

Cleaner & Greener

Outcome	Key action:	Responsible Officer	Portfolio	Measures of Success	Target 09/10	Target 10/11
Make Medway a place where open spaces and outstanding natural beauty are only a step away.	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	PSA Target 7 – Number of parks & open spaces achieving green flag status (Current –2, target – 3) NI199 - Children and young people’s satisfaction with parks and play areas	2 42%	3 45%
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 Minimise waste to 792kg per household by 2011 	Asst. Director, Front Line Services	Front Line Services	NI192 – Percentage of waste sent for reuse, recycling or composting NI191 (LAA) – Residual waste per household	33.6% 818kg	Unknown – dependent on waste contract 792kg
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 Develop the role of safer communities as custodians of the public realm 	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) NI196 - Improved street and environmental cleanliness – fly tipping NI5 – Overall satisfaction with the area Additional satisfaction indicators to be taken from the Place Survey currently being conducted. Local indicators to be developed on effectiveness of enforcement activity	Litter 5% Detritus 8% Graffiti 4% Flyposting 0.2% 1 N/a - Place survey biennial	5% 8% 4% 0.2% 1 Place survey results tbc

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	NI186 (LAA) - Per capita reduction in CO2 emissions in the LA area – reduction of 13.9% by 2011 on 2005 baseline NI185 - CO2 reduction from Local Authority operations by 10% by 2011 from a 2004/5 baseline.	7%	13.9%
					2%	2%

Safer Communities

Outcome	Key actions:	Responsible Officer	Portfolio	Measures of Success (Targets here dependent on Community Safety Partnership Plan)	Target 09/10	Target 10/11
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	NI1(LAA) - % of people who believe people from different backgrounds get on well together in their local area NI22 - Perceptions of parents taking responsibility for the behaviour of their children in the area NI3 - Civic participation in the local area NI4(LAA) - % of people who feel they can influence decisions in their locality NI23 - Perceptions that people in the area treat one another with respect and consideration	For all these indicators, data is from the place survey which is biennial.	Place survey results tbc

<p>Reduce antisocial behaviour, criminal damage and youth crime</p>	<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 	<p>Asst. Director Inclusion/Asst. Director Front Line Services</p>	<p>Community safety & Enforcement/ Front Line Services/ Childrens Services</p>	<p>NI17 (LAA) - Perceptions of anti-social behaviour NI 41 Perceptions of drunk or rowdy behaviour as a problem</p> <p>NI195a – Levels of graffiti</p> <p>NI19 (LAA) - Rate of proven re-offending by young offenders</p> <p>No of alleygates and alleygate clear-ups</p>	<p>For both these indicators, data is from the place survey which is biennial.</p> <p>5%</p> <p>1.13</p> <p>New indicator – baselines and targets currently being established</p>	<p>Place survey results tbc</p> <p>5%</p> <p>1.08</p> <p>New indicator – baselines and targets currently being established</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 • 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. 	<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 NI27 - Understanding of local concerns about anti-social behaviour and crime by the local council and police</p> <p>Local targets will also be developed on the reduction of fear of crime.</p>	<p>N/a – Place survey indicator - biennial</p>	<p>Place survey results tbc</p>

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	NI30 (LAA) - Re-offending rate of prolific and priority offenders NI32 (LAA) - Repeat incidents of domestic violence NI15 (LAA) - Serious violent crime rate NI16 (LAA) - Serious acquisitive crime rate per 100,000 population NI110 - Young people's participation in positive activities (Survey indicator)	-25% 29% 0.22% 17.15 68%	28% 0.20% 16.77 69%
Reduce substance misuse	<ul style="list-style-type: none"> • Improve access, engagement and retention of drug users in the drug treatment system • 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 	Asst. Director Inclusion	Community safety & Enforcement	NI40 (LAA) - Number of drug users recorded as being in effective treatment NI 42 Perceptions of drug use or drug dealing as a problem NI 38 Drug-related (Class A) offending rate	636 N/a - Place survey biennial tbc	643 Place survey results tbc tbc

Children and Young People having the best start in life

Please note that educational attainment targets are set by means of a national statutory target setting process, which sets targets one year in advance only. Therefore no targets exist for 2010/11.

Outcome	Key action:	Responsible Officer	Portfolio	Measures of Success	Target 09/10	Target 10/11
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 of children's care needs • 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	Children's Social Care	NI59 (LAA) - Percentage of initial assessments for children's social care carried out within 7 working days of referral	73%	74%
		Asst. Director, Children's Care and Asst. Director Communication s, Performance and Partnerships		NI60 (LAA) - Percentage of core assessments for children's social care that were carried out within 35 working days of their commencement	79%	80%
				NI66 - Looked after children cases which were reviewed within required timescales	95%	96%
				NI67 - Percentage of child protection cases which were reviewed within required timescales	100%	100%
				NI65 (LAA) - Percentage of children becoming the subject of a Child Protection Plan for a second or subsequent time (Further measures to be developed following agreement of a comprehensive quality assurance framework by the Safeguarding Board)	14%	12%

	<p>Improve outcomes for disabled children</p> <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	NI 54 Services for disabled children (Survey indicator still under development by DCSF)	No data available on which to base targets – awaiting survey to be conducted in Autumn 09	No data available on which to base targets – awaiting survey to be conducted in Autumn 09
	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	<p>NI109 – Delivery of Sure Start children's centres</p> <p>NI 72 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</p> <p>NI 92 Narrowing the gap between the lowest achieving 20% in the Early Years Foundation Stage Profile and the rest</p>	<p>70%</p> <p>47.1%</p> <p>32.7%</p>	<p>100%</p> <p>56%</p> <p>31.5%</p>

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	NI 92 (LAA) – Narrowing the gap between the lowest achieving 20% in the Early Years Foundation Stage Profile and the rest	32.7%	31.5%
				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	47.1%	56%
				NI73 - Achievement at level 4 or above in both English and Maths at Key Stage 2	75%	75%
				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	11	11
				NI75 (LAA)- Achievement of 5 or more A*-C grades at GCSE or equivalent including English and Maths 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 (NB educational achievement targets are agreed as part of negotiations with Department for Children, Schools and Families for improved performance)	52%	57.5%
	3	2				

	<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>NI103 - Special Educational Needs – statements issued within 26 weeks</p> <p>NI 104 - The Special Educational Needs (SEN)/non-SEN gap – achieving Key Stage 2 English and Maths threshold</p> <p>NI 105 - The Special Educational Needs (SEN)/non-SEN gap – achieving 5 A*-C GCSE inc. English and Maths</p>	<p>60%</p> <p>tbc</p> <p>42%</p>	<p>65%</p> <p>tbc once KS2 national database available</p> <p>tbc</p>
	<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	<p>NI 99 (LAA) - Looked after children reaching level 4 in English at Key Stage 2</p> <p>NI 100 (LAA) - Looked after children reaching level 4 in Maths at Key Stage 2</p> <p>NI 101 (LAA) - Looked after children achieving 5 A*-C GCSEs (or equivalent) at Key Stage 4 (including English and Maths)</p> <p>NI 58 Emotional and behavioural health of looked after children Local - % of looked after children having good quality personal education plans In place</p>	<p>69%</p> <p>61.5%</p> <p>24.2%</p> <p>N/a – data not yet available to set targets</p>	<p>tbc</p> <p>tbc</p> <p>tbc</p> <p>N/a – data not yet available to set targets</p>
Children and young people thrive	<p>Reduce teenage conception rates</p> <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	<p>NI112 (LAA) - Under 18 conception rate</p> <p>NI113a (LAA) - Prevalence of Chlamydia in under 15-24 year olds</p>	<p>-37%</p> <p>25%</p>	<p>-50%</p> <p>35%</p>

	<p>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:</p>	<p>Asst. Director, Children's Care</p>	<p>Children's Services</p>	<p>NI 58 Emotional and behavioural health of looked after children</p> <p>NI 50 Emotional health of children (Survey indicators from TellUs)</p>	<p>N/a – data not yet available to set targets</p> <p>66%</p>	<p>N/a – data not yet available to set targets</p> <p>68%</p>
	<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. 	<p>Asst. Director, Inclusion</p>	<p>Children's Services</p>	<p>NI 51 Effectiveness of child and adolescent mental health (CAMHS) services (LAA) (local targets as LAA target already achieved)</p>	<p>12</p>	<p>13</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"> • 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 	<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>68%</p> <p>42%</p>	<p>69%</p> <p>45%</p>

	<p>Promote healthy lifestyles</p> <ul style="list-style-type: none"> Reduce obesity levels 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 	<p>Asst. Director, Inclusion and Asst. Director, Customer First, Culture, Leisure, Democracy & Governance</p> <p>Asst. Director Frontline Services</p>	<p>Children's Services</p> <p>Leisure and Culture</p> <p>Community Safety</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>8.7%</p> <p>18.7%</p> <p>tbc</p> <p>tbc</p> <p>Deferred for introduction during 2009/10</p> <p>10.3%</p>	<p>8.6%</p> <p>18.5%</p> <p>tbc</p> <p>tbc</p> <p>Deferred for introduction during 2009/10</p> <p>10.1%</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 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 	<p>Asst. Director, Learning & Achievement</p> <p>Asst. Director, Inclusion,</p>	<p>Children's Services</p>	<p>NI114 - Rate of permanent exclusions from school</p> <p>NI117 - 16 to 18 year olds who are not in education, training or employment (NEET)</p> <p>NI87 (LAA) - Secondary school persistent absence rate</p> <p>NI79/80 – Achievement of a Level 2/3 qualification by age 19</p> <p>NI148 - Care leavers in employment, education or training</p>	<p>1%</p> <p>5.8%</p> <p>5.6%</p> <p>76%/48%¹</p> <p>60%</p>	<p>0.9%</p> <p>5.8%</p> <p>5.5%</p> <p>82%/54%¹</p> <p>60%</p>

¹ This indicator is the responsibility of the Learning & Skills Council.

	<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 	Asst. Director, Inclusion, Asst. Director Housing and Corporate Services	Children's Services	<p>NI46 - Young offenders access to suitable accommodation</p> <p>NI147 - Care leavers in suitable accommodation</p> <p>NI156 – Households in Temporary Accommodation – broken down by age range</p>	<p>96%</p> <p>88%</p> <p>280 (Breakdown currently being analysed)</p>	<p>96%</p> <p>88%</p> <p>250 (Breakdown currently being analysed)</p>
Effective multi agency partnerships delivering improved outcomes for children	<p>Improved outcomes for children</p> <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	<p>Children's Trust operational Children and Young People's Plan agreed</p> <p>Local measure of effectiveness of CAF to be developed.</p>	tbc	tbc

Older and vulnerable people maintaining their independence

Outcomes	Key action:	Responsible Officer	Portfolio	Measures of Success	Target 09/10	Target 10/11
Transform our services so that social care is personalised and self directed to meet the needs of individuals	<ul style="list-style-type: none"> 7% of individuals to be receiving support under their control by the end of 2009/10 30% of individuals to be receiving support under their control by the end of 2010/11 	Asst. Director Adults Social Care	Adult Services	NI130 - Social Care clients receiving Self Directed Support per 100,000 population (Amended by full council when agreeing LAA) NI127 - Self reported experience of social care users	7%	30%
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 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	NI135 - Carers receiving needs assessment or review and a specific carer's service, or advice and information NI124 (LAA) - People with a long-term condition supported to be independent and in control of their condition NI141 (LAA) - Number of vulnerable people achieving independent living. NI125 - Achieving independence for older people through rehabilitation/ intermediate care NHS Medway Indicators: NI128 - User reported measure of respect and dignity in their treatment NI131 – Delayed transfers of care	15% 62% 84% 85%	16.5% 64% 89% 87%
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 jobsearch support Ensure carers and those they 	Asst. Director Adults Social Care	Adult Services	NI146 - Adults with learning disabilities in employment	3%	3.5%

	care for receive the financial assistance they are entitled to					
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	NHS Indicators: NI149 - Adults in contact with secondary mental health services in settled accommodation	tbc	tbc
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	NI119 - Self-reported measure of people's overall health and wellbeing NHS Indicators: NI137 - Healthy life expectancy at age 65 NI123 (LAA) - Stopping smoking NI39 (LAA) - Rate of Hospital Admissions per 100,000 for Alcohol Related Harm	Place survey Tbc Tbc	Place survey results tbc tbc Tbc
					1613	1687

People travelling easily and safely in Medway

Outcomes	Key action:	Responsible Officer	Portfolio	Measures of Success	Target 09/10	Target 10/11
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 Chatham Deliver network improvements to bus services including stop enhancements disabled access improvements and better real time timetable information by 2012. 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 	Asst. Director, Medway Renaissance	Leader	NI167 (LAA) - Congestion – average journey time per mile during the morning peak	4 mins	4 mins
			Front Line Services	NI175 (LAA) - Access to services and facilities by public transport, walking and cycling	100%	100%
			NI176 - Working age people with access to employment by public transport (and other specified modes)	Awaiting publication of data by DfT	Awaiting publication of data by DfT	
			NI177 - Local bus and light rail passenger journeys originating in the authority area	9,880,000	Awaiting for data from Arriva	
			NI178 - Bus services running on time	Awaiting for data from Arriva	Awaiting for data from Arriva	
			NI168 - Principal roads where maintenance should be considered	4%	4%	
			NI169 - Non-principal classified roads where maintenance should be considered	9.50%	9.25%	
			NI198a – Travelling to school by car, 5-10 year olds	32.6%	32.6%	
			NI198b – Travelling to school by car, 11-16 year olds	28.4%	28.4%	
			Local Indicator - Number of schools with a travel plan – current: 81%, target 100%	85%	95%	
			LTP2.3 - To increase the level of cycling on the primary cycle route network in Medway by 5% by	5% (target to be reviewed in	5% (target to be reviewed in	

	<p>assessed highway repairs and effectively manage road works to reduce congestion.</p> <ul style="list-style-type: none"> • 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. 			<p>2010/2011 compared with 2003/04 levels</p> <p>Local Indicator: Increase the use of cycle network and cycle parking stations. Local Indicator: Number of walking bus routes with number of pupils.</p>	<p>LTP3 in 2011)</p> <p>New Indicators - currently being developed</p>	<p>LTP3 in 2011)</p> <p>New Indicators - currently being developed</p>
<p>Keep people safe on our roads and reduce the number killed & seriously injured in road crashes</p>	<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 • 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 	<p>Asst. Director, Front Line Services</p>	<p>Front Line Services</p>	<p>NI47 (LAA) - People killed or seriously injured in road traffic accidents</p>	<p>78</p>	<p>77</p>

Everyone benefitting from the area's regeneration

Outcomes	Key action:	Responsible Officer	Portfolio	Measures of Success	Target 09/10	Target 10/11
Decent homes and living environments for all	Maximise the supply of suitable and affordable housing and meet housing need, including: <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	NI154 (LAA) - Net additional homes provided	750	815
				NI155 (LAA) - Number of affordable homes delivered (gross) (net additional since 2008/9)	372	617
				Percentage of new developments with more than 15 units to be affordable (minimum)	25%	25%
				NI156 (LAA) - Number of households living in Temporary Accommodation	280	250
	Improving the quality and efficiency of housing, by <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 	Asst. Director Housing and Corporate Services/ Asst. Director, Development Economy & Transport	Community Services	H16 repeat homelessness HC1 – Homelessness decisions within 33days	1.5%	1.0%
					90%	95%
				NI187 Tackling fuel poverty – % of people receiving income based benefits living in homes with a		
				(i) low energy efficiency rating	10.1%	Tbc
(ii) high energy efficiency rating	21%	Tbc				

	<p>energy efficiency and tackle fuel poverty</p> <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 • 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>			<p>BV64 - Number of empty homes brought back into use.</p> <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> <p>NI5 – Overall satisfaction with the area (These indicators will be broken down by area to establish impact of neighbourhood renewal)</p> <p>NI158 - % non-decent council homes</p> <p>NI160 - Local Authority tenants' satisfaction with landlord services</p>	<p>55</p> <p>tbc</p> <p>N/a – Place survey is biennial N/a – Place survey is biennial</p> <p>4.6%</p> <p>Survey not undertaken in this year</p>	<p>Targets being confirmed</p> <p>tbc</p> <p>Place survey results tbc</p> <p>Place survey results tbc</p> <p>1.8%</p> <p>87%</p>
<p>Medway as a 21st century riverside city and destination of choice</p>	<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>Vibrant town centres:</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 	<p>Asst. Director, Medway Renaissance</p>	<p>Leader</p>	<p>Local measure to be developed on the public perception of the impact of regeneration.</p> <p>NI138 - Satisfaction of people over 65 with both home and neighbourhood</p> <p>NI5 – Overall satisfaction with the area (These indicators will be broken down by area to establish impact of neighbourhood renewal)</p>	<p>Results from Place survey</p> <p>N/a - Place survey is biennial</p> <p>N/a – Place survey is biennial</p>	<p>Results from Place survey</p> <p>Place survey results tbc</p> <p>Place survey results tbc</p>

	by 2011					
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. 	Asst. Director, Development Economy & Transport	Strategic Development and Economic Growth	<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>	<p>73.1 (Targets to be reviewed in LAA refresh in Dec09 due to economic downturn)</p> <p>ONS to provide baseline data on which targets can be set.</p> <p>20</p> <p>60</p> <p>500</p> <p>500</p>	<p>75.1 (Targets to be reviewed in LAA refresh in Dec09 due to economic downturn)</p> <p>ONS to provide baseline data on which targets can be set.</p> <p>45</p> <p>80</p> <p>600</p> <p>750</p>
Realising everyone's potential	<p>Improve the employability and skills levels of the local workforce by:</p> <ul style="list-style-type: none"> Launching the Employ Medway programme 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 	Asst. Director, Development Economy & Transport/ Asst. Director Housing & Corporate Services	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 (baseline 65%)</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</p>	<p>LSC to provide 71%</p> <p>3505</p> <p>10.55%</p> <p>Provided by</p>	<p>LSC to provide 73%</p> <p>5390</p> <p>10.30%</p> <p>Provided by</p>

	<p>workforce skills development</p> <ul style="list-style-type: none"> 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>	Asst. Director, Organisational Services		<p>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> <p>Number of students at Medway Universities</p>	<p>JobCentre Plus</p> <p>50</p> <p>350</p> <p>Targets being developed</p>	<p>JobCentre Plus</p> <p>100</p> <p>450</p> <p>Targets being developed</p>
Culture & leisure for all	<p>Ensure our cultural offer is widely accessible and continue to develop Medway as a tourist destination and increase the income from tourism 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 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. 	Asst. Director, Customer First, Culture, Leisure, Democracy & Governance/ Asst. Director, Development Economy & Transport	Community Services	<p>NI10 - Visits to museums or galleries</p> <p>NI10L – Number of visits to museums per 1,000 population</p> <p>NI11 – Adults who have engaged in the arts at least 3 times in the last year</p> <p>LRCC1 - Number of visitors to tourist attractions in Medway</p> <p>Number of hotel beds</p> <p>Satisfaction with festivals and events Number of visitors to festivals and events</p>	<p>50%</p> <p>285</p> <p>42.9%</p> <p>750,000</p> <p>New indicators – baselines and targets being established</p>	<p>52%</p> <p>290</p> <p>45.9%</p> <p>760,000</p> <p>New indicators – baselines and targets being established</p>

	<ul style="list-style-type: none"> 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, 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: 			<p>NI9L - The number of physical visits per 1,000 population to public library premises</p> <p>LIB2 – Number of active borrowers & proportion of population.</p> <p>NI 9 Use of Public Libraries</p> <p>Satisfaction with library services – measure to be developed following completion of Place Survey.</p> <p>Local measure of satisfaction with parks & open spaces from place survey.</p> <p>NI199 - Children and young people's satisfaction with parks and play areas</p>	<p>4759</p> <p>Target currently being re-defined</p> <p>50.3%</p> <p>Place survey not yet finalised for local indicators</p> <p>TBC – from Place Survey</p> <p>42%</p>	<p>4997</p> <p>Target currently being re-defined</p> <p>53.4%</p> <p>Place survey not yet finalised for local indicators</p> <p>TBC – from Place Survey</p> <p>45%</p>
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	<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>NI8 (LAA) - Adult participation in sport</p> <p>NI 110 Young people's participation in positive activities</p> <p>NI5 - Overall satisfaction with the area.</p>	<p>21.2%</p> <p>68%</p> <p>N/a – biennial place survey.</p>	<p>23.2%</p> <p>69%</p> <p>Place survey results tbc</p>
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Putting our customers at the centre of everything we do

Outcome	Key actions:	Responsible Officer	Portfolio	Measures of Success	Target 09/10	Target 10/11
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	<p>NI5 - Overall/general satisfaction with local area</p> <p>NI140 - Fair treatment by local services The council will break down all outcome indicators where possible by key diversity groups, to identify how different groups use council services.</p>	<p>N/a – biennial place survey.</p> <p>N/a – biennial place survey.</p>	<p>Place survey results not yet released</p> <p>Place survey results not yet released</p>
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, 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. 	<p>Asst. Director, Customer First, Culture, Leisure, Democracy & Governance</p> <p>Asst. Director, Housing & Corporate Services</p>	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> <p>HOU3 - Number of cases dealt with on 'one and done' basis at triage at Riverside 1</p>	<p>28.0%</p> <p>65%</p>	<p>26.0%</p> <p>80%</p>

Giving Value for Money

Outcome	Key actions:	Responsible Officer	Portfolio	Indicator	Target 09/10	Target 10/11
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	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 Local Indicator: Residents who agree that the council provides value for money NI4 Residents who agree that you can influence decisions affecting the local area.	£11m	£16.5m
	<ul style="list-style-type: none"> Work proactively with partners to share services for greater efficiency. 	Asst. Director Organisational Services	Customer First and Corporate Services		Place survey indicator - biennial	Place survey results tbc
	<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	NI181 - Time taken to process Housing Benefit/Council Tax Benefit new claims and change events NI14 - Reducing avoidable contact: minimising the proportion of customer contact that is of low or no value to the customer NI182 - Satisfaction of businesses with local authority regulation services	17 days 28% 85%	15 days 26% 90%