

APPENDIX 1
Overall Council Performance
Quarter 3 2016/17
13 April 2017

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; 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 This report summarises the performance of the Council's key measures of success for Q3 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: 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 is seeking planning permission 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. A planning application has been submitted and a decision from Veolia 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:

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 6.2 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 6.5 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.

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

Cllr 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