

CABINET
7 MARCH 2017
COUNCIL PLAN QUARTER 3
2016/17 PERFORMANCE MONITORING REPORT

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Summary

This report summarises Medway's performance for quarter 3, delivering on its priorities as set out in the Council Plan 2016/17, using 32 key measures of success.

Performance highlights

- 68% key measures of success were on target
- 54% key measures of success have improved over the long term

17 key measures of success were in target, the same number as in the previous quarter. The long term performance for overall percentage of measures in target continues to improve from 2013/14 (56.4%), 2014/15 (59.6%), 2015/16 (67.3%) to 2016/17 [Q1-3 only] (72.6%).

Some of the recent successes to highlight include:

- 267 jobs have been created and safeguarded since April i.e. 42 above target
- We continue to have no families in bed and breakfast
- 481 people on 'Tipping The Balance' programme have achieved reductions in cardiovascular risk
- We are achieving target for reducing number of mothers smoking at the time of delivery

- We are taking 90 days less from children entering care to move in with adoptive families compared with same monitoring period last year (Note; this is a volatile figure)
- We are achieving target for permanent admissions to care homes for under and over 65s
- We are achieving target for delayed transfer of care from hospital
- 13 primary, secondary and special schools Ofsted are rated 'Outstanding', 60 rated 'Good'
- Key Stage 2 – ranking improved 25 places in national tables compared with last year

Measures which dipped out of target for the first time this year include: Carer satisfaction with social services [annual indicator], parks and open spaces satisfaction, private property improvements and persistent absence from school.

Services are delivering focused campaigns to tackle each of these in order to turn around performance.

1. BUDGET AND POLICY FRAMEWORK

- 1.1 The Council Plan 2016/17-2020/21 was agreed at the Council meeting on 25 February 2016. It set out the Council's three priorities and three ways of working. Success in these areas will lead to a better quality of life across Medway.
- 1.2. This report summarises the performance of the Council's key measures of success for 2016/17 as set out in The Council Plan. These will also be presented to:

Children and Young People Overview & Scrutiny	09 March
Health and Adult Social Care Overview & Scrutiny	16 March
Regeneration, Culture and Environment Overview & Scrutiny	28 March
Business Support Overview & Scrutiny	13 April

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: 32 Council Plan Key measures of success: Detailed table

3. SUMMARY OF PERFORMANCE

3.1 Key measures of success - Summary

There are 32 key measures of success in total for 2016/17, however we are reporting on 25 as 7 of these are either annual measures, data only, or data is not expected until after this report is published.

- 68% (17 out of 25) were on target
- 4% (1 out of 25) were just below target
- 28% (7 out of 25) were significantly below target
- 54% (13 out of 24) have improved over the long term

4. PERFORMANCE AGAINST KEY PRIORITIES AND WAYS OF WORKING

4.1 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.

- 2 out of 3 measures of success were on target
- 0 out of 3 measures has improved compared with last quarter
- 0 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 and green.

The Community Wardens attended 11 PACTs this quarter at which 87 issues of public concern were raised. 56 of these (64%) were resolved by the Warden Service and 31 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 14 items of drug related litter including needles and 48 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, the council takes enforcement action. During quarter 3 the service dealt with 462 reported fly tips. 32 of these were on private land and 90 were proved unsubstantiated as they were gone on inspection, leaving 340. Of these, 334 fly tips (98%) were removed by the team within one working day. In addition, the team removed a further 141 fly tips proactively, meaning that they were gone before the public could report them.

44 Fixed Penalty Notices were issued for littering and dog fouling. 11 fly tipping, littering and waste related cases were prosecuted at Medway Magistrates Court this quarter resulting in fines and costs totalling £4,543.

Community Warden Facebook pages for each ward are being investigated and are anticipated to be operational by the end of the year. This will facilitate communications with stakeholders, give a platform for obtaining information and assist the promotion of good work.

Project 1.2 Parks and open spaces

The Council maintains parks and open spaces for the enjoyment of all. The estate covers 1900ha (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. The Council will work to maximise the use of Medway's green spaces for sporting and other healthy activities during the course of the year.

To improve Medway's estate, the Greenspace Development team was granted planning permission on 15 February 2017 (subject to planning conditions) for the creation of a BMX pump track at the Queen Elizabeth Playing Fields. The team has secured £25,000 from Local Growth Fund and is seeking an additional £75,000 from Veolia Environmental Trust and a decision from Veolia's funding board is expected in the spring.

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 Q3 are 3,667 giving a year to date performance of 11,998 hours delivered against nine month target of 10,000. It is a priority for the Council to progress the take up of volunteering to maximise numbers.

Project 1.3 Replacing Medway's street lights

An LED Options report was prepared in Q1 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. There may also be an opportunity to progress the longer term ambition of SMART Cities. The next stage for the LED project is to develop more detailed modelling to maximise the efficiency benefits of a LED conversion programme. Part of this was undertaken by the team and is now complete. This has been 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. The revised strategy awaits approval from the Medway on the Map Group in quarter 4.

To seek funding opportunities to develop innovative public service solutions

The One Public Estate (OPE) bid has led to the award of £170,000 which will be used to look at collaborating with other public bodies and designing services as well as working on the feasibility of new health centres and a community facility in the Borough. The groundwork on potential bids to the Work and Health Programme is ongoing with a clear steer from Central Government on deadlines and work streams expected within the last quarter of the year. In addition there is a new funding stream from the European Social Fund (ESF) managed by the SELEP which could be used to augment the link between the Council and the private sector to support local businesses employment needs and the upskilling of local people.

Due to severe over subscription, the Great Places Scheme bid did not go through to the 2nd stage, however the Autumn Statement did confirm that funding had been allocated to the South East Local Enterprise Partnership (SELEP). The Council is now awaiting the detail on how much and therefore which of the proposed projects will be funded early this year.

To increase visitor numbers

Independent research using the Cambridge Model of Economic Impact for Tourism, nationally-recognised model, has shown the number of visitors to Medway has reached 4.6m per year, with the local economy benefitting by some £313m. Tourism supports more than 6,000 jobs in Medway – 7% of the total jobs in Medway.

The Dickens Country Experience Tour ran twice daily for 6 days starting 26 November and finishing on the 18 of December with 154 tickets sold during this period.

Currently the Council is working with external partners to develop a programme of activity to commemorate the 150th anniversary of Dickens' death. As part of the build-up to this the Council will be celebrating in 2018 the 175th anniversary of the publication of A Christmas Carol – arguably Dickens' most famous work.

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

The Dickens Country Experience ran alongside the Christmas Carol in the Guildhall. 8 performances ran and tickets sold out. An addition of Dickens 'flash mob' style entertainment was introduced over the weekend of 17/18 December.

To introduce improved tourism signage and wayfaring

In partnership with marketing, work is progressing on information signage at Rochester train station. Additional signage and wayfaring updates are being planned for the next financial year, in conjunction with consultation with external partners.

Deliver the 2016 Festival and Events Programme

Dickensian Christmas took place on 2-3 December 2016 and the Christmas Market 26-27 November, 3-4 of December and 10-11 December 2016. 198 surveys were completed with 184 responded rated the event as very or fairly satisfied.

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. An 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.

Medway Festival of Sport 2016

In December the 2016 Medway Sports Awards gala event took place at Mid Kent College. Olympic gold medallist and Holcombe hockey star Maddie Hinch was crowned the 2016 Medway sports person of the year.

Deangate Ridge Sports Complex hosted 'Meangate' on 22 October 2016. This is an 8km purpose-built extreme cross country obstacle course run on rolling hills and woods and was attended by over 200 competitors.

Medway Park, our Regional Centre of Sporting Excellence, hosted the International Handball Women's Challenge Cup on 19-20 November 2016 and the European Women's table Tennis Team Championship qualifier on 22 November 2016.

In line with the council's digital transformation agenda and Sport England's digital strategy, Medway Sport launched the Mini Youth Games (MYG) Digi Leaders programme which uses the excitement of the MYG to develop and inspire young DigiLeaders across Medway's primary schools. The project brings the MYG experience to a wider audience and empowers a select team of Year 4, 5, and 6 pupils to document their school's involvement in the Games through new

technologies. Each event has a particular focus on one of four aspects of digital activity – reporting, photography, videography and social media.

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

6.1 Key measures of success: summary

Details of the 6 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 5 measures of success were on target
- 1 out of 5 measures has improved compared with last quarter
- 2 out of 5 measures have 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 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

There has been ongoing work to develop closer working relationship with Locate in Kent (LiK) to target inward investment for specific sites including Kingsnorth, Isle of Grain and Rochester Airfield Enterprise Zone. Economic Development Officers have been actively pursuing prospective inward investment companies for Kingsnorth and Isle of Grain focusing on off-site construction and construction raw materials.

A good working relationship has been developed with Thamesport who are realigning their business to non-containerised port operations.

The team has been working with LiK on ongoing marketing and branding of the Medway inward investment offer, a future Rochester Airfield website and branding where a contract has been awarded to Zest at Lordswood Industrial Estate.

Project 3.3 Development of Rochester Airport Technology Park

The airport operator submitted an amendment to its planning application at the end of December 2016, which will exclude the runway and control tower. The amended application will allow for expenditure progress to be made against the secured Round 2 LGF funding. A second planning application for the runway and control tower may

follow later in the year, which allows more time and consideration to be given to the required Environmental Impact Assessment work that should accompany the planning application.

A decision on LGF round 3 funding is yet to be made in spite of confirmation in the 2016 autumn statement of a broad but undefined settlement of funding for projects in the south east region. However, the Rochester Airport development project was high on the SELEP prioritised list to receive funding.

The North Kent Enterprise Zone (NKEZ) applied for EZ funding for business consultancy support in order to assist development of EZ sites. A relatively low number of business cases to the fund were submitted, but the bid from the North Kent EZ for property disposal / marketing consultancy was well received. However, a final decision on successful bids is awaited.

Project 3.4 Develop business accommodation in Watermill Wharf – Strood

The final design has been agreed and the shipping containers have been ordered and delivered to the factories where the off-site fit-out started in December 2016; the project team will visit one of the factories to approve the quality of the first completed container which will be used as a benchmark to measure the quality of the remaining containers. The enabling works on site will begin in February and the completed containers will be craned in and connected by the end of March. Landscaping will then be completed in April.

The marketing posters are now displayed on the site hoarding; there has already been significant interest in the workspaces from local companies.

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.

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

Council officers in Children’s and Adults have worked with the Medway Youth Trust and developed a Youth Employment Strategy which was agreed by Cabinet on 7 June 2016. The strategy outlines the Council’s objectives, target areas and outputs.

Children and Adults Directorate are leading on qualifications and engaging with schools and colleges to meet the needs of the business community. The Regeneration Delivery Service is working with local businesses and stakeholders to determine current and future skills requirements.

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

The Highway Infrastructure Contract (HIC) was awarded to Volker Highways (current Term Contractor) and mobilisation period commenced for a contract start date of August 2017. The HIC will replace the existing separate Term Maintenance Contracts for Highway Maintenance and Street Lighting with one prime contractor that also includes provision for Highway Construction Projects, Structures and Professional Services. The HIC uses the NEC3 form of contract and except for fixed preliminary costs is essentially a call-off contract with Medway Council determining the level of contracted spend principally through the annual budget setting process.

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

A consultant has been appointed to deliver the detailed design for this project. Work has commenced on the design and completion is expected by the end of April 2017.

A procurement exercise is underway to appoint a consultant to lead on the shop front improvements element of the project. It is anticipated that an architect will be appointed by March 2017.

South Eastern is progressing with the re-build of Strood train station. A contractor has now been appointed to build the new station.

The Strood project is progressing well and is on track for completion within the funding period and to meet the funding schedule for 2016/17.

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 3, South Eastern appointed a contractor to build the new station. Officers continue to engage with South Eastern on the public realm outside the station.

Project 5.5 Chatham Centre public realm improvements – LGF

The detailed design of the scheme was completed in December 2016 and the tender for the procurement of a works contractor is now live, and is due to be returned by the end of January. Once the contract is awarded, mobilisation will begin on site late February. Some early enabling works will begin at the end of January. Works on site are expected to be complete by March 2018; this will be programmed to minimise disruption to vehicles and pedestrians during peak rush hour times and over the Christmas period in 2017.

An exhibition of the scheme will take place from February 2017 to inform the public of what will be delivered and approximate timescales for delivery.

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 Place making Project.

Work is continuing on the development of the detailed design, and creative public realm elements. Network Rail held their interdisciplinary review (IDR) for the Chatham design at the end of October and the scheme was approved in principle. Following comments from Medway Council and South-Eastern, some detail is being worked into the final design. In order to avoid disruption during the Battle of Medway, works on site will begin early July, and will be completed March 2018, as planned.

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 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

Development options report was presented to Cabinet on 20 December 2016 along with an updated local development scheme. Cabinet approved the report for public consultation to be undertaken between 16 January and 6 March 2017.

Following closing of consultation, the Planning Service will assess all the comments received and this, along with further evidential work covering aspects like strategic transport assessment, will inform the next stage of the Local Plan, which is the draft publication, towards the end of 2017.

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.

Regeneration Delivery continues to work with colleagues in Property and Housing looking at Council stock and land, and the opportunities to improve or develop sites. Emerging options are being shared and consulted within the Council and subject to detail and review, will be worked up into the next financial year.

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, 80 additional affordable homes have been completed and the Council forecast to deliver a total of around 100 new affordable homes by the end of the financial year. Good progress has been made on the two Extra Care schemes being delivered by Amicus-Horizon Housing Association. These will deliver an additional 125 units of accommodation for older people in Medway who require flexible care and support. Both schemes will be completed in 2017-2018 and have a combined value of £25m. Additional provision of extra care schemes in Medway will assist with meeting the needs of the older population and assist social care teams in delivering care in a purpose built property. These schemes also see the first mixed tenure units in Extra Care Housing offering shared equity options for residents.

Project 6.5 Rochester Riverside

Countryside, Hyde, Medway Council and The Homes and Communities Agency are all working together to complete the Development Agreement for the site, it is planned for this to be signed very early in 2017. All parties are also working towards submitting a planning application which will be a hybrid application with outline permission for the whole of the site and a detailed permission for phase 1. This was due to be submitted in January 2017, but has now been delayed and should be submitted in March/April 2017. There will be further consultation around February 2017 prior to the application being submitted. Countryside are still planning to start on site in the summer of 2017 with the infrastructure and servicing works.

The Multi Storey Car Park is now complete and has been handed over to operational departments; the final defect inspection is due in April 2017.

Project 6.6 Strood Riverside

The flood risk management design works are progressing well and to the specified programme. A planning application is due to be submitted by the end of March, with the decision expected by the beginning of July. The team met with the Environment Agency to ensure that the proposed design will be acceptable in terms of the flood mitigation measures, height of the flood wall and ecological considerations. In preparation for the Archaeological Desk Based Assessment, the archaeological subcontractor has identified that certain areas of the site are likely to be of significant archaeological interest. Therefore an archaeological watching brief will be undertaken for the surveys being carried out in these locations adjacent to the riverside and former canal. Interests include maritime timbers and possible roman finds.

Work is progressing in the development of the refreshed masterplan and development brief.

The outcome of the bid to the South East Local Enterprise Partnership (requesting investment of £3.5m from the Local Growth Fund Round 3) that was submitted last summer for the flood works at Civic Centre site is still to be announced. It has been indicated this will be early this year.

Project 6.7 Chatham Waterfront

In quarter 2 we reported that the application would be presented to planning committee on 16 November 2016. This was delayed due to officers having to work with the Environment Agency to come to an agreeable solution to their objection to the planning application. The report has now been completed and was submitted to planning committee on 18 January 2017.

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 of the housing options team to Kingsley House in Gillingham, with its improved facilities for clients, the service continues to work with a range of organisations and services to help prevent households from becoming homeless. Whilst it is not possible to prevent homelessness in all cases, the number of households that the Council is accepting a duty to provide accommodation remains generally stable at a 3.5% increase compared to 7.8% across Kent. Where a duty to provide accommodation is accepted, the Council has to identify suitable alternative housing and in most cases this will mean an offer of affordable housing. 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 3 this was 154 compared to 226 for quarter 3 2015/16.

The number of households in temporary accommodation has increased from 255 in quarter 3 2015/16 to 317 in quarter 3 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 3 2016/17.

In recent weeks there has been a need to trigger the Council's Severe Weather Emergency Protocol (SWEPE) in order to safeguard people who may be at risk of rough sleeping. As of 20 January 2017, the protocol has provided 61 individual nights of accommodation for people who otherwise may have had to sleep rough during periods of cold weather. The winter shelter has also been open since 03 January 2017 and is staffed and run by volunteers and charities. Officers from the Housing Options Team have been visiting the shelter to determine if any other support can be offered to those who are residing there.

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

In quarter 3 the Council worked with 2,056 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 is working with a range of housing providers to help households secure accommodation to meet their housing needs these include the provision of social housing, shared ownership or by assisting households to secure private sector accommodation. During quarter 3 the Council has assisted 267 households into housing in this way.

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 6 of these are either data only, or data is not expected until after this report is published

- 13 out of 17 measures were on target
- 9 out of 15 measures have improved compared with last quarter (or year for annual measures)
- 11 out of 16 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”.

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 considered as an area of excellent practice, on the obesity agenda.

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 the 1 September. The reorganisation has already achieved a 9 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 continue to be challenged at the monthly divisional performance and quality assurance meeting which is chaired by the AD. These are supported by bi-weekly focused performance meetings.

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

A net gain of 5 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. The fostering service will implement an invest to save plan that will support improved outcomes for children whilst yielding cost savings to the authority. Reductions in the use of high cost LAC placements have been achieved through closer monitoring of the young people's needs and the effective commissioning of external placements.

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 October 1 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 18 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 is now fully decommissioned and all families have been successfully transferred to the core Health Visiting Service. A new Vulnerable Parents Pathway is being developed and will be in place in early 2017.

An integrated model of 0-19 Child Health Services (including Public Health and CCG services) was approved by Cabinet and CCG Governing body in Dec 2016 and proposals are now (Jan 2017) out for public consultation with a view to a new contract being awarded in the autumn of 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 3

- A pilot project with Kent Fire and Rescue Service to reduce social isolation has now seen eight people complete the whole process with three being referred on to local organisations who will support them going forward. Other people are currently engaged in the scheme at various stages. Project steering group meet every six weeks to review progress and make operational changes as issues emerge.
- The programme of social isolation awareness training continues and is a good way to facilitate collaborative working with other organisations and council departments.
- The “Coffee and Shop” pilot review has led to an advertisement through Hands Gillingham for a volunteer co-ordinator to take the project forward. The coffee mornings now attract a small number of regular attendees who have genuine need for this kind of social interaction.

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.

Medway consulted local residents and service users and carers on the delivery plan to support the new strategy from August to October 2016. 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. The delivery plan has been updated to reflect the responses received and as a direct result of the consultation, we will be establishing a dedicated service user and carer forum, where experts by experience can support the Council and partners in the planning and delivery of care and support in Medway. The Adult Social Care Improvement Board will then oversee the successful delivery of the Adult Social Care Strategy over the next three years.

As part of the work stream from the strategy and through the work of the improvement board, the service is undergoing a major restructure in order to ensure it is in the best place to implement the changes required.

The first part of this being the management structure has been completed in December 2016. Design of the next phase is currently underway and is predicted to be completed by April 2017.

The Adults Social Care Programme Management Office (PMO) has been established to take forward the recommendations of a diagnostic assessment which highlighted a number of areas that are necessary to change to improve the efficiency, quality and best value of services, which will improve outcomes for people.

The work of the PMO has been developed into an Improvement Programme and all of this work has been incorporated into the Getting Better Together strategic delivery plan to ensure that it forms part of a single co-ordinated set of activities.

A number of staff workshops were held during December 2016. The outputs of these workshops are informing the implementation phase of the programme and feedback sessions have been arranged with staff to advise them how the outputs of the workshops will be incorporated into our plans.

A key part of the Improvement Programme will be to launch a completely new strength based model of practice. This approach is called “3 conversations” and we will be supported by an organisation called Partners 4 Change (P4C) to make it happen.

The 3 conversations model is evidence based, with a number of authorities who have used this model, able to demonstrate positive outcomes. The main benefits of the model as evidenced by other authorities are:

- A significant reduction in the proportion of contacts that go on to receive long term packages of care, which has been shown to deliver savings to the local authority;
- High levels of satisfaction from people who have contacted teams using the 3 conversations model;
- High levels of staff engagement and satisfaction.

As this is a completely new way of working, the way in which we implement these changes will need to be carefully managed. The approach we plan to take is to start by establishing a small number of protected environments called “innovation sites”. The new ways of working will be co-designed by the frontline staff working in these new teams, where we will test the 3 conversations model. This means that we can learn what does and doesn't work and adjust it before rolling it out across the service.

From 1 April 2016, the Council began a pilot project with the Medway Clinical Commissioning Group (CCG), Medway NHS Foundation Trust (MFT) and Medway Community Healthcare (MCH), known as Home First, to improve discharge arrangements from hospital direct to someone's home with ongoing assessment of need being undertaken in their home surrounding. This was also designed to introduce a structured pathway aimed at reducing 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 as long as that or 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 initially 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 with 95% of people receiving enablement being discharged home after around 21 days.

Home First continues to facilitate the discharge of up to 35 patients per week directly to their own homes. The scheme is demonstrating good performance in helping people to regain independence. As with any new scheme operational issues arise and we are working in partnership with the provider and Acute Trust to put in place improvement actions and apply lessons learnt to improve services.

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 quarter 1 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) Finalised Results show improvement at all key stages

In early years, the national standard is Good Level of Development (GLD). Medway has improved by 3.7% to 73.3%, and this is above the national average of 69.3%. The gap between the lowest attaining 20% and the mean attainment has fallen in Medway, for the fourth year running and is now 29.7. This is better than the national gap of 31.4. 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 finalised 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 49% expected progress for Reading, Writing and Maths combined. That national provisional figure is 54%. Last year Medway was 7 percentage points below the national average on the previous assessment system; this year Medway is 5 percentage points below the national average and therefore has closed the gap by 2 percentage points. In 2015, Medway was joint bottom nationally at Key Stage 2, but this year Medway has climbed 25 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 60%,

which is above the national level of 57.7%. This measure has been superseded a measure of the percentage of pupils who achieved an A*-C in English and Maths. Medway outperformed the national attainment for the second year running and increased the difference to national attainment, rising from 0.1percentage points above national in 2014/15 to 1.3 percentage points above in 2015/16. Medway schools outperformed the national attainment in the key measure of progress 8, by 0.08 points. Progress in Medway schools was positive (0.05 points) where as nationally it was negative (-0.03 points)

b) OFSTED inspection judgements

Overall these continue to improve. At secondary and special the position has remained the same this quarter. In primary, Lordswood School has been assessed as requiring improvement and this has reduced the percentage at good or outstanding by 1.8 percentage points.

c) School Improvement Strategy

The Accelerated Learning Programme has continued this quarter.

The 2016 /17 Securing Outcomes training programme is in the third term of delivery, the aim of which is to improve teaching, learning and assessment through providing a comprehensive offer incorporating workshops and surgeries to develop classroom and whole school practice to secure outcomes for Y2 and Y6 pupils 2017 in reading, writing, maths, GPaS (grammar, punctuation and spelling) and the combined measure. Based on July 2016 pupil outcomes, schools have been *targeted* to participate in the different strands within the training and development (*Targeted offer*). In addition to this a CPD programme is open to all schools (*Universal offer*). 18 targeted schools within KS2 are currently engaged in the Securing Outcomes programme and 15 at KS1.

With the high priority placed on improving reading outcomes for Medway Pupils, this year the '*Power of Reading*' programme has been purchased for targeted schools based on the successful impact which this has had for some Medway and London schools previously. 18 schools are engaged with the Power for Reading programme.

In addition, 19 schools are participating with the strand of Securing Outcomes to develop *Effective leadership of Reading* which incorporates a 2 day programme of internship for leaders of reading within targeted schools and a further 2 study days in outstanding schools outside of Medway, used as models of excellence.

Building on the momentum of improvement evident in the 2016 Phonic outcomes for pupils in Y1, this year there are 9 targeted schools receiving intensive support for leaders of *Phonics* in order to drive up standards.

Leadership in primary schools continues to be given high priority with National Leaders of Education (NLEs) from London working 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. There are 10 schools working with *National Leaders of Education*.

d) Engaging young people as active citizens

Medway Youth Parliament ran a conference in November for young people on the theme of tackling racism, which was attended by 108 young people and feedback was positive. The Youth Parliament has also run the Medway heat of the Tryangle Awards, recognising young people's achievements and contributions to the community. The Youth Service has continued to run participation days and this quarter the subject was Relationships Education, with the MSCB and Public Health contributing to the day and taking feedback from 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 November 2016, 497 residents completed the Citizen Panel survey (352 on paper, and 145 online). When asked: 'how satisfied are you with the way the council runs its services?':

- 61.6% were very or fairly satisfied with the way the Council runs its services
- 12.9% were very satisfied
- 22.3% were neither satisfied nor dissatisfied
- 13.5% were very or fairly dissatisfied

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

- 53.7% agreed with the statement
- 11.9% disagreed with this statement
- 29.4% neither agreed or disagreed

8.3 Complaints

Stage 1 Complaints Quarterly Data 2016/17				
Quarter	Complaints received	Complaints responded to	Responded to in time (10 days)	% responded to in time
Quarter 3	280	303	259	85.48%
October	98	98	86	87.76%
November	110	114	98	85.96%
December	72	91	75	82.42%

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 85.48% for quarter 3 2016/17. Quarter 3 is in line with quarter 1 results both in volume and performance.

Stage 2 corporate complaints

Timeliness performance for stage 2 corporate complaints during quarter 3 was good in terms of compliance with our performance target of 75% with 84.44% achieved.

Stage 2 Complaints Quarterly Data 2016/17

Quarter	Complaints received	Complaints responded to	Responded to in time (15 days)	% responded to in time
Q3	42	45	38	84.44%
October	19	18	15	83.33%
November	14	14	12	85.71%
December	9	13	11	84.62%

Referrals to the Local Government Ombudsman (LGO)

13 referrals were made to the LGO in quarter 3, which is 8 more than in quarter 2. 6 decisions were made by the LGO in quarter 3. 1 was Not Upheld, 4 were upheld and 1 was closed after initial enquiries.

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

9.1 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". We are redesigning transactions, to make them available online while streamlining back office processes.

Building on the 'Pay' work (May 2016), 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.

The Council is redesigning the medway.gov web content for:

- Fostering to make it easier for people to find out about becoming a foster carer and apply.
- Libraries to make it easier for people to find key transactions which currently create a lot of contact in customer contact.
- Online school pre-admissions information, to make it easier for users to find schools suitable for their child, and reduce the manual effort and printing/posting costs associated with the service.
- Improving how people book and pay for our services, starting with booking/paying for a pest control visit. This will be live for testing in February and as part of this, the Council has explored new models of service delivery to commercialise the pest control service.

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

The Council is starting to investigate implementing a customer account function, which will make it easier and quicker for people to transact with the Council. A draft strategy is being written which will outline how we expect to interact with customers in the future and the resources and technology we need to make this work.

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

The Council will be migrating to Office 365 over the next three years. This means a number of exciting new upgrades and features:

- Everyday productivity tools will be upgraded to Office 2016 (e.g. Outlook / Word 2016).
- Access to new Microsoft applications like Skype for Business, Planner, Yammer, Sway, Delve and SharePoint.
- The storage of U, V and W drives will be hosted in the Microsoft cloud.
- All employees will be able to access corporate email from personal devices, such as smart phones and tablets at no additional cost.

The project to implement Office 365 has just started. The ICT and Digital team are currently in the early planning stages. It is expected that early adoption of Office 365 will start towards the end of summer 2017.

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

- 10.1 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 3 performance report:

Table B

Project ref	Partnership / project	Partners
1.2	Managing green spaces	Volunteers
2.1	One Public Estate £170,000 funding for feasibility study: health and community facility	public bodies including: NHS, Homes and Communities Agency
2.1	European social funding : to support local businesses employment needs and the upskilling of local people	South East Local Enterprise Partnership (SELEP)
2.1	Dickens 2020: Visit England bid to celebrate and commemorate Dickens 2020.	TSE/other coastal partners, local marine/berth providers, Peel and London Ports
2.1	Battle of Medway 350 Anniversary	Historic Dockyard, Peel Ports
2.1	Mini Youth Games: Digi leaders programme	Medway schools, Sport England
3.1	Inward economic investment: Kingsnorth, Isle of Grain, Rochester Airfield Enterprise Zone	Locate in Kent (LiK), Thamesport
3.3	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)

Project ref	Partnership / project	Partners
4.2	Medway Youth Employment Strategy	Medway Youth Trust
5.2	Highways Infrastructure maintenance contract	Volker Highways
5.4	Strood railway station improvements	South Eastern Network Rail
5.6	Chatham railway station improvements	South Eastern Network Rail
6.5	Rochester Riverside development agreement	Countryside, Hyde, Homes and Communities Agency, HCA
7.1	Winter shelter for rough sleepers	Charities and volunteers
8.1	Healthy Weight Network Preventing childhood obesity and supporting families to achieve a healthy weight	Council services: planning, sports/leisure, integrated transport, greenspaces, early years team (children's centres, nurseries, pre-school), school catering contracts team
9.2	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 Foundation Healthcare Trust, Medway Foundation Trust: (school nursing and midwifery)
9.2	Child Health Services (0-19 yrs) new contract starting Autumn 2017	Clinical Commissioning Group (CCG), Public Health
10.1	Staying Connected Programme to reduce social isolation	Kent fire and rescue service
11.1	Conference : tackling racism November 2016	Medway Youth Parliament

11. RISK MANAGEMENT

- 11.1 Risk management helps to deliver performance improvement and is at the core of decision-making, business planning, managing change and innovation. It is practised at both management and service delivery level, enabling the effective use of resources, and securing the assets of the organisation and its continued financial and organisational well-being.
- 11.2 The purpose of the Council Plan performance monitoring reports during the year is to enable managers and members to manage the key risks identified in delivering priorities.

12. FINANCIAL AND LEGAL IMPLICATIONS

- 12.1 There are no finance or legal implications arising from this report.

13. RECOMMENDATION

- 13.1 It is recommended that Cabinet Members:
- Consider the quarter 3 2016/17 performance against the key measures of success used to monitor progress against the Council Plan 2016/17.

14. SUGGESTED REASONS FOR DECISION(S)

- 14.1 Regular monitoring of performance by management and members is best practice and ensures achievement of corporate objectives.

LEAD OFFICER CONTACT

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APPENDICES

Appendix 1: 32 Council Plan Key measures of success: Detailed table

BACKGROUND PAPERS

Council Plan 2016/17 - 2020/21










<http://www.medway.gov.uk/thecouncilanddemocracy/medwayandthecouncilplan.aspx>

Appendix 1

Council Plan Performance Monitoring Report: Quarter 3 2016/17















Key

Status	Trend* Arrows	Success is
 This measure is significantly below target	 The performance of this measure has improved	 Higher figures are better
 This measure is slightly below target	 The performance of this measure has worsened	 Lower figures are better
 This measure has met or exceeded the target	 The performance of this measure is static	N/A - Desired performance is neither too high nor too low
 This measure is data only. There is no target and is provided for reference only.	N/A – Rating not appropriate / possible or target is cumulative	
*Short trend compares to last quarter.		
*Long trend compares to average of previous 4 quarters.		









Title
1 Medway: A place to be proud of

Title
1.1 A clean and green environment


Code	Short Name	Success is	2014/15	2015/16	Q2 2016/17	Q3 2016/17					2016/17	Latest Note Date	Latest Note
			Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Target		
GH6 CP	Satisfaction with parks and open spaces - Citizens Panel result		N/A	N/A	71%	68.8%	70%				70%	23-Jan-2017	Satisfaction with Medway's green spaces continues to be high, showing a small reduction on the previous quarter's figures. The Council will continue to work with Medway Norse and investigate current performance.
NI 195a NEW	Improved street and environmental cleanliness: Litter		97.42 %	96.92 %	97.67 %	97.00 %	96.00 %				96.00 %	05-Jan-2017	The contract monitoring team carry out regular street cleansing inspections across Medway to ensure the contractor is meeting their contractual obligations. During Q3 the vast majority of inspections returned scores of grade B (predominantly free of litter and refuse except for some small items) or above. These excellent results are being achieved through the close working of client and contracting teams, ensuring best value, performance and clean streets for Medway.
W6 CP	Satisfaction with refuse collection - Citizens Panel result		N/A	N/A	90%	89.9%	85%				85%	20-Jan-2017	This performance remains exceptionally high and suggests Medway residents continue to receive an excellent weekly collection service.

Title
2 Maximising regeneration and economic growth

Title
2.1 Residents with jobs and skills








Code	Short Name	Success is	2014/15	2015/16	Q2 2016/17	Q3 2016/17					2016/17	Latest Note Date	Latest Note
			Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Target		
NI 117	The percentage of 16-18 year olds who are not in education, employment or training (NEET)		7.31%	7.80%	5.30%	6.30%	6.00%				6.00%	10-Jan-2017	<p>December data is not yet available. Based on November data 6.3% (639) young people are NEET. This is a decrease on the percentage of NEET (7.4%) and numbers of NEET (724) at the same point last year (November 2015).</p> <p>Performance against the revised targets detailed in the Q2 commentary are as follows:</p> <ul style="list-style-type: none"> . Target 16 year olds – 3.21% November performance 2.8% variance –0.41 percentage points (pp) . Target 17 year olds – 6.17% November performance 6.3% variance +0.13 pp . Target 18 year olds – 9.15% November performance 9.6% variance +0.45pp <p>As such it can be seen that whilst there are proportionally less 16yo NEETs than the target there are proportionally more 17 and 18 year olds.</p>
LRCC4a	Number of jobs created and safeguarded (cumulative)		476	759	186	267	225				300	11-Jan-2017	Some Q3 figures still awaited but cumulative figure of 267 above target of 225 and includes 25FTE jobs at new TK Maxx Hempstead Valley store opened in October.

Title
2.2 Getting around Medway

Code	Short Name	Success is	2014/15	2015/16	Q2 2016/17	Q3 2016/17					2016/17	Latest Note Date	Latest Note
			Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Target		
NI 167 New	Average journey time along 5 routes across Medway		2.95	3.45	N/A	N/A	4.00	N/A	N/A	N/A	4 mins	10-Jan-2017	<p>The Basemap system is now operational with data available up to April 2015. As a comparison exercise officers used the new system to compare like for like with the ANPR data for the months October 2014 and November 2014. The Basemap system produced a close comparison to the previous ANPR data.</p> <p>However, the 4 minute per mile target for NI-167 has not been updated since 2008. Given the change in travel habits and increase in car use since then, it would be prudent to consider a new target for NI-167. As the method for measuring NI-167 will now change to Basemap it would be sensible to consider a new target along with an adjusted method of reporting the data, albeit mindful of the continuity of reporting needed for the LGF transport projects.</p>







Title
2.3 Preventing homelessness

Code	Short Name	Success is	2014/15	2015/16	Q2 2016/17	Q3 2016/17					2016/17	Latest Note Date	Latest Note
			Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Target		
NI 156	Number of households living in temporary accommodation		260	259	306	317	300				300	08-Jan-2017	<p>The Council is working effectively with households to be able to prevent homelessness where possible, and this is reflected in a reduction in the number of homeless applications being made, however, it is not possible to prevent homelessness in all cases, and the number of households that the Council is accepting a duty to provide accommodation remains generally stable at a 3.5% increase compared to 7.8% across Kent. Where a duty to provide accommodation is accepted the Council has to identify suitable alternative housing and in most cases this will mean an offer of affordable housing. For the year to date the number of social housing units becoming available for let has reduced by approximately 29% compared to the same period in 2015/16, this has meant that the number of households being accommodated within TA has increased over this period.</p> <p>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.</p>

Code	Short Name	Success is	2014/15	2015/16	Q2 2016/17	Q3 2016/17					2016/17	Latest Note Date	Latest Note
			Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Target		
HC3	No. of households with dependent children in B&B who have resided there for 6+ weeks at the end of the quarter		0	0	0	0	0				0	08-Jan-2017	Nationally the number of families placed in B&B accommodation has increased and of those placed in B&B some 52% had been there for more than 6 weeks. In Medway overall the number of families in B&B has generally been at 0 and consequently there have been no families in B&B for more than 6 weeks
HC4	Number of private sector properties improved as a result of the Council's intervention	Aim to Maximise	N/A	N/A	106	118	175				600	10-Jan-2017	<p>Medway undertakes a range of work to improve properties within the private sector. This includes dealing with complaints from tenants and landlords, inspecting and licencing HMOs, carrying out inspections of properties and dealing with travellers.</p> <p>In the third Quarter of 2016-17, 118 households were assisted in this way, this number has slightly increased from the previous quarter but is below target. Complaints during the warmer months of the year are typically lower as most relate to heating, hot water and dampness. Other than isolated incidents of cold weather during quarter three, temperatures have been relatively mild throughout the year leading to lower numbers of complaints. This is likely to impact on the achievement of overall annual target.</p>

Title
3 Supporting Medway's people to realise their potential








Title
3.1 Healthy and active communities














Code	Short Name	Success is	2014/15	2015/16	Q2 2016/17	Q3 2016/17					2016/17	Latest Note Date	Latest Note
			Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Target		
PH10	Percentage of people completing an adult weight management service who have reduced their cardiovascular risk		76.4%	77.5%	76.4%	77.0%	70.0%				75%	04-Jan-2017	481 of the 625 people who completed the Tipping the Balance programme or exercise referral scheme achieved a reduction in their cardiovascular risk. This will include improvements to blood pressure, weight reduction, cholesterol levels as well as improvements in lifestyle and behaviour change.
PH14	Excess weight in 4-5 year olds		21.6%	21.9%	Not measured for Quarters	Not measured for Quarters					21.5%	09-Jan-2017	For children in reception year, the combined overweight and obesity figure (known as 'excess weight'), has fallen to 21.9% in Medway in 2015/16, from 25.3% in 2008/09, and is now the same as the England average. In Medway, there are established services for children and young people to achieve and maintain healthy weight. Mind, Exercise, Nutrition, Do it (MEND) has a number of free courses for families with children up to 13 years old. There are also a range of other community initiatives aimed at promoting healthy eating.
PH15	Excess weight in 10-11 year olds		34%	33.5%	Not measured for Quarters	Not measured for Quarters					34%	09-Jan-2017	For children in the Year 6 age group, the rate of those with excess weight has reduced since 2007/08, to 33.5% in 2015/16. This is similar to the national average of 34.2%.





Code	Short Name	Success is	2014/15	2015/16	Q2 2016/17	Q3 2016/17					2016/17	Latest Note Date	Latest Note
			Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Target		
													In Medway, there are established services for children and young people to achieve and maintain healthy weight. Mind, Exercise, Nutrition, Do it (MEND) has a number of free courses for families with children up to 13 years old. There are also a range of other community initiatives aimed at promoting healthy eating.

Title

3.2 Resilient families





Code	Short Name	Success is	2014/15	2015/16	Q2 2016/17	Q3 2016/17					2016/17	Latest Note Date	Latest Note
			Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Target		
NI 101	The percentage of looked after children who achieve five A*-C GCSEs including English and maths		.0%	28.6%	Not measured for Quarters	Not measured for Quarters						10-Jan-2017	At the time of writing provisional GCSE results are not yet published. Data is expected in March 2017.
A1	The average number of days between a child entering care and moving in with adoptive family		711	686	631	610	625				608	10-Jan-2017	Performance has improved and is just shy of the end of year target, however achieving the year end target will remain challenging due to historical timescales for care proceedings and the 3 year timescale covered by the indicator. Performance for the last year only is much improved at 456 days.
CASEIEY FS Gap	Percentage achievement gap at Early Years Foundation Stage Profile between the		N/A	N/A	Not measured for Quarters	29.7%	31%		N/A	N/A	31%	10-Jan-2017	This result was published in December. Medway has closed the attainment gap between all children and the bottom 20% by 1.9pp on last year. Medway has a









Code	Short Name	Success is	2014/15	2015/16	Q2 2016/17	Q3 2016/17					2016/17	Latest Note Date	Latest Note	
			Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Target			
	lowest attaining 20 % of children and the mean													smaller and therefore better gap than the national gap, which is 31.4%, by 1.7pp. Nationally the year on year reduction (2015 to 16) was 0.7pp. For Medway narrowed the gap by 1.9pp, which is over 2.5 times as much as the national movement. The target of 31% has been beaten.
CSC0004	Number of LAC per 10,000 children		N/A	N/A	64.7	62.2	66.4				67.0	10-Jan-2017	The year end target has been achieved. The target was set in line with average rate in the South East of England adjusted for the level of deprivation in Medway (IDACI index). The number of LAC is very strongly linked to the level of deprivation and hence it should not be expected to fall further, but will fluctuate according to need.	
CSC0005	CAF/Early help assessments achieving desired outcomes		N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	10-Jan-2017	We are not able to report on this outcome until the new early help framework 'assessment and review tool' is launched across Medway since this has the mechanisms to accurately report on outcomes achieved. This is not expected to be launched until the next financial year.	
CSC0006	Number of CP per 10,000 children		N/A	N/A	52.7	50.2	70.6				65.3	10-Jan-2017	The year end target has been achieved. The rate in Medway is now comfortably between the average rate of 41 in the South East of England and the average rate of 56 when the level of deprivation in Medway (IDACI index) is factored in.	
N23	The percentage of children social care substantive posts not filled by permanent social workers		32.53 %	40.14 %	40.4%	40.0%	30%				28%	19-Jan-2017	Work to improve Recruitment & Retention of Social Workers continues at pace including; – Ambitious and far reaching recruitment campaign targeting recruitment for Practice Managers and Social	








Code	Short Name	Success is	2014/15	2015/16	Q2 2016/17	Q3 2016/17					2016/17	Latest Note Date	Latest Note	
			Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Target			
														Workers – Microsite enhancements for campaign launched at end of October – Next cohort of NQSWs being planned for February/March intake – Continuous follow up of potential candidates joining the talent pool – Benchmarking of Medway’s pay data against other authorities being undertaken to ensure competitive offer
PH16	Smoking at time of delivery		N/A	16.81	16.62	N/A	17.9				17.9	09-Jan-2017	The Saving Babies' Lives seminar was attended by 76 delegates with good evaluation and keen interest from key stakeholders to form a Maternal Smoking Strategy Group to develop an action plan to address high rates of smoking during pregnancy. The group first met in December.	














Title











3.3 Older and disabled people living independently in their homes

Code	Short Name	Success is	2014/15	2015/16	Q2 2016/17	Q3 2016/17					2016/17	Latest Note Date	Latest Note
			Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Target		
ASCOF 1C(2i)	Percentage of clients receiving a direct payment for their social care service		25%	29.9%	24.1%	27.3%	30%				30%	10-Jan-2017	Performance has improved over Q2, by 3.2pp. Although this remains shy of the 30% target the gap has now closed to 2.7pp. work continues with frontline staff to encourage a greater take up of direct payments.

Code	Short Name	Success is	2014/15	2015/16	Q2 2016/17	Q3 2016/17					2016/17	Latest Note Date	Latest Note	
			Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Target			
														Changes to the reporting lines of the Financial Assessment team, to come under the Business and Intelligence head of service will create opportunities and efficiencies with the Personalisation and Finance lead.
ASCOF 2A(1)	Permanent admissions to care homes per 100,000 pop – 18-64		23.61	18.7	2.9	1.2	3.5				11	10-Jan-2017	Delays in admissions being added to Framework I continue to mean that current performance data is not robust. Although only 2 admissions were made in Q3 there is a likelihood that this will be revised upwards. At the end of Q3 the rate per 100,000 is 6.9, which represents 12 admissions. This is well below the 14 admissions per 100,000 target, which represents 24 admissions.	
ASCOF 2A(2)	Permanent admissions to care homes, per 100,000 pop – 65+		741.94	597.82	133.1	71.2	144				600	10-Jan-2017	<p>The provisional figure for Q3 is 71.2 admissions per 100,000. This represents only 31 admissions and is expected to rise as new placements are added to Framework I retrospectively.</p> <p>With the current available data there has been 145 admissions this year so far, 117 below target. This represents 332.2 admissions per 100,000. However the Q3 figures are not robust.</p> <p>Q1 and 2 for 2016–17 are below the respective quarters for 2015–16, representing a year on year fall in admissions by 29 persons. (143 in 2015–16 vs 114 in 2016–17).</p>	

Code	Short Name	Success is	2014/15	2015/16	Q2 2016/17	Q3 2016/17					2016/17	Latest Note Date	Latest Note
			Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Target		
ASCOF 2Cii	Delayed transfers of care from hospital which are attributable to adult social care per 100,000 population		2.0	3.8	2.6	2.8	4.0				4.0	10-Feb-2017	Following the publication of the December figures, DToC attributable to ASC per 100,000 population is at 2.8. This represents 5 out of 47 delays. For the quarter there were 120 delays of which 21 (17.5%) were attributable to Medway ASC. In Q3 2015 there were a total of 88 delays of which 23 were attributable to ASC, which is 26%. As such, year on year Medway has reduced the proportion of DToCs attributable to ASC by 8.5percentage points which is, proportionally, a 33% reduction on last year. Nationally the proportion of DToCs attributable to ASC in Q3 2016 was 44%, up from 39% in 2015. This is a 5pp, or 12.8% rise. As such Medway is performing strongly.
ASCOF 3B	ASCOF 3B Overall satisfaction of carers with social services		41.4%	N/A	Not measured for Quarters	34.7% 16/17 annual value	44% 16/17 annual target			N/A	44%	10-Jan-2017	Provisional results show that carers satisfaction has dropped considerably, year on year, by 6.7pp. This is greater than the drop between 2013/14 and 2014/15, which was 5.3 percentage points. National comparison data is not yet available. Early, local analysis, suggests that many carers answered that they were neither satisfied or dissatisfied, a response that removes them from the countable nominator.

Title													
3.4 All children achieving their potential in schools													
Code	Short Name	Success is	2014/15	2015/16	Q2 2016/17	Q3 2016/17					2016/17	Latest Note Date	Latest Note
			Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Target		
SE KS4a	The percentage of children achieving five or more A*- C grades at GCSE or equivalent including English and Maths		58.8%	57.8%	Not measured for Quarters	60.0%	60%				60.0%	19-Jan-2017	<p>The revised and final figure for 2016 is 60%.</p> <p>Medway has continued to outperform national in this measure, being 2.3pp above the national attainment. Medway has improved year on year by 3.8% where as nationally the improvement has been 0.7%. This shows Medway has improved its results faster than results have improved nationally.</p> <p>For next year this measure will be replaced by the percentage of children achieving threshold in English and Maths.</p>
CA13	The percentage of children permanently excluded from school		0.23%	0.22%	0.01%	N/A	0.02%	N/A	N/A	N/A	0.06%	10-Jan-2017	Due to a technical problem Impulse data is not available. A manual work around has been implemented but, currently data, is not available.
CASEIKS 4 Ofsted	The percentage of secondary sector schools in Medway judged to be good or better		N/A	N/A	88.2%	88.2%	88.2%				88.2%	10-Jan-2017	Data is based on November results. There has been no change since Q2, 88.2% of secondary schools represents 15 out of 17 eligible schools. 4 secondary schools are outstanding and 11 are good.
CASEISP EC Ofsted	The percentage of special schools in Medway judged to be good or better		N/A	N/A	80%	80%	80%				80%	10-Jan-2017	There has been no change since last quarter.

Code	Short Name	Success is	2014/15	2015/16	Q2 2016/17	Q3 2016/17					2016/17	Latest Note Date	Latest Note
			Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Target		
EDU3(b)	The percentage of children who were persistently absent from school		N/A	N/A	4.7	6	5.5				N/A	10-Jan-2017	<p>The term 1 outturn, is 6.0% This is based on a 71% of schools contributing to the voluntary return, as such the robustness of the data is in question. In term 1 2015-16, based on a return rate of 84%, 7.3% of pupils were classed as persistently absent.</p> <p>Although the base percentage performance is improved year on year the considerable drop in participation brings into doubt the validity of the 2016-17 outturn.</p>
SE KS2	The percentage of children who achieved level 4 or above in Reading, Writing and Mathematics at KS2		75.0%	73.0%	Not measured for Quarters	49.0% 16/17 annual value	76.0% 16/17 annual target		N/A	N/A	76.0%	19-Jan-2017	<p>Note: For 2016/17 this will be data only, as the existing Medway target no longer reflects the recent changes to the national methodology for calculating KS2 performance. Performance in 2017/18 will be monitored against a new target.</p> <p>The revised performance figure is 49%, against a national result of 54%. Medway is, as such 5pp behind national attainment. However in 2015-16, under a different testing regime of a similar measure Medway was 8 pp behind national attainment. This makes Medway ranked 123rd out of 152 authorities, which is 25 places better than the previous year when Medway was 148th.</p>
SE2 OEPr	The percentage of primary sector schools in Medway judged to be good or better		N/A	74.6%	83.1%	81.8%	75.0%				75.0%	10-Jan-2017	66 Schools have been inspected. 7 are outstanding and 47 are good, making 54 in total. 1 school has been inspected since September, gaining a satisfactory grade.