing by 12% per year. However, ensuring everyone has access to library facilities is important, so we will be examining proposals for investing in a new adults mobile library during 2009/10 and options for ensuring we use it most effectively. We will also continue to deliver the children's mobile library, a service which has proved both popular and successful.

We want to see Medway as an internationally renowned location for excellence in sport. This includes maximising the benefit of the London 2012 Olympics for Medway. We will continue our drive to encourage everyone to participate in sport. 2010 will see the delivery of the £11m investment in the Medway Park development on the site of the former Black Lion Leisure Centre, creating a regional centre of sporting excellence, including the creation of a new gymnastics centre, an eight lane athletics track and

improvements to disabled access. In the months leading up to the Olympics, sports men and women from several countries, including paralympians, will use venues in the area as pre-games training venues for a wide variety of sports.

Medway Park is the sporting and activities zone of the Great Lines Heritage Park. 2009 will see the completion of the first phase of delivery of the Great Lines Heritage Park, at the Lower Lines. We have secured a further £2m investment in the Great Lines Heritage Park from central government between 2009 and 2011. The revitalisation of the Great Lines is a major benefit of our bid to achieve World Heritage Site status for Chatham Dockyard and its Defences.

Delivering housing which is suitable and affordable for all is central to our regeneration plans. We recently published our housing strategy which set 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. We will continue to implement recommendations of the Audit Commission's recent assessment, to ensure we have a strategic housing service which exceeds expectations.

What we will do:

Outcomes	Key action:	Responsible Officer	Portfolio
Decent homes and living environments for all	<p>Maximise the supply of suitable and affordable housing and meet housing need, including:</p> <ul style="list-style-type: none"> Increasing housing supply by an additional 1565 by 2011 Maximise the proportion of new homes that are affordable, with a minimum of 25% of new homes to be affordable, and at least 440 affordable homes by 2011. Work through the NorthKent Housing Partnership to improve the efficiency and effectiveness of affordable housing delivery, Ensure all new homes meet minimum quality standards, and maximise the quality and occupancy of existing homes Continue to help people to secure homes through Homebuy 	Asst. Director Housing and Corporate Services	Community Services
	<p>Improving the quality and efficiency of housing, by</p> <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 Supporting landlords through the Houses in Multiple Occupation licensing process Work through the North & West Kent & Medway Private Sector Renewal Partnership to increase the investment in improved housing conditions. Work with residents to improve energy efficiency and tackle fuel poverty <p>Ensure everyone benefits from regeneration, develop sustainable communities and promote neighbourhood renewal by:</p> <ul style="list-style-type: none"> Implement a private housing renewal programme that benefits target neighbourhoods. Bringing at least 85 empty homes back into use by 2011, and maintain the proportion of private sector homes vacant for 6 months at under 3% 	Asst. Director Housing and Corporate Services/ Asst. Director, Development Economy &	Community Services

Outcomes	Key action:	Responsible Officer	Portfolio
	<ul style="list-style-type: none"> • Designing and commence neighbourhood transport improvement actions • Identifying locations and securing resources in partnership with Primary Care Trust for a new healthy living centre serving Chatham. • Establishing outreach centres in 9 of Medway's most disadvantaged neighbourhoods <p>Deliver the Housing Improvement Plan by 2009 to deliver a housing service for Medway which meets our residents expectations</p>	Transport	
Medway as a 21 st century riverside city and destination of choice	<p>Continue the Regeneration of Medway, including:</p> <ul style="list-style-type: none"> • Construction of the first 600 homes on the Rochester Riverside site <p>Create vibrant town centres, including</p> <ul style="list-style-type: none"> • Deliver the Chatham infrastructure programme by 2011, including road network improvements and a dynamic new bus facility • Upgrade Gillingham Station in partnership with train companies by 2011 • Improvements to Strood town centre by 2011 	Asst. Director, Medway Renaissance	Leader
Quality jobs for local people	<ul style="list-style-type: none"> • Complete and populate with business tenants Phase 2 of the Medway Innovation Centre • Implement an active programme of inward investment in partnership with Locate in Kent to attract new business investment and jobs • Expand our business support services and implement new business start up schemes • Support the refurbishment and expansion of the Pentagon shopping centre and the attraction of new retail investors into Medway. • Focus support on target sectors such as the creative, tourism, hospitality and manufacturing sectors, dependent on need. • Launching the Employ Medway programme 	Asst. Director, Development Economy & Transport	Strategic Development and Economic Growth
Realising everyone's potential	<p>Improve the employability and skills levels of the local workforce by:</p> <ul style="list-style-type: none"> • Assisting 1,200 local people into employment • Equipping 350 residents with Level 2 qualifications • Strengthen the workforce development in and support 140 local businesses • Levering in £550,000 of external funding to enable delivery of workforce skills development • Enabling delivery of community learning programmes that equip 270 disadvantaged residents with Level 1 qualifications <p>Use our role as a local employer to support people into employment, such as through apprenticeship and work experience schemes</p>	<p>Asst. Director, Development Economy & Transport/ Asst. Director Housing & Corporate Services</p> <p>Asst. Director, Organisational Services</p>	Strategic Development and Economic Growth
Culture & leisure for all	<p>Ensure our cultural offer is widely acceptable and continue to develop Medway as a tourist destination and increase the number of visitors by 8% from 2007/8, and the income from tourism by 5% for Medway by:</p> <ul style="list-style-type: none"> • Seek to secure investment of £5m to enable the development of a new cultural venue at Eastgate House in Rochester 	Asst. Director, Customer First, Culture, Leisure, Democracy & Governance/ Asst.	Community Services

Outcomes	Key action:	Responsible Officer	Portfolio
	<ul style="list-style-type: none"> • Secure the future of Rochester and Upnor castles by agreeing a new long term management agreement to allow the council to continue to manage the castles for English Heritage. • Achieve national accreditation for the Guildhall Museum and its collection in 2009 and increase usage through development, exhibition and marketing initiatives • Continue our extensive festival programme, such as the Fuse and Sweeps festival and the Under Siege and Castle concerts and raise participation and satisfaction rates. • Establish a new centre for archives and local studies to increase the accessibility of Medway's heritage • Promote Medway as a tourist destination by supporting the development of new hotels. • Assess the feasibility and business case for options for a new regional cultural centre <p>Continue to deliver and excellent library service, increasing the number of physical visits to 4,770 per 1000 population, by:</p> <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 • Expand the reach of the library service and number of active borrowers by identifying options for replacing the aging mobile library and consultation on its future use. • Improve the customer experience and customer satisfaction with Medway libraries, such as through online registration, electronic cataloguing, and more self service machines. • Introduction of a new library card, allowing use in any library across Kent and Medway <p>Delivery of our World Heritage Site bid for Chatham Dockyard and its Defences</p> <ul style="list-style-type: none"> • Deliver the Great Lines Heritage Park: <ul style="list-style-type: none"> ○ Lower Lines by Winter 2009 ○ Deliver improved access and restoration, by March 2011 • Deliver the Medway Park Development: <ul style="list-style-type: none"> ○ New gymnastics centre by Jan 2010 ○ Athletics Track by March 2010 ○ Disabled Improvements by 2010 <p>Increase participation in sport by developing Medway as a regional centre of excellence, with access to good quality leisure facilities for all, by:</p> <ul style="list-style-type: none"> • Maximising the benefit of the London 2012 Olympics • Host the modern pentathlon world cup in 2010 	<p>Director, Development Economy & Transport</p>	

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. We will build on the successes of our Customer First contact centre, and our contact points in each of the five main town centres of Medway. We will maintain our position as an exemplar of good customer service, having hosted visits from other organisations including Coventry City Council and a delegation from Danish government, and having secured Charter Mark status and the 4Ps Excellence Award.

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 our services to them. This makes our communications more efficient and targeted and ensures customers receive information that is relevant to them. The council runs more than 100 marketing and communications campaigns each year, including ongoing promotion of the council's theatres, leisure centres and adult learning services. Campaigns are also developed to support specific council and partner initiatives such as regeneration, introduction of glass recycling and positive activities for young people.

We want to deliver services in a fair way, which allows all people of different backgrounds the same access to council services, whilst recognising the diversity of our local population and the ways in which we must adapt our services accordingly.

What we will do:

Outcome	Key actions:	Responsible Officer	Portfolio
Continue to deliver our services in a fair and equal manner, recognising the diversity of our local population	<ul style="list-style-type: none"> Re-aligning our policies to the proposed Equalities Bill Embedding the Local Government Equalities Standard at the heart of our service delivery to ensure fair and equal access 	Asst. Director, Communications, Performance and Partnerships	Customer First and Corporate Services
Continue to improve the customer experience and deliver value for money.	<ul style="list-style-type: none"> Completing even more customer enquiries at the first point of contact, with over 80% dealt with on a 'one and done' basis by increasing the range and extent to which enquires can be taken by customer service officers. Develop Medway's web presence, increasing the number of customers accessing services electronically Relocating Rochester Contact Point to Rochester Library, to improve access to services Assess the feasibility of a virtual contact centre across East Kent. Continue our improvement in the quality of handling of housing enquiries and integrate with other services such as the benefits service. 	Asst. Director, Customer First, Culture, Leisure, Democracy & Governance Asst. Director, Housing & Corporate Services	Customer First and Corporate Services

8. Giving Value for Money

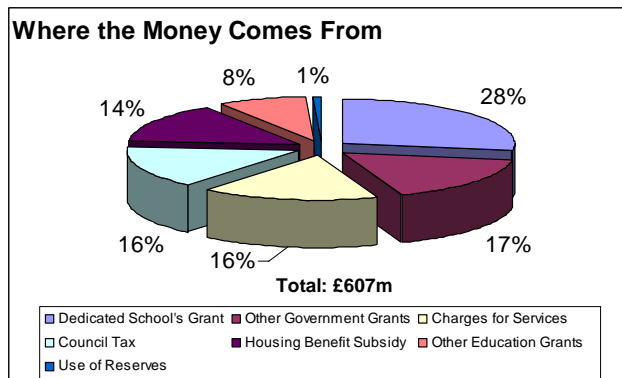
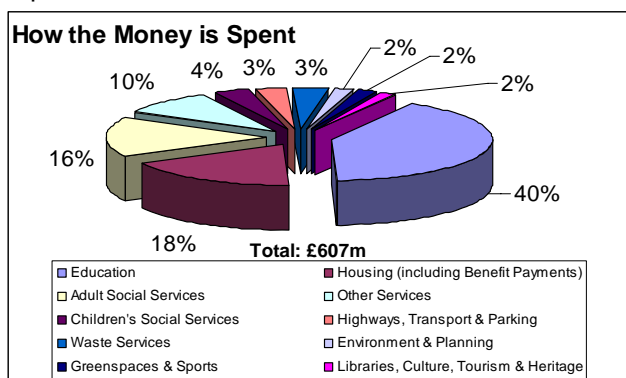
What we aim to do:

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:

In 2009/2010 Medway Council will spend over £607 million in the provision of its services with over 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 £107 million, although over 90% 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 67% being met from Government and other grants. It can be seen from the tables that Council Tax accounts for only 15% of the Council's expenditure. In 2009/2010 the Council will need to use £4.8 million from reserves to support council 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 2009/2010 which amounts to over £83 million.

Area	£000s
Regeneration	15,113
Schools	27,268
Highways and Transport	17,130
Housing	8,551
Libraries, Sport Culture and Greenspaces	8,836
Other Services	2,459
Adult Social Services	1,641
Other Children's Services	2,608
Total	83,606

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
Improve efficiency and deliver value for money for our residents	<ul style="list-style-type: none"> Deliver the £16.5m efficiency saving target by March 2011 	Chief Finance Officer	Finance & Deputy Leader

	<ul style="list-style-type: none"> • Introduce systematic value for money assessments as part of service planning and monitoring. 	Chief Finance Officer	Finance & Deputy Leader
	<ul style="list-style-type: none"> • Seek to work proactively with partners to share services for greater efficiency. 	Asst. Director Organisational Services	Customer First and Corporate Services

9. Measuring our Progress

We will use performance measurement to analyse our progress towards achieving the priorities, objectives and actions laid out in this report. We call these our 'critical success factors' which measure things which we believe are critical to achieving our priorities. We will continually review and monitor our critical success factors to ensure we achieve the outcomes contained within this plan.

We will also strengthen the role of the Council's Overview and Scrutiny Committees in reviewing policy and developing recommendations across a range of issues covered in this plan and also in response to matters of interest to the community in Medway. The Council's Overview and Scrutiny Committees will continue to play a key role in scrutinising performance and delivery against targets and will undertake in-depth review work to highlight best practice and generate recommendations for the Cabinet and partners to consider.