

# APPENDIX 1

## Overall Council Performance

Q2 2016/17

01.12.2016

### Summary:

Medway's three priorities and three ways of working are set out in the Council Plan 2016/17. This report summarises performance in Quarter 2 2016/17 against these priorities using 31 Key measures of success.

### Performance highlights

- 80.96% key measures of success were on target
- 57.14% measures of success have improved over the long term

With just over 80% of measureable indicators in target, this is the highest percentage in target reported for over three and a half years. All indicators for the Council priority: Medway: a place to be proud of, are in target. The majority of indicators for the remaining two priorities are also in target. Some of the successes to highlight include the following:

- We are exceeding targets for resident satisfaction of parks/open spaces and refuse collection. 97% of our environmental inspections are B rated (good).
- The cumulative numbers of jobs created and safeguarded this year is now 186, exceeding the half year target of 150. Once again, we have no families in bed and breakfast.
- Three indicators in target are supporting our "Getting to Good" Ofsted Plan: we are reducing the time taken to adopt, numbers of children on Child Protection Plans and numbers of children looked after.
- We have achieved targets for Primary, Secondary and Special Needs schools achieving good/outstanding Ofsted rating. We now have 54 out of 65 Primaries rated good/outstanding; 7 of which are outstanding.
- Permanent admissions to residential and nursing care homes for both under 65s and over 65s are reducing. Delayed transfers from hospital attributed to social care are down making our record the third best in the Southern Region.
- 478 out of 626 adults achieved a reduction in cardio vascular risk as a result of our weight management services.

We currently have only four indicators out of target. These include: 16-18 year olds not in education, employment or training (NEETS), numbers of households in temporary accommodation, social worker posts not filled by permanent appointments and social care clients receiving direct payments. Services are delivering focussed campaigns to tackle each of these in order to turn around performance.

## 1. BUDGET AND POLICY FRAMEWORK

This report summarises the performance of the Council's key measures of success for Q2 2016/17 as set out in The Council Plan.

## 2. BACKGROUND

- 2.1 This report focuses on where we have achieved or exceeded our targets, and how we are tackling underperformance.

2.2 Detailed background information supporting this report can be found at:

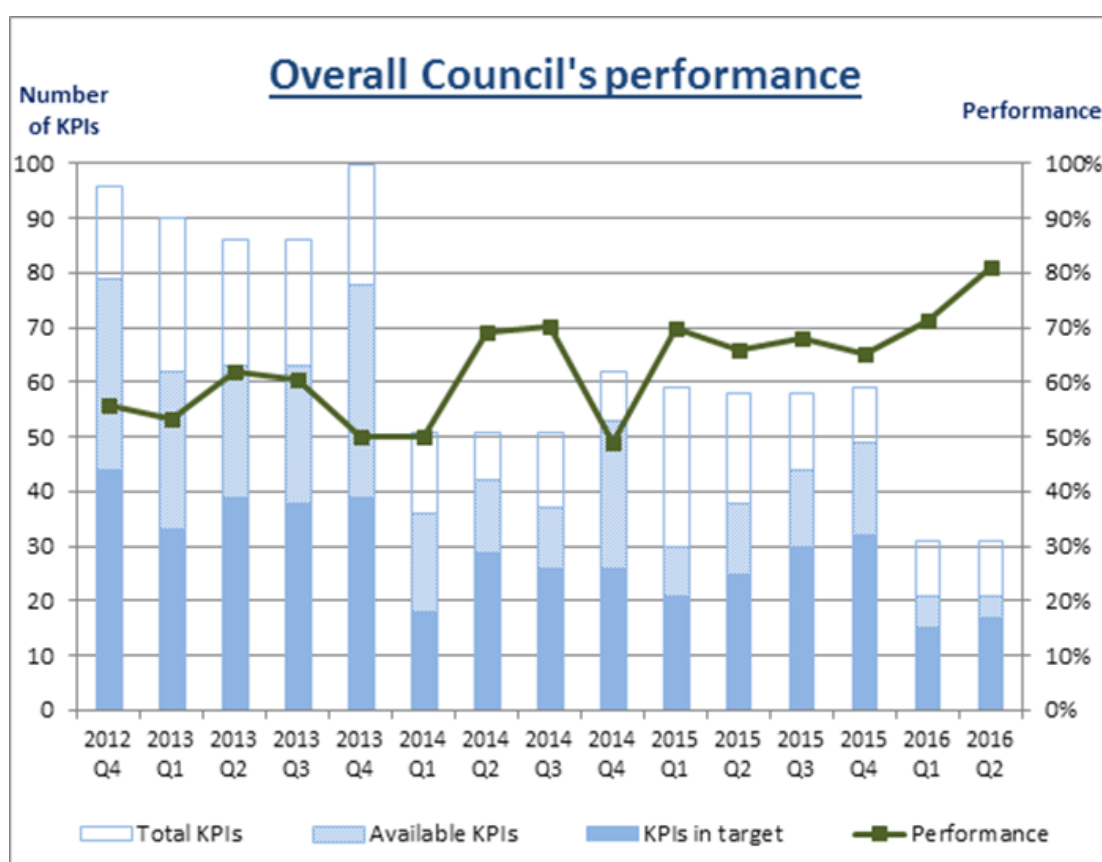
**Appendix 1: 31 Council Plan Key measures of success: Detailed table**

### 3. SUMMARY OF PERFORMANCE

#### 3.1 Key measures of success - Summary

There are 31 Key measures of success in total for 2016/17, however we are reporting on 21 as 10 of these are either annual measures, data only, or data is not expected until after this report is published.

- 80.96% (17 out of 21) were on target
- 9.52% (2 out of 21) were just below target
- 9.52% (2 out of 21) were significantly below target
- 57.14% (12 out of 21) have improved over the long term (compared with the average of the previous four quarters)



This is the best percentage performance rating for Council measures in target for three and a half years.

### 4. PERFORMANCE AGAINST KEY PRIORITIES AND VALUES

This section sets out the performance summary against the Council's three priorities and three ways of working.

#### Medway's Priorities

**Key Priority 1:** Medway: A place to be proud of.

**Key Priority 2:** Supporting Medway's people to realise their potential.

**Key Priority 3:** Maximising regeneration and economic growth.

## Medway's Ways of Working

- 1: Giving value for money
- 2: Finding the best digital innovation and using it to meet residents' needs
- 3: Working in partnership where this benefits our residents

### 5. KEY PRIORITY 1: MEDWAY: A PLACE TO BE PROUD OF

#### 5.1 Key measures of success - summary

Details of the three key measures of success for this council priority are included in Appendix 1.

- 3 out of 3 measures of success were on target
- 2 out of 3 measures have improved compared with last quarter
- 2 out of 3 measures has improved compared with average of the previous 4 quarters

#### 5.2 Service comments

Medway Council is committed to providing all residents with a clean and green environment.

##### 5.2.1 OUTCOME 1: A CLEAN AND GREEN ENVIRONMENT

###### **Project 1.1 Public realm and street scene.**

The Environment Team (Community Wardens and Environmental Enforcement Officers) have delivered an ongoing programme of inspections, community engagement (PACT Meetings) and targeted intervention work to help keep Medway's Public Realm Clean & Green.

The Community Wardens attended 9 PACTs this quarter at which 35 issues of public concern were raised. 25 of these (71%) were resolved by the Warden Service and 10 were referred to other departments or partner agencies. The Community Wardens patrol known hotspots every morning to remove particularly offensive or hazardous litter. This quarter they removed 77 items of drug related litter including needles and 50 items of sex related litter. This intelligence is reported to the Police.

Environment Enforcement Officers support the Council's commitment to taking a proactive approach to fly-tipping. All fly tips are investigated and where evidence can be obtained, we take enforcement action. During Quarter 2 the service dealt with 342 reported fly tips. 57 of these were on private land, leaving 285. Of these, 283 fly tips (99%) were removed by the team within one working day. In addition the team removed a further 180 fly tips proactively, meaning that they were gone before the public could report them.

The teams also removed household waste in 654 cases where there was no fly tipping involved. For instance, bulky items or refuse out early where it was deemed to be in the public interest to get it off of the street as soon as possible.

In terms of Enforcement Action, 103 fixed Penalty Notices were issued for littering and dog fouling. 16 fly tipping, littering and waste related cases were prosecuted at Medway Magistrates Court this quarter resulting in fines and costs totalling £6,702.

### **Project 1.2 Parks and open spaces**

The Council maintains parks and open spaces for the enjoyment of all. The estate covers 1,900ha (equivalent to 13 Hyde Parks) and comprises 148 urban parks, two country parks and 48 countryside areas that are managed for their wildlife and conservation value. Medway has over 125 play areas, skate parks and multi-use games areas, offering a wide range of activities for children and teenagers. We will work to maximise the use of Medway's green spaces for sporting and other healthy activities during the course of the year.

Following judging, the Council achieved six green flags in 2016 at Great Lines Heritage Park, Broomhill Park, Hillyfields, The Vines, Capstone Farm Country Park and Riverside Country Park. While Gillingham Park was not judged as meeting the standard, remedial actions are being pursued to ensure that the standard is met.

To improve Medway's estate, the Greenspace Development team have secured both financial (£48,000) and community investment in Luton Millennium Park. This enabled the delivery of a new community park comprising a natural play, seating and an orchard. For the Queen Elizabeth Playing Fields the team is seeking planning permission to build a cycle pump track and has secured £25,000 Local Growth Fund (LGF) to match a Veolia bid for an additional £75,000. During the summer the team worked with Sports to arrange two consultation taster sessions, which demonstrated local interest and support.

Volunteering is an important component of managing green spaces; this helps the public purse stretch further and also gets local people more involved in their community. Provisional volunteering hours (Citizen Participation) for Quarter 2 are 3,179 giving a year to date performance of 8,331 hours delivered against six month target of 7,000. Data is provisional as we are awaiting eight more volunteering groups to supply their data for Quarter 2.

### **Project 1.3 Replacing Medway's street lights**

An LED Options report was prepared in Quarter 1 outlining a programme to convert the existing Street Lighting Network to LED. The main benefits of converting Street Lighting to LED are to reduce energy consumption and maintenance frequencies. The next stage for the LED project is to develop more detailed modelling to maximise the efficiency benefits of a LED conversion programme and this work is being taken forward for completion in Quarter 3. This will then be passed to Scottish Futures for modelling in line with DfT guidance and accurate long term savings can be compiled. This will then form the basis for the investigation into possible funding streams for the capital investment required for the LED conversion project.

## **5.2.2 OUTCOME 2: MEDWAY ON THE MAP**

### **Project 2.1 Medway: A great place to work, live, learn & visit**

A combined programme is being prepared around Medway's physical regeneration, cultural strategies and projects.

By building on what makes Medway unique, such as our rich heritage and sporting legacy, and combining this with the fantastic waterfront regeneration opportunities which are evolving, will enable the Council to promote Medway as a great place to live, learn, work and visit. This will (1) increase the number of visitors and extent of stay and generate spend in the area (2) attract new innovative businesses, creating new jobs and investment in addition to helping Medway businesses flourish and (3)

promote the Council as being leaders, innovating public services and presenting new opportunities for funding. The following approaches have been adopted to achieve this objective:

### **Develop a destination marketing plan**

A Medway on the Map refreshed strategy has been drafted and discussed with internal and key external stakeholders. It will be presented to the Medway on the Map Group in Quarter 3.

### **To seek funding opportunities to develop innovative public service solutions**

Submitted Great Places Scheme £600k stage 1 bid for greater arts, culture and heritage engagement in Medway. A decision is awaited. To support delivery of LGF Round 3 projects of £11.2m over three sites (Rochester Airport, Strood Riverside and Chatham Placemaking) the Council has submitted an additional £634k Department for Transport revenue bid to support access and sustainable transport initiatives. All these bids are subject to the Autumn Statement decision on 23 November 2016. The Council has completed a stage two bid to One Public Estate for £450k. These funds would enable the Council to invest in feasibility work for regeneration and property initiatives including new ways of the Council retaining and adding value to assets. This includes working closely with other public bodies, such as the Medway Clinical Commissioning Group (CCG), Homes and Community Agency (HCA), Kent Police, Kent Fire and Rescue Service and MHS Homes. Currently, preparing ground for Work and Health Programme subcontracting opportunities for Employ Medway to continue services beyond the current work programme supporting long-term unemployed residents.

### **To increase visitor numbers**

The Open Top Bus ran from 25 July to 2 September with a revised 'movie' tour commentary. It started at the rear of the Visitor centre and ran hourly from 11am – 4pm. Throughout this period a total of 2,496 passengers went on the bus totalling an income of £6,912.50. An additional 150 school children went on the bus during a private hire. These figures are slightly down on last year passenger numbers and have decreased by 16% (2,986 in 2015). Income correspondingly reduced to £6,912.40 (£7,641 in 2015) but spend per head increased by 8%. Last year we also delivered the Siege campaign, which included the bus and delivered above average numbers.

Currently the Council are preparing a Dickens 2020 Discover England bid, working with a larger national partnership, including Dickens Museum-London and London & Partners. The Council is also investigating Arts Council funding and smaller funding streams to help support future projects.

### **Develop increased programme of Dickens related activity, paying particular attention to pre-Christmas period**

We will once again be running The Dickens Country Experience Tour on 26/27 Nov, 10/11 & 17/18 Dec. It will now be in its 3rd year. Following on from the successful delivery of A Christmas Carol last year, we will be showing an adaptation of the Dickens classic at the Guildhall. Extra activities are planned on 17/18 December, including horse and carriage rides and entertainment. The team are working on permanent Dickens-related infrastructures, including benches and statues, as part of the public realm and welcoming visitors section of the Destination Management Plan (DMP).

## **Visit England Bid – Discover England Fund - plan to celebrate and commemorate Dickens 2020**

The three-year £40million Discover England fund, announced by Government last year, will ensure that England stays competitive in the rapidly growing global tourism industry, by offering world-class English tourism products to the right customers at the right time.

In year one the fund will focus on:

- Small-scale quick-win projects and pilots that meet customer demand and test new product or new ways of joining up and distributing existing product
- Research to build understanding of customers, markets and product gaps
- Seed funding to build bids for years 2 and 3

We are putting together a fund for Marine Development Berths and Bookings. This will support the Battle of Medway for next year. It will involve a central reservation system for the river. As part of the bid, we will be working with Tourism South East/other coastal partners, as well as local marine / berth providers, Peel and London ports. A meeting has been set up with the Dickens Museum London and Partners to research the possibility of a joint bid for Dickens 2020.

## **To introduce improved tourism signage and wayfaring**

Next phase of the programme is to introduce tourism signage for Maritime Chatham. Designs and potential sites for the positioning of signs have been agreed in conjunction with highways and relevant partners. Costs have been obtained and plans have been submitted to senior managers for their view prior to external consultation and installation by the end of the year.

## **Deliver the 2016 Festival and Events Programme**

Quarter 2 saw the successful delivery of the River Festival, Under Siege, Will Adams, Capstone Festival and the Castle Concerts season with an average satisfaction of 96% (165/172).

## **Battle of Medway**

2017 marks the 350th anniversary of the Battle of Medway, commemorating the occasion when the Dutch fleet attacked the British while they were moored, resulting in the burning of a number of a key naval ships. Officer steering group has been established including engagement with strategic partners e.g. Historic Dockyard and Peel Ports. Discussions have taken place with the Harbour Master/Peel Ports to identify suitable berthing areas for naval vessels to support the Civic celebrations. A successful visit from the Dutch Ambassador to Upnor Castle took place on 28 September 2016. Sponsorship opportunities are currently being investigated.

## **Medway Festival of Sport 2016**

A programme of 51 events took place from May to September 2016, to celebrate Medway's extensive offer to Play Compete Spectate, with 21,332 participants and a total of 1,455 voluntary hours support through our sporting ambassador scheme.

Post-Rio, the Council has launched the Medway Sporting Legacy Strategy for 2017-2020, highlighting how the council will continue to deliver a sporting legacy for local people over the next four years. Football legend Sir Geoff Hurst attended a special event to mark the launch including officially opening Strood Sports centre following £1.9million investment and a commemorative school tournament for the anniversary of the 1966 World Cup.

## **6. KEY PRIORITY 2: MAXIMISING REGENERATION AND ECONOMIC GROWTH.**

### **6.1 Key measures of success: summary**

Details of the 5 key measures of success for this Council priority are included in Appendix 1; however data on 1 of these is not expected until after this report is published.

- 2 out of 4 measures of success were on target
- 0 out of 4 measures have improved compared with last quarter
- 1 out of 4 measures has improved compared with average of the previous 4 quarters

### **6.2 Service comments**

The Council wants to ensure that Medway's regeneration drives economic development to encourage new and existing businesses to grow in Medway. This is intended for the benefit of local residents through the creation of the new jobs and homes they need.

#### **6.2.1 OUTCOME 3: A STRONG DIVERSIFIED ECONOMY**

##### **Project 3.1 Business investment**

Medway Council is pursuing a range of projects and associated funding packages from a variety of sources, including the Government's Local Growth Fund (LGF) and Coastal Communities Fund, to facilitate the creation of new business opportunities such as Enterprise Zone status at Rochester Airport Technology Park, with the associated tax and planning benefits, to help secure a strong diversified local economy.

##### **Project 3.2 Facilitating the delivery of the Inward Investment Strategy**

Locate in Kent (LiK) has been appointed for 3 years from August 2016 to deliver Inward Investment services to Kent and Medway. The contract is funded by Kent County Council (KCC) and Medway Council, and matched funding is provided through the European Regional Development Fund (ERDF). Council officers are working with KCC and LiK to steer and monitor the contract delivery and to share market intelligence in order to maximise the opportunity to attract foreign direct investment into Medway.

##### **Project 3.3 Development of Rochester Airport Technology Park**

The Environmental Impact Assessment methodology is being agreed with all stakeholder consultants, which will eventually form part of the planning application. The application is scheduled to be determined in March 2017. The inaugural strategic board for the North Kent Enterprise Zone met on 9 September 2016, to agree its Terms of Reference and future reporting format. The Board agreed a light touch approach that would allow each local delivery board (e.g. the Rochester Airport Delivery Board) the flexibility and freedom to develop its Enterprise Zone implementation plan and report into the strategic board more effectively. The Council has been working with the airport operator to ensure that it effectively procures its future development requirements and complies with all necessary legislation in an efficient manner.

##### **Project 3.4 Develop business accommodation in Watermill Wharf – Strood**

Funding was awarded by DCLG from the Coastal Communities Fund (CCF) to deliver flexible workspace and business support. Watermill Wharf, at Canal Road in

Strood was considered an appropriate location for 15 new business units to be created as a satellite function of the Innovation Centre Medway to help meet the high demand for local small and medium sized office space. The new development will be called Innovation Studios, Strood. The contractor started enabling works on site week commencing 3 October 2016.

A holistic marketing strategy is being developed to link Innovation Studios Strood with the Innovation Centre and Rochester Airport Enterprise Zone. This strategy will complement and strengthen the planned wider regeneration marketing programme with events, such as Manufacturing and Construction Expo and Medway1 events and utilising the Innovation Centre's website and the ICM's twitter feed to secure new tenants.

## 6.2.2 **OUTCOME 4: RESIDENTS WITH JOBS AND SKILLS**

### **Project 4.1 Jobs, skills and employability**

In 2015 the Government published its strategy for raising UK productivity "Fixing the Foundations" which sets out clear objectives to raise skills levels.

Medway's Council Plan to 2021 has clear priorities, which all relate to bettering our economic position. Through economic delivery, Medway will be "a place to be proud of", enable "Medway's people to realise their potential", and "maximise regeneration and economic growth".

The Council is in discussion with several notable inward investment businesses related to construction that would like to consider Medway as a strategic location. Focusing and encouraging developments at London Thamesport and Kingsnorth as key areas for employment use. The Council is also considering other incentives that could assist in relocation of businesses to Medway including business support.

Work is well underway to support schools, colleges and training providers to work together. The Kent and Medway Skills Commission brings together both employers and providers to focus on how the needs of the economy can be met within a demand-led system. Arrangements to represent Medway within the Kent and Medway Skills Commission are well developed, with most seats and voting members finalised.

To promote education and training opportunities, the Commission has decided to arrange a series of mini-events focused on the sector Guilds it supports instead of the 'Choices' event held in 2016. Medway Youth Parliament was consulted by Medway Youth Trust on the Your Choice in Medway website and they have submitted a number of improvements they believe need to be made.

Plans to commission a new provider for new Integrated Youth Services have been deferred, and the existing service will stay within the Council at present. However, work to support young people to remain in education, employment or training continues; 96.5% of 16 year olds and 92.6% of 17 year olds had a guaranteed offer of a learning place (known as 'September Guarantee') for September 2016. On 1 September each year, 100% 16 and 17 year olds are placed in what is called 'Not Known' Destination until their new post 16 learning or employment destination is confirmed. Significant effort has taken place in Medway to identify the status of our young people, and at 30th September 2016 the unpublished data shows Medway Not Known levels for these age groups at just 8.91%.



At the end of August 2016, the NEET level amongst 16-18 year olds was 7.69% (775 young people). During August 2016, 23 x 16-18 year olds joined NEET and 27 re-joined EET. The Department for Education is from September 2016 reporting local authority NEET data differently; it will now publish a single figure – expressed as a percentage of 16 and 17 year olds – that combines young people NEET and those not known.

#### **Project 4.2 Development of a 16-19 Strategy (including apprenticeships)**

Council officers have worked with Medway Youth Trust to develop a 16-19 Strategy, including a Youth Employment Strategy, which was agreed at Cabinet on 7 July 2016. The Strategy outlines the Council's objectives, target areas and outputs. Medway Youth Trust is central to this and provides monthly data on NEETs amongst young people. An action plan has been developed to implement this Strategy.

### **6.2.3 OUTCOME 5: GETTING AROUND MEDWAY**

#### **Project 5.1 Tackle congestion hotspots by transport and public realm improvements**

The future prosperity of Medway depends on the prospect of continuing economic growth. The provision of adequate infrastructural investment of new and improved roads is fundamental to enable economic development to come to Medway. In conjunction with these infrastructure developments is the need to meet the challenge of social and environmental objectives of cleaner air and providing a pleasant environment in which to live, work and learn.

Medway Council is committed to enable citizens, visitors and business to move around Medway's road network easily and in the way they choose, i.e. car, public transport, cycling and on foot; encouraging sustainable transport where possible. The connectivity of transport hubs, leisure, shopping and health facilities is at the forefront of our planning so that there is an integrated approach to travel throughout Medway.

#### **Project 5.2 Maintain roads through the successful implementation of the new Highways Contract in 2017**

Tender Evaluation for Contract Award completed and Procurement Board have approved the award of the Highway Infrastructure Contract (subject to the standstill period) to Volker Highways. The Highway Infrastructure Contract will commence in August 2017 and will Highway Maintenance Functions for Highway Repairs, Planned Resurfacing, Highway Structures, Street Lighting, Medway Tunnel, Drainage and Winter Maintenance.

#### **Project 5.3 Transport and public realm improvements for Strood completed by March 2019**

Consultation programme completed during Q2 and outline design proposals approved by Strood Regeneration Board in September. Consultants to be engaged in Quarter 3 to develop the Public Realm Improvements to detailed design stage to ensure contract delivery by March 2019. This project will deliver improvements to the road network (traffic flow), improvement public realm (street scene) and safety to support the economic development of Strood Town Centre.

#### **Project 5.4 Support the development of Strood railway station**

As part of the Local Growth Fund Strood Public Realm improvements, Plans have been developed for Strood Train Station. The consultation finished on 27 July. Strood Train Station plans will be delivered in partnership with Network Rail and proposals

include enhanced pedestrian crossing facilities, landscaping, taxi and drop off bays, art work, road safety improvements, removal of street furniture, additional lighting and improved disability access. In Quarter 2, outline design work on the Strood LGF project has been completed, with officers moving towards the next phase of detailed project design. To ensure the accompanying work on Strood Station is incorporated in to the LGF works, officers have also attended a joint meeting with Network Rail to discuss the next phases of the station project.

#### **Project 5.5 Chatham Centre public realm improvements – LGF**

Public consultation took place in January in the Pentagon Centre, Chatham Town Forum, Nucleus Arts and Sun Pier House. Feedback was positive, with 90% of respondents agreeing that the designs met the proposed objectives. Consultants are working on detailed design ready to tender for a contractor to deliver the works. The design is expected to be complete and the tender package issued in November, with a contractor appointed by the end of the year. Mobilisation on site will begin early 2017, with work complete by March 2018. A public exhibition of the final design will take place whilst the tender process is undertaken in order to update members of the public.

There is potential to add value to the scheme with further works towards the future 'city centre' area surrounding Chatham Waterfront Bus Station, subject to successful award of the Local Growth Fund round 3 bid. This will act as a catalyst for development of Medway Street, Mountbatten House, and proposals for a marina at Gun Wharf.

#### **Project 5.6 Support the development of Chatham Railway Station**

Medway Council is working in partnership with Network Rail to deliver a transformed Chatham Railway Station. Match funding from Medway Council is from the Local Growth Fund, as part of the Chatham Placemaking Project.

Work will include improvements to the forecourt, streamlining the drop-off area, improving signage and widening the pedestrian access towards Chatham Town Centre. The design of this area will complement the placemaking project proposals from Railway Street through to the Paddock.

Network Rail will be delivering the design with input and agreement from Medway Council Officers. Work is continuing on the development of the detailed design, and creative public realm elements. Network Rail's team have been progressing through their internal interdisciplinary review (IDR) process throughout October and proposals will be shared with Medway Council Officers in November. Works are due to start from spring 2017 and complete by March 2018.

### **6.2.4 OUTCOME 6: DELIVERING NEW HOMES TO MEET THE NEEDS OF MEDWAY'S RESIDENTS**

#### **Project 6.1 Delivering new homes to meet the needs of Medway's residents**

The Medway Local Plan is progressing in line with its delivery timescales, as set out in the 2015 Local Development Scheme. This aims for Submission of the draft Local Plan to the Planning Inspectorate in the first half of 2018. The next formal consultation stage of the plan will be presented to Cabinet in December 2016. The Local Plan will establish a housing target for Medway up to 2035. The Council is progressing a number of individual projects across the area, particularly along the waterfronts of Strood, Rochester and Chatham that will help in delivering the housing needed for Medway's growing population and realising the area's regeneration potential.

### **Project 6.2 Preparation of the new Medway Local Plan**

Comments received on the Issues and Options document have been considered, and officers are collating and analysing information to produce a more detailed consultation report. This will be presented to Cabinet in December 2016, and consultation will be carried out in January and February 2017. The Planning Service successfully bid for a £25,000 grant from DCLG to support work on the Local Plan.

### **Project 6.3 Oversee the process for the promotion of Lodge Hill Sustainable Community**

The Council continues to complete work to support the Public Inquiry. The date agreed for commencement of the Public Inquiry has been set for 20 March 2018. There is liaison with stakeholders on the timetable for submissions to meet the Inquiry requirements.

### **Project 6.4 Encouraging the delivery of homes through investigation of new financial models and release of Council owned sites.**

The Council is currently investigating delivery and funding options around the demand, supply and affordability of housing. A range of innovative options and funding for increasing the supply of affordable and social rented accommodation in Medway are being considered. Options include how to regenerate and improve existing HRA estates that would increase the amount of accommodation potentially via a mix of social, affordable and open market housing.

For the year to date, 38 additional affordable homes have been completed, at an approximate value of just under £5m, in addition to which there are a further schemes on site that will deliver an additional 251 affordable homes when completed. This includes the construction of two additional extra care schemes, one at Horsted and the other on St Marys Island. The schemes have a combined value of over £25m and are being delivered by Amicus-Horizon Housing Association, at no cost to the Council, providing much needed accommodation for some of the most vulnerable residents within our community. Future developments are limited, which is in part due to changes in Governments future funding of affordable housing, combined with a number of schemes that had been expected to deliver affordable housing, as part of planning applications, not now being expected to deliver the 25% of affordable homes.

### **Project 6.5 Rochester Riverside**

Countryside Properties outlined their initial design proposals at a Public Consultation event at the Corn Exchange on 6 September 2016 and to Members on 13 September 2016, with a view to submitting their planning application in 2017.

Regular project steering group meetings take place every 3 weeks and the development agreement is scheduled for completion by the end of the year, subject to a way of funding the future replacement of the flood defences being agreed.

### **Project 6.6 Strood Riverside**

The flood risk management design works started on 12 September 2016 and will now include the Civic Centre site. Detailed design is due to be completed July 2017. Officers submitted a business case to the South East Local Enterprise Partnership requesting investment of £3.5m from the Local Growth Fund Round 3 on 24 July 2016 for the flood works at Civic Centre site. The outcome of the bid is likely to be announced in the Autumn Statement on 23 November 2016.

A tour of the sites with a developer and the HCA took place in August 2016, where considerable interest was shown in the Civic site. As this is a prime site, the works at Civic will be taken forward as the 1st phase of the development, followed by Strood Riverside as phase 2 and Kingswear Gardens as phase 3 (subject to prior agreement with Moat and Orbit and regular discussions are continuing).

An urban design practice will be appointed week commencing 3 December 2016 to review and update the masterplan.

#### **Project 6.7 Chatham Waterfront**

An objection to the planning application for the 115 residential units scheme at the Chatham Waterfront site was received from the Environment Agency, which officers are reviewing to find an agreeable solution. The application will be presented to the planning committee on the 16 November 2016.

### **6.2.5 OUTCOME 7: PREVENTING HOMELESSNESS**

#### **Project 7.1 Preventing homelessness**

The Council is focused on reducing homelessness and addressing temporary accommodation through a Council wide approach by (1) supporting people and vulnerable families to access housing (2) working with landlords and agents to support households to maintain their accommodation and prevent homelessness (3) help Medway's people to get a foot on the housing ladder.

Following the move to Kingsley House in Gillingham, with its improved facilities for clients, the Council continues to work with a range of organisations and services to help prevent households from becoming homeless. Where we are able to prevent homelessness the Council aims to be as proactive as possible. This is demonstrated by a reduction in the number of households who were either actually homeless or at risk of homelessness within 28 days, for Quarter 2 this was 207 compared to 321 for Quarter 2 2015/16.

The number of households in temporary accommodation has increased from 253 in Quarter 2 2015/16 to 306 in Quarter 2 2016/17 and is primarily a reflection on the limited supply of social lettings in this quarter, however despite this the service did not have any households in B&B accommodation at the end of Quarter 2 2016/17. Despite this increase the number of households in temporary accommodation in Medway per 1,000 households is 2.7 which is below the national average of 3.15 and considerably below the London level of 14.72 per thousand.

#### **Project 7.2 Working with landlords and agents to support households to sustain their accommodation and prevent homelessness**

In quarter 2 the Council worked with 1,980 households to help them sustain their accommodation or to prevent homelessness. This was achieved by working with landlords in the Private Rented Sector to improve housing conditions, negotiating with landlords and giving timely advice in order to prevent the loss of accommodation. Additionally, via our accommodation based housing related support services and floating support services, we have helped individuals to live independently and prevented homelessness.

#### **Project 7.3 Help Medway's people get a foot on the housing ladder**

The council assisted 250 households in quarter 2 to secure accommodation to help meet their needs. Work included the delivery of 3 new shared ownership homes,

helping 167 households secure social housing via the Homechoice system and assisting 80 households to obtain accommodation within the private rented sector.

## **7. KEY PRIORITY 3: SUPPORTING MEDWAY'S PEOPLE TO REALISE THEIR POTENTIAL**

### **7.1 Key measures of success - summary**

Details of the 23 Key measures of success for this council priority are included in Appendix 1; however 9 of these are either data only, or data is not expected until after this report is published

- 12 out of 14 measures were on target
- 6 out of 14 measures have improved compared with last quarter
- 9 out of 14 measures have improved compared with the average of the previous 4 quarters

### **7.2 Service comments**

#### **7.2.1 OUTCOME 8: HEALTHY AND ACTIVE COMMUNITIES**

##### **Project 8.1 Improving everyone's health and reducing inequalities**

###### **Supporting healthy weight**

Councillor David Brake chaired the third annual Healthy Weight summit in September. This network of local public, private, voluntary and academic sector partners, committed to a vision of “working together to support all Medway residents to adopt healthier lifestyles and achieve a healthy weight”. As obesity is a complex problem that has steadily risen over the last three decades, the network acknowledges that a multi-faceted approach over the next 20 years is needed to have an impact.

Some excellent activity is already underway from a range of partners, with Medway Council leading on a large number of these essential actions. They include:

- The Public Health team provide a range of adult and family weight management, community food and physical activity support services
- Planning colleagues using the local plan as an opportunity to create a healthier environment for Medway residents, building on the success of the hot food take away guidance note
- Sports and leisure teams delivering facilities and opportunities for people to be active
- Integrated transport deliver active travel initiatives and modal shift projects
- Greenspaces to continue to deliver parks and places that people can enjoy at no cost
- Early years team supporting children centres, nurseries and pre-schools to create healthy environments with staff trained and motivated to support the healthy weight agenda
- School contracts team are embedding the healthy eating agenda in their catering contract with infant, primary and junior schools
- Development of an internal council food policy, which other Health and Wellbeing Board partners will be encouraged to adopt

These positive local actions have been acknowledged by two publications from the Local Government Association in the last 12 months. These specifically referenced

Medway's work on planning and local network coordination, with Medway genuinely considered as an area of excellent practice on the obesity agenda.

The recently published Government Childhood Obesity Action Plan reinforces a national commitment to tackle obesity, and calls upon local partners to complement the national action underway. Through its own specific actions and directing the network of partners, Medway Council will play a significant leadership and delivery role over the next 20 years, to meet this call to action and realise the vision of the Medway Healthy Weight Network.

## 7.2.2 **OUTCOME 9: RESILIENT FAMILIES**

### **Project 9.1 Getting to 'Good' - Children's Services**

#### **Strategy for action**

The strategy for action, as agreed with DfE, continues the process of service transformation to improve quality of practice, workforce and partnership working. It has set challenging targets for the current financial year. Monitoring performance against the plan is embedded within the monthly monitoring framework for Children's Services.

As part of the plan being embedded within Children's Services, a reorganisation designed to improve productivity, performance and staff retention was implemented on 1 September. The reorganisation has already achieved a 6 percentage point improvement in the vacancy rate for social workers and some of the new teams are already achieving target performance against the ambitious targets set down for social work practice. Team managers not achieving target are being challenged at the monthly divisional performance and quality assurance meeting which is chaired by the AD.

The Integrated Family Support Service is meeting the target for supporting cases as they step down from social care services and has helped ensure that case loads within the reorganised service were acceptable. A revision to the early help framework is underway to further support multi-agency intervention and associated commissioning of services.

A net gain of four in-house foster carer households has been achieved and expertise from the digital transformation project has been brought in to improve the effectiveness of our advertising. Reductions in the use of high cost Looked after children (LAC) placements have been achieved through closer monitoring of the young people's needs and the sourcing of effective support through our partner agencies.

In line with authorities throughout England, achieving national target timescales for legal and adoption work is challenging, but the teams remain committed to achieving the best possible results.

Management use of performance information continues to be enhanced through further developments of direct access performance reports allowing effective scrutiny of their progress on key areas of practice.

## **Project 9.2 The best start in life**

### **Healthy Child Programme**

Responsibility for the full Healthy Child Programme 0-5 years transferred to the Council on 1 October 2015. This consists of many elements but is predominately focussed around the Health Visiting and School Nursing services.

Health visiting performance has improved significantly since transition 12 months ago and the service is engaging and supporting more families across Medway as a result.

A Healthy Child Partnership Group whose aim is to bring key professionals and commissioners together to become a steering group for future commissioning, workforce development and service integration meets regularly.

In May 2016, CMT approved the recommendation to decommission Medway's Family Nurse Partnership programme. The FNP programme will be decommissioned from the end of December 2016 and replaced by a new Vulnerable Parents Service in early 2017.

Proposals for a future integrated 0-19 model informed by a full Needs Assessment are currently being considered by the Council with a view to starting the recommissioning process in 2017.

## **7.2.3 OUTCOME 10: OLDER AND DISABLED PEOPLE LIVING INDEPENDENTLY IN THEIR HOMES**

### **Project 10.1 Improve support for vulnerable adults by working with partners and communities**

#### **Social isolation**

Progress on the implementation plan for 2016/17 continues with the following specific outcomes achieved in Quarter 2

- The 'Stay Connected' booklet and promotional poster has been widely circulated, receiving very positive feedback. Demand for copies has been high and the current supply is finished. Organisations are being asked to print copies for their customers where possible or direct them to the online resource where appropriate. In some cases it has been used in discharge planning within hospital wards for older people. A handful of copies have been retained by Public Health (PH) for training purposes.
- A pilot project with Kent Fire and Rescue Service (KFRS) to reduce social isolation (SI) commenced on 1 September. Project steering group meeting every six weeks to review progress and make operational changes as issues emerge. New KFRS staff/volunteers receiving SI training from PH.
- The World Suicide Prevention Day campaign focused on community connections which reduce social isolation as a protective factor against suicide. The 'Stay Connected' resource was promoted to primary care as well as supporting evidence around the subject.
- The programme of social isolation awareness training continues and sessions have been delivered as part of the ABM champions programme and as stand-alone sessions for a range of professionals.
- A pilot project "Coffee and Shop" with ASDA supermarket in Gillingham to help tackle social isolation for older people commenced in September 2016 and will initially run until December 2016. The project uses a partnership

approach, which aims to develop a simple and sustainable model of setting a regular time in the supermarket café where older people can come, have coffee and get some help with doing their shopping at the same time. It involves working closely with ASDA's community champion, the store's independent café concession, MEARS Housing, and Hands Gillingham. It also sets out to bring in volunteers from neighbouring student accommodation to build intergenerational understanding where there have been persistent tensions between students and residents of the Prospect Place extra care home. The coffee mornings are being promoted in-store and through partner agencies and the positive reception it has already received is further evidence of need for this kind of project.

- The Medway Men in Sheds scheme is reducing social isolation for its members.
- Public health staff are now linked into the South East Public Health England Social Isolation Action Learning Set to support both sharing our own work and learning from good practice elsewhere.

## **Adult Social Care Strategy**

Medway's Adult Social Care Strategy 2016 – 2020 'Getting Better Together' was published in July 2016. The strategy aims to improve how we deliver social care and support in Medway, and has six strategic aims around preventing the need for long-term social care and support, ensuring residents and the community sector can participate in the design and delivery of local services; developing services that are tailored to individual needs; making sure we deliver support to individuals in partnership with health and other providers; ensuring we are being innovative and effectively using new technology; and ensuring that we safeguard our most vulnerable residents.

The consultation on the delivery plan to support the new strategy started in August 2016 and concluded at the end of October 2016. Analysis of the responses is now being undertaken. We currently have an online survey that is accessible to all via our website, and we will engage with existing partnership boards and groups about the consultation. We have also held an engagement event for service users and carers, which was attended by 20 local people and gave us an opportunity to hear what works well currently, what could be improved, and how we can work better together with local people to shape the future of social care and support in Medway. Once the analysis of the consultation responses has been concluded we will publish a report and updated delivery plan. The Adult Social Care Improvement Board will then oversee the successful delivery of the Adult Social Care Strategy over the next three years.

From 1 April 2016 the Council began a pilot project, known as Home First, to improve discharge arrangements from hospital and address high numbers of delayed transfers of care (DToC). Once patients are medically fit for discharge, they are supported to go home with personalised care aimed at maximising independence for up to six weeks. Early evidence suggests that most do not need even as long as that nor any further long term care.

From 1 October 2016 the Home First service has been incorporated into an Intermediate Care and Reablement contract and the arrangements now also include those that need a rehabilitation bed, or a combination of support at home following a short stay in a rehabilitation bed. Early outcomes from the pilot showed that the level of delayed transfers of care had dropped significantly.



Along with all other health and social care systems and as part of the Better Care Fund arrangements Medway is required to have an Action Plan for addressing DToC, Medway's plan has three specific targets:

- Reduction in the percentage of bed days lost due to DToC to less than the national target of 3.5% with an aim to reach the "stretch" target of 2.5%
- Reduction in the overall number of bed days lost due to DToC by 10%
- No more than 4 / 100,000 population to be delayed due to Adult Social Care

The outturn for Q1 demonstrated that Medway was the third best in the South East Region with an overall validated reduction of 32.09% against the baseline.

## 7.2.4 **OUTCOME 11: ALL CHILDREN ACHIEVING THEIR POTENTIAL IN SCHOOLS**

### **Project 11.1 Raising aspiration and ambition**

#### **School inspections**

a) Provisional Results show improvement at all key stages

In early years, the national standard is Good Level of Development (GLD). Medway has improved by 3.5% to 73.5%, and this is above the national average of 69.3%. Phonics at year 1 has improved significantly, increasing from 74.4% to 81.8% and this is above the national average of 80.6%. Indeed Phonics performance has improved by a greater amount than the national mean year on year.

At Key Stage 1, the measurement process changed so direct comparisons are not possible with previous years. However provisional results show that Medway is above national in Reading, Writing and Maths and at national in Science.

At Key Stage 2, the measurement process again changed so direct comparisons are not possible. However a comparison can be made against the rate of improvement against the national average. Provisional results show Medway at 48% expected progress for Reading, Writing and Maths combined. That national provisional figure is 53%. Last year Medway was 7% below the national average on the previous assessment system; this year Medway is 5% below the national average and therefore has closed the gap by 2%. In 2015, Medway was joint bottom nationally at Key Stage 2, but this year Medway has climbed 29 places.

At Key Stage 4, provisional results show Medway secondary schools to have increased the standard of 5A\*-C (including English and Maths) from 57.8% to 59.9%, which is above the national average of 57%. With these results, Medway has climbed 18 places nationally.

a) OFSTED inspection judgements

Overall these continue to improve. At secondary and special the position has remained the same this quarter. In primary, Horsted Infant has improved from good to outstanding, Delce Infant has improved from Requiring Improvement to Good and Oasis Skinner Street has improved from special measures to good. Other inspection judgements remained the same, including Cliffe Woods which was confirmed as outstanding.

## b) School Improvement Strategy

The accelerated learning programme, devised following the 2015 provisional primary results, had three strands – securing outcomes training, supported reading through Beanstalk and National Leaders in Education (NLEs). This programme has contributed to the improved results in 2016. During this quarter, a detailed analysis of performance, pupil by pupil, in each maintained school has been undertaken to assess the areas for improvement in teaching and assessment. This has informed a new securing outcomes training offer for all schools, including academies with buy in arrangements at different levels.

Beanstalk is now embedded with all but one school purchasing the support. Evidence has shown that the programme 'Power of Reading' has been successful in some Medway schools and in London and this programme has been purchased for targeted schools to raise standards in reading.

Leadership in primary schools is still a key priority and NLEs from London continue to work in some of our maintained schools, supporting leadership and management but also highlighting good practice from their own schools by offering work shadowing opportunities in their schools.

## c) Engaging young people as active citizens

Medway Youth Trust have achieved its target of 240 Medway 16-17 year olds completing the National Citizen Service programme in summer 2016, up from 135 young people in 2015. MYT has achieved significant growth for Medway for summer 2017 with between 555-600 places available for Yr11-Yr12 Medway young people

## 8. WAYS OF WORKING 1: GIVING VALUE FOR MONEY

### 8.1 Key measures of success - Summary

We measure our success on delivering value for money services firstly by asking our Citizen Panel for their views, and secondly by monitoring how we deal with customer complaints.

### 8.2 Citizen Panel

In August 2016, 521 residents completed the Citizen Panel survey. When asked: 'how satisfied are you with the way the council runs its services?'

- 63.7% were very or fairly satisfied with the way the Council runs its services
- 12.5% were very satisfied.
- 23.4% were neither satisfied nor dissatisfied.
- 8.6% were very or fairly dissatisfied

When asked: 'do you agree that the council provides value for money services?'

- 50.5% agreed with the statement
- 10.6% disagreed with this statement

- 33.0% neither agreed or disagreed

### 8.3 Complaints

<b>Stage 1 Complaints Quarterly Data 2016/17</b>				
Quarter	Complaints received	Complaints responded to	Responded to in time (10 days)	% responded to in time
<b>Quarter 2</b>	456	422	336	79.62%
<b>July</b>	146	117	96	82.05%
<b>August</b>	159	141	120	85.11%
<b>September</b>	151	164	120	73.17%

#### Service comments

##### Stage 1 corporate complaints

The overall position for Stage 1 corporate complaints in terms of compliance with the 75% performance target for timeliness was 79.62% for quarter 2 2016/17. There has been a small fall back in timeliness which is mainly due to receiving 151 more complaints in quarter 2. The higher volumes were fairly consistent across July, August & September.

##### Stage 2 corporate complaints

Timeliness performance for stage 2 corporate complaints during quarter 2 was good in terms of compliance with our performance target of 75% with 80% achieved. There was just a small dip in July which equated to the difference 1 response being out of time.

<b>Stage 2 Complaints Quarterly Data 2016/17</b>				
Quarter	Complaints received	Complaints responded to	Responded to in time (10 days)	% responded to in time
<b>Q2</b>	36	30	24	80.00%
<b>July</b>	14	7	5	71.43%
<b>August</b>	6	13	11	84.62%
<b>September</b>	16	10	8	80.00%

#### Referrals to the Local Government Ombudsman (LGO)

5 referrals were made to the LGO in quarter 2, 11 less than quarter 1.

In Quarter 2, 8 decisions were made by the LGO. 1 was Upheld (safeguarding adults) 4 were closed as not upheld. 2 were closed after initial enquiries and 1 is currently at the assessment stage.

## 9. WAYS OF WORKING 2: FINDING THE BEST DIGITAL INNOVATION AND USING IT TO MEET RESIDENTS' NEEDS

### Deliver the service and digital roadmap

The transformation programme is changing how Medway Council delivers its services to "support residents to meet their needs through the best digital innovation".

This means we want to make the most of the opportunities afforded by advances in technology, to meet customer expectations to self-serve and make our processes and organisation more efficient.

When redesigning transactions, we continuously go back to users (residents) to ask them what they think, checking that what we're proposing meets their needs and expectations. We then iterate based on this feedback. By designing with the people who'll use the process, we know that what we're building is usable and accessible. We always make our redesigned transactions live in beta first, with a feedback form, which means it's a test product and open to further feedback from users.

Earlier this year we built the single way to pay the council (see our Pay you tube video) and redesigned two services (see council tax and business rates). Since go live, we've received nearly 500 comments from users and 82% rated the new processes 'good' or 'very good'. We've received some suggestions for future iterations which we're already looking to implement. During beta (May to July), we saw a 14% increase in online council tax and business rates payments through the new processes compared with the same period the year before.

Now we are redesigning more transactions, to make the online experience much better while streamlining the back office processes.

Building on the 'Pay' work, we are redesigning more than 20 payment processes for different services to make it easier and quicker for people to pay online and remove the need for us to handle cash.

We're working with the fostering team to 1) make it easier for people to find out about becoming a foster carer and apply; and 2) look at ways to better match children with our in house carers. These processes currently require a lot of manual effort (by customers and staff) and we believe digital technology can help make them simpler and more efficient for everyone.

We're improving how people book and pay for our services, starting with booking/paying for an initial pest control visit and follow up visits. This will be live in beta (test) by the end of the year. And out of this work, we are exploring new models of service delivery to commercialise the pest control service.

Using what we've learnt with the pest control process, we've also been able to start quickly redesigning a similar process - book and pay for a bulky waste collection.

Everything we build is reusable and applicable to other services in the future e.g. the new process to 'book a pest control visit' online is being applied to 'book a bulky waste collection visit'. Paying for both these services will use the same technology as council tax and business rates.

Underpinning individual projects, we are delivering a wider programme of work including culture change, technical roadmap, communications and assisted digital programme and benefits realisation. This will give us the technology and skills fit for a digital council going forward.

Below are some of the ways we will measure successful outcomes of the programme, having benchmarked the existing position:

- User satisfaction – through continuous user research and feedback mechanisms.

- Online take up and completion – measured through site analytics and back end system data
- Savings – reduction in cost of running services as we use technology to make them more automated and efficient.
- Digital skills within the council and in the community – awareness and knowledge of digital opportunities within the council and take up of online channels amongst the community.

**Consider the most cost effective ways of delivering ICT services.**

Business case for Office 365 will be presented to the Transformation Board in October 2016. Contract awarded for independent review of Cloud Readiness in preparation for producing a Cloud Computing strategy.

**10. WAYS OF WORKING 3: WORKING IN PARTNERSHIP WHERE THIS BENEFITS OUR RESIDENTS**

Medway is successfully working in partnership to deliver many of our key projects. The following lists the key partnerships which are referenced in this quarter 2 performance report:

<b>Project reference</b>	<b>Partnership / project</b>	<b>Partners</b>
<b>1.1</b>	Community Clear up days	Community Payback
<b>1.2</b>	Managing green spaces	Volunteers
<b>2.1</b>	Employ Medway £1.3million contract supporting long term unemployed towards work	Department of Works and Pensions (DWP)
<b>2.1</b>	One Public Estate Funding bid for potential £450k (led by Property) for feasibility study of land use	NHS, Homes and Communities Agency (HCA) and DWP
<b>2.1</b>	Dickens 2020- Visit England bid to celebrate and commemorate Dickens 2020.	TSE/other coastal partners, local marine/berth providers, Peel and London Ports
<b>3.3</b>	Rochester Airport Technology Park £4.4m funding has been successfully awarded from the Local Growth Fund (LGF) for improvements to the airport's runway. A business case for a further £3.7m bid to LGF is in progress	South East Local Enterprise Partnership - SELEP (Kent CC, Essex CC, East Sussex, Thurrock, Southend)
<b>3.2</b>	Inward investment contract Procurement of the contract to deliver the next 3 years of Inward Investment service	Kent County Council
<b>4.1</b>	Attracting funding to support Level 4 apprenticeships in engineering and digital technologies	4 Universities in Medway (University of Kent, Canterbury Christ Church University, University of Greenwich and Mid Kent College) and local businesses
<b>4.2</b>	Medway Youth Employment Strategy	Medway Youth Trust
<b>5.4</b>	Strood railway station improvements	Network Rail
<b>5.6</b>	Chatham railway station improvements	Network Rail
<b>8.1</b>	Healthy Weight Network Preventing	Council services: planning, sports and

Project reference	Partnership / project	Partners
	childhood obesity and supporting families to achieve a healthy weight	leisure, integrated transport, greenspaces, early years team, school contracts team
<b>9.2</b>	A Healthy Child Partnership Group Aims to bring professionals and commissioners together to become a steering group for future commissioning, workforce development and service integration	Council services: early years team, early help, social care, partnership commissioning, Medway community Healthcare Trust, Medway Foundation Trust: (school nursing and midwifery)
<b>10.1</b>	Staying Connected Programme to reduce social isolation	Kent fire and rescue service