

CABINET

6 JUNE 2017

COUNCIL PLAN PERFORMANCE MONITORING REPORT END OF YEAR: QUARTER 4: 2016/17

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Summary

Medway's three priorities are set out in the Council Plan 2016/17. This report summarises how we have performed in 2016/17 against these priorities using 32 key measures of success and 13 key projects.

Performance highlights:

Quarter 4

- 70% key measures of success were in target
- 55.2% key measures of success have improved over the long term

Annual trend – key measures of success in target

2016/17	71.9%
2015/16	67.3%
2014/15	59.6%
2013/14	56.4%

2016/17: Key measure of success: highlights

- 391 jobs have been created or safeguarded ; 91 above target
- We continue to have no families in bed and breakfast
- 74 fewer families accepted as homeless compared with previous year
- 508 people on Medway's health programmes have achieved reductions in cardiovascular risk
- We are taking 122 days less from children entering care to move in with adoptive families compared with the 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
- 13 primary, secondary and special schools are Ofsted rated 'Outstanding', 60 'Good'
- 60% children achieved 5 GCSEs (A*-C) – 2.3 percentage points above national average

Of the nine measures which did not achieve target during quarter 4, three are improving over the long term (1) social care posts not filled, (2) direct payments for social care services, and (3) children permanently excluded from school. Services are targeting action to tackle all of these nine measures in order to turn around performance.

2016/17 Awards and achievements

2016/17 has been extremely successful for Medway in terms of awards and other achievements which support our key priorities:

Awards and achievements: Medway: a place to be proud of

1. 4.6 million visitors attracted to Medway – contributing £313 million income, supporting 6,000 jobs
2. £1.9 million improvements to Strood Sports Centre
3. £1.8 million external funding awarded for regeneration of Fort Amherst
4. £170,000 One Public Estate funding for design and build of health and community partnership ventures
5. £58,000 external funding awarded for Luton Millennium Park improvements
6. 21,000 participants in the Medway Festival of Sports 2016
7. 6 Green Flags awarded for our country parks

Awards and achievements: Maximising regeneration and economic growth

1. £3.7 million external funding awarded for Rochester Airport infrastructure
2. £3.5 million external funding awarded for Strood Civic flood defence
3. £1.7 million Coastal Communities (DCLG) funding awarded to create Innovation Studios, Strood.

Awards and achievements: Supporting Medway's people to realise their potential

1. 'Home First' initiative launched to improve discharge arrangements from hospital
2. 'Staying Connected' pilot launched - partnership with Kent Fire and Rescue service
3. Healthy Weight Summit in Medway chaired by Councillor Brake
4. Above national average for early years school standard 'Good level of development'
5. 18 schools engaged with the 'Power for Reading' programme, 19 schools with 'Effective leadership of Reading' programme

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 against the Council's key measures of success for 2016/17 as set out in The Council Plan. These will be presented to:

Regeneration, Culture and Environment Overview & Scrutiny	15 June
Health and Adult Social Care Overview & Scrutiny	20 June
Business Support Overview & Scrutiny	06 July
Children and Young People Overview & Scrutiny	01 August

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 30 as 2 of these have data which is not expected until after this report is published.

- 70% (21 out of 30) were on target
- 6.7% (2 out of 30) was just below target
- 23.3% (7 out of 30) were significantly below target
- 55.2% (16 out of 29) have improved over the long term

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 (71.9%)

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 Key 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
- 2 out of 3 measures have improved compared with last quarter
- 1 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 42 PACTs this year at which 278 issues of public concern were raised. 191 of these (69%) were resolved by the Warden Service and 87 were referred to other departments or partner agencies.

The Community Wardens patrol known hotspots every morning to remove particularly offensive or hazardous litter. This year they removed 223 items of drug related litter including needles and 163 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 Q4 the service dealt with 422 reported fly tips. 46 of these were on private land and 58 were proved unsubstantiated as they were gone on inspection, leaving 318. Of these, 318 fly tips (100%) were removed by the team within one working day. In addition, the team removed a further 221 fly tips proactively, meaning that they were gone before the public could report them.

312 Fixed Penalty Notices were issued for littering and dog fouling. 56 fly tipping, littering and waste related cases were prosecuted at Medway Magistrates Court for 2016/17 resulting in fines and costs totaling £26,041.

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, 2 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 are 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 approved and the funding application from Veolia was unsuccessful due to the high numbers of bids received. Alternative funding is currently being investigated.

Following judging, the Council achieved six green flags in August 2016 at Great Lines Heritage Park, Broomhill Park, Hillyfields, The Vines, Capstone Farm Country Park and Riverside Country Park. Whilst Gillingham Park was not judged as meeting the standard, remedial action has been taken and confidence is high that the standard will be met for 2017.

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 is the added benefit that we are able to improve the highways asset by including within the programme the replacement of old or damaged columns. New SMART technology will enable our street lights to be controlled remotely and to facilitate automated functions such as control of on street parking, levels of lighting and reporting damage to street furniture.

The next stage for the LED project was to develop more detailed modelling to maximise the efficiency benefits of a LED conversion programme. Working together, Highways and Scottish Futures modelled the benefits in line with DfT guidance to start compiling accurate long term saving projections. A meeting in February, with the Chief Finance Officer, discussed the outcome of the modelling and the issue of funding streams. Salix, who provide loans to public bodies for energy schemes, attended the meeting and discussed options which they are able to offer. It was agreed with the Chief Finance Officer, to look at other options such as Green Bank, for financing and await the outcome of the concrete column inspections, so that an accurate inventory of the columns is known and the replacements identified which ties in with this project. The column inspection report was due to be completed in April 2017 and a meeting was booked for the first week of May 2017 to move the project forward.

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

The Medway on the Map strategy has been agreed with internal and key external stakeholders. The strategy will be considered for 2017/18 alongside the accompanying action plan.

To seek funding opportunities to develop innovative public service solutions

In Q4, confirmation was received from the South East Local Enterprise Partnership (SELEP) that the Council's Local Growth Fund (LGF) round 3 bids for Rochester Airport Technology Park and Strood Civic Flood Defences were successful. This totals a commitment of £7.2m of funding to Medway projects going forward. The LGF3 bid for Chatham Placemaking; Destination, was just outside of the government allocation and was unsuccessful but will remain as a key priority for the Council when other funding opportunities arise.

We were successful in securing £1.8million for Command of the Heights, which will support the regeneration of Fort Amherst, complementing Chatham Placemaking and our city centre destination. Employ Medway is currently in the supply chains for two of the three shortlisted Work and Health Programme suppliers, with the final supplier contracted in July. We have also submitted an Expression of Interest to the HCA for an Accelerated Construction Programme, which if successful, will add value to our

One Public Estate and Local Growth Fund projects by funding and unlocking housing development on those sites.

To increase visitor numbers

Independent research using the Cambridge Model of Economic Impact for Tourism, a 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.

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. An initial bid to the Heritage Lottery Fund (HLF) was unsuccessful; however the Council are now looking at working together with HLF on an improved bid to incorporate the Swiss chalet (where Dickens worked on some of his most famous novels) and plans for 2020.

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 external partners.

Deliver the 2016 Festival and Events programme

The Council delivered the following events during 2016: English Festival, The Sweeps Festival, Dickens festival, River Festival, Castle Concerts, Will Adams Festival, the Capstone Festival, Dickensian Christmas (2-3 December 2016), and the Christmas Market (26-27 November, 3-4, 10-11 December 2016). 934 surveys were completed this year with 876 responses rating the events as very or fairly satisfied (94%).

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. Progress meetings are regularly being held with stakeholders and 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. Discussions are progressing with Peel Ports and Royal Navy to enable access into Basin 2, subject to final pilotage arrangements being agreed. A programme of events is being finalised centering on two key weekends including a civic ceremony and Medway in Flames finale.

Medway Festival of Sport 2016

In January 2017, Medway's sports centres hosted the Medway Big Splash with free aquatic events at Medway Park, Strood, Splashes and Hoo pools; including a new aquathlon event in partnership with Medway Tri, Triathlon Club.

Medway celebrated 10 years of sporting legacy in January with an editorial spread in the Medway Messenger, Medway Matters and articles submitted to national governing publications.

More than 800 students from universities across the United Kingdom came to Medway Park to take part in the British University Handball Championships on 18/19 March. The event was first held in 2012 and has grown significantly year on year in line with the surge in popularity of the Olympic sport of handball as a legacy of London 2012. Local teams representing the University of Kent were among the 72 teams taking part.

The third Meangate extreme obstacle course at Deangate took place on 11 March, attracting a record number of participants (439 runners).

During Q4, the Council launched a new Fit to Tackle Health and weight loss programme in partnership with public health, Gillingham FC, University of Kent and Organic Training. The first wave of recruits are already feeling the health and wellbeing benefits, with the next wave of recruits already joining the waiting list.

Q4 has seen 1,441 primary pupils take part in four Mini Youth Games events and 100 pupils participating in two Disability Youth Games events. The Council has also launched a new series of Mini Youth Games Open events aimed at schools from across Kent and Medway to grow competition experience and open additional income streams.

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 1 of these is not reported as data is not expected until after this report is published.

- 4 out of 5 measures of success were on target
- 2 out of 5 measures have 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 we have been successful in Q4 by securing specific sites including Kingsnorth (280,000sq.ft warehouse) and London Thamesport (100 jobs). Work continues to encourage investment in London Medway Commercial Park at Kingsnorth.

The Council has been working with LiK delivering assistance, including recruitment, planning, trading and local supply chain support.

A workshop has recently been conducted with representatives from Kent's district, borough leads, and Medway Council, to focus on the Investor Development Programme. This is an aftercare programme that focusses on understanding the investor's requirements as it develops in to the local market, and will assist with the longer term retention of investors.

Project 3.3 Development of Rochester Airport Technology Park

On 15 March 2017, Planning Committee approved the phase 1a planning application, for the development of the airport operator's new hangars. This application excluded the development of the new runway and control tower while supporting documentation is prepared ahead of its scheduled submission at the end of April 2017.

A successful decision on LGF round 3 funding has been given by SELEP. This means a further £3.7 million of funding has been secured, which will be used to develop the enabling infrastructure for the airport site.

The North Kent Enterprise Zone (EZ) was officially launched on 1 April, and a website has been developed to promote the EZ sites and their benefits for business - www.northkententerprisezone.co.uk

A consultant with comprehensive development options expertise is being sought to appraise the market potential of the airport site, and specifically land that will be released for development once Runway 1634 is closed in February 2018.

Project 3.4 Develop business accommodation in Watermill Wharf – Strood

The design was finalised and approved by Planning in August 2016. The build now consists of two office blocks plus a third block to facilitate the communal areas which will be joined to the office units by a walkway on the first floor. The build is progressing; the containers were delivered to site on the 23-24 March 2017. The containers have been fitted off site as planned, with the development ready to be opened beginning of May 2017.

To date there are two confirmed tenants of the larger office units, two confirmed tenants for the smaller offices and one large storage unit has also been reserved.

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.

The work to support schools, colleges and training providers to work together in a focused way to support young people and meet the economic demands of the area continues. Medway is well represented within the Kent and Medway Skills commission now that nearly all seats and voting members are in situ.

It has been decided to retain the Integrated Youth services in house and these are now managed within Children’s Services. Current proposals are for Independent Advice and Guidance (IAG) services, previously managed by Medway Youth Trust (MYT) to also be brought in house. This work supports young people to remain in employment, education and training.

Year	% 16-18 NEET	16-18 NEET	% 16-18 Not Known	16-18 not known	% Combined NEET and Not Known	Combined NEET and Not Known
Q4 2016	7.8%	772	5.2%	539	13%	1,311
Q4 2017	6.0%	613	10.1%	1,032	16.1%	1,645

Comparing this year and last year’s performance shows that although the number and proportion of Not in Employment, Education or Training (NEET) 16-18 year olds are both lower in 2017, the proportion and number of Not Knowns is almost double. Aggregating the elements shows that this year 3.1 percentage point more 16-18 year olds are NEET or Not Known than last year 334 individuals.

The latest national data (December 2016) shows the NEET rate at 6.6%. Q4 national data is published in late May.

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

Council officers in Children 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.

The 16-19 Strategy is now embedded into Council policy. Resources across a number of services are being considered and allocated regarding the delivery of key actions within the policy into 2017-18.

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 was awarded to Volker Highways (current Term Contractor) and the mobilisation period commenced for a Contract Start Date of August 2017. The Highway Infrastructure Contract 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 Highway Infrastructure Contract 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.

Mobilisation activity delivered during Q4 has focused on:

1. New management and governance arrangements for the Contract
2. Depot co-location - as part of the new Contract, Highways Client Team will co-locate with the Contractor.
3. Procurement of the new Highway Fleet.
4. Recruitment of 4 apprentices that will be employed by the term contractor (Volkers) at contract commencement in August 2017.

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

Work has continued on the detailed design for the project with completion expected in Q2 2017/18. Following the design works, construction will commence on site in Aug/Sept 2017. An architect has been appointed to lead on the public realm elements of the project and is currently considering options. The highway work is being considered by the road safety audit team. Overall the Strood project is progressing well and is on track for completion within the three year funding period.

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 2016. 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.

South Eastern are now progressing with the re-build of Strood train station. The existing building has now been closed and will be dismantled in the coming weeks. Construction of the new station building was scheduled to commence on 27 April. It is anticipated that the new station building will open to customers on 30 November.

Project 5.5 Chatham Centre public realm improvements – LGF

The detailed design of the scheme was completed in December 2016 and a contractor has been appointed to deliver the scheme following a successful tender process for the works.

Once the contract is finalised, mobilisation will begin on site throughout Spring, ready for work to begin once materials have been delivered to site. Works have been programmed to minimise disruption to vehicles and pedestrians during peak travel times and over the Christmas period in 2017. A standstill on works will also take place over the Battle of Medway period to avoid travel disruption to visitors, particularly those potentially travelling to Chatham station and walking along the works route.

An exhibition of the scheme will take place in the Pentagon from April 2017 to inform the public of the plans 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 final detailed design, and creative public realm elements. The scheme will be submitted for planning permission imminently in order to start work from Summer 2017 following the Battle of Medway celebrations.

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

Consultation on the Spatial Options and Policy approaches document ran from 16 January 2017 to 30 May 2017. A programme of public exhibitions and meetings has taken place during this consultation period. Initial key concerns are the impact of development on infrastructure and the need for growth to be supported by investment in services.

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.

The Government has recently launched a housing white paper entitled "fixing our broken housing market". The emphasis of this is to encourage local authorities to increase the supply of affordable housing and sets out penalties for those that fail to meet their targets. As well as this, the Government has recently invited bids under a funding programme "Accelerated Construction". Officers are currently developing a bid for submission.

During 2016/17, a total of 91 additional affordable homes were completed. 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 2017/18 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.

Delivery of affordable housing throughout 2016/17 has been suppressed due to a number of changes to funding and rent structures. Additionally the late slippage of 18 units due to be delivered by Hyde on Albatross Avenue due to issues beyond the council and the RPS control in relation to the aviation fuel line that runs under the site meant that these units will be delivered in 2017/18.

Project 6.5 Rochester Riverside

The development agreement completed by Countryside, Hyde, Medway Council and The Homes and Communities Agency for Rochester Riverside was signed and completed on the 31 March 2017. The planning application has been slightly delayed due to the level of work that Countryside are completing on the detailed proportion of the design for the first 3 phases of the development. They were planning to complete further public consultation in April 2017 with the aim to submit the planning application in May 2017. They are still aiming to start on site with infrastructure and site set up works around summer 2017.

The final defects inspection for the multi storey car park was due to take place at the end of April 2017.

Project 6.6 Strood Riverside

The flood risk management design works are progressing as planned, the planning application for the former Civic Centre site and Strood Riverside site was submitted on 29 March 2017. Network Rail, South Eastern, Peel Ports, Rochester Bridge Trust and the Environment Agency have been consulted on the flood defence designs, prior to the submission of the application. Further contamination studies are being carried out across both sites, to provide accurate information of the existing condition of the site. The means of delivering the fill material to site is being explored further with considerations to barge and lorry movements. Works on site are planned to start late 2017, starting on the Civic site. It is likely the flood defences will be complete early 2019.

The £3.5m bid to the Local Growth Fund was successful, which will enable the construction of the flood defences on the former Civic Centre site.

The Masterplan is also progressing to schedule with a first draft with a viability assessment due for the beginning of April, estimated to deliver circa. 950 residential units. In order to address the localised traffic issues within the site, and on the A2, a transport study is also being undertaken to tie into the masterplan, which will include a review of parking ratios. This is being considered alongside the Strategic Transport Assessment.

Project 6.7 Chatham Waterfront

Chatham Waterfront Development site went to planning committee in February 2017 and the application was deferred due to additional clarification on some of the information. A members briefing took place towards the end of February and all queries were answered. The scheme finally achieved a resolution to grant planning on the 15 March 2017. The site is now preparing to be marketed and will be launched at the Medway 1 event on 11 April 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 service, we continue 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, there has been a reduction in the amount of households accepted as homeless, 344 in 2016/17 compared to 418 in 2015/16.

Access to private sector accommodation has improved slightly with an increase in the number of successful homebond completions of approximately 8%. The rise in the number of households in temporary accommodation (259 2015/16 to 351 2016/17) has predominantly been caused by the lack of permanent affordable rented homes becoming available in the area. A reduction of 25% compared to the last financial year has meant that there have been 252 fewer homes let on a permanent basis.

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

In Q4 the Council worked with 2,145 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 help meet their housing needs in a number of ways, including through the provision of social housing, shared ownership or by assisting households to secure private sector accommodation. The Council has assisted 333 households into housing in this way for Q4 and 1,205 for the year 2016/17.

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 1 of these is not reported as data is not expected until after this report is published.

- 15 out of 22 measures were on target
- 9 out of 20 measures have improved compared with last quarter (or year for annual measures)
- 13 out of 21 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

Plans are underway to host the fourth annual Healthy weight summit, which the University of Kent have again agreed to sponsor. This event is an opportunity for the network of local public, private, voluntary and academic sector partners to meet and progress local action on tackling obesity. The network members are committed to a vision of “working together to support all Medway residents to adopt healthier lifestyles and achieve a healthy weight”. As obesity is a complex problem that has steadily risen over the last three decades, the network acknowledges that a multi-faceted approach over the next 20 years is needed to have an impact.

In the last quarter, a more formal strategy group was formed to support the network’s activities throughout the year. Councillor Brake hosted the first strategy group session and a Logical Framework approach (logframe) is currently in development to define, structure and communicate the key outputs and actions of this group.

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 providing 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
- The Integrated transport team delivering active travel initiatives and modal shift projects
- The Greenspaces team continues to deliver parks and places that people can enjoy at no cost
- The Early Years team is supporting children centres, nurseries and pre-schools to create healthy environments with staff trained and motivated to support the healthy weight agenda
- The School contracts team is embedding the healthy eating agenda in their catering contract with infant, primary and junior schools
- Development of an internal council food policy, which other Health and Wellbeing Board partners will be encouraged to adopt

These positive local actions have been acknowledged by two publications from the Local Government Association in the last 12 months. These specifically referenced Medway’s work on planning and local network coordination, with Medway genuinely considered as an area of excellent practise 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 imbedded within Children's Services, a reorganisation designed to improve productivity, performance and staff retention was implemented on the 1 September. The reorganisation has now achieved a 10 percentage point improvement in the vacancy rate for social workers and some of the new teams continue to achieve 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 continue to be supported by bi-weekly focused performance meetings.

A net gain of 7 in-house foster carer households has been achieved (to February 2017) and expertise from the digital transformation project has been brought in to improve the effectiveness of our advertising.

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. The revision of the Corporate Parenting Dashboard has been completed and presented to the Board.

Project 9.2 The best start in life

Healthy Child Programme

Health Visiting performance has improved significantly since transition in 2015 and the service is engaging and supporting more families across Medway month-on-month as a result. The 2.5 year check has been a particular area for improvement in the past 6 months improving by over 20%.

The School Nursing service is on target to meet 90% Coverage of the National Child Measurement programme by July and has seen improving levels of take up of health screens for Reception year. The waiting list of assessments for continence issues has dropped significantly from around 50 to 12 as the service has put additional resource into addressing this issue.

Positive discussions are underway to integrate health representation in the new Medway Multi-Agency Safeguarding Hub (MASH).

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 a consultation with over 300 participants took place in January and February, the results of which will be fed into our proposals. A new service will be in place by April

2018 and a recent well-attended market engagement event was held for potential providers.

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 16/17 continues with the following specific outcomes achieved in Q4:

- Demand for the popular 'Stay Connected' booklets continues to be high.
- A pilot project with Kent Fire and Rescue Service to reduce social isolation has now seen 29 referrals (up to the end of February). Three referees have had increased agency input as a result of being engaged in the pilot.
- The programme of social isolation awareness training continues.
- A volunteer co-ordinator has been recruited to take the Shop and Coffee project forward. The coffee mornings continue to attract regular attendees, who have genuine need for this kind of social interaction.
- The proposed "Garden Partners" Project is the subject of three funding applications with the initial aim of piloting the project in partnership with Medway Plus.

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.

A key project of the Improvement Programme is the launch of a completely new strength based model of practice. This approach is called "3 conversations" and is supported by an organisation called Partners 4 Change (P4C) who have successfully supported the implementation of this model in other authorities. 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.

The model has now been implemented within the innovation site with the team now covering all new requests for support from adult social care from residents living in

the ME4 and ME5 areas. The work within the site is being carefully managed and monitored as the programme continues to be co-designed alongside the frontline staff working in the team. An update of the analysis of the first three months of the model in operation is expected by June 2017, and the results will be used to ensure that learning around what worked and what didn't is applied and best practice is established ahead of rolling out the practice across Adult Social Care.

From 1 April 2016, the Council began a pilot project, 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).

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. 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. Robust contract monitoring is being regularly conducted with the provider to ensure that key performance indicators around reducing delayed transfers and continuing long term success of reablement service continue to be met.

The aim of the Developing and Empowering Resources in Communities (DERiC) programme in Hoo and Walderslade is to promote, develop and invest in new community owned social enterprises which offer real incentives, including financial, to all involved. The DERiC projects work to improve outcomes for vulnerable people of all ages by enhancing the quality of support through a focus on personalisation (direct payments), which should result in reduced demand on base budget funding and utilising social capital that would reduce latent demand on services. It is an innovative community development approach initiated by DERiC which works in partnership with communities in Walderslade (WALT), the Hoo Peninsula (Hoo Cares), Medway Council and Medway Clinical Commissioning Group.

The CICs are currently working on a pilot project to support carers to access strong personalised support within their local community. Through support from community volunteers and supported signposting and guidance, carers are offered a wider range of services specifically based within their local community. Early indications show positive results with carers being offered a wide range of services such as befriending and support through crisis which have resulted in avoidance of placing the carer in a long term commissioned service. Through developing volunteer resources and developing more personalised independent resources in local communities, carers are able to access services that suit their very individual needs so that they can be supported in continuing in their invaluable caring role.

Ensuring vulnerable adults are safeguarded continues to be at the forefront of all developments and improvements being conducted within adult social care. The Making Safeguarding Personal programme supports the Care Act Implementation and the Department of Health's Six Principals of Adult Safeguarding. By working in partnership with Kent Police, Medway Community Health Care, Age UK and Advocacy services it aims to develop a range of responses to support people to improve or resolve their circumstances. It is about enabling safeguarding to be done 'with' and not 'to' people.

The Making Safeguarding Personal principles are now fully embedded within practice with individuals being asked what personal outcomes they would like to see met through the safeguarding process. The outcomes are now being recorded and at the end of an enquiry the person is asked to qualify whether they feel that these outcomes have been met. The outturn for the end of the year shows that 87% of individuals who were asked about their outcomes said that these outcomes were either fully or partially achieved. The commitment to involving the individual in the safeguarding process continues even after the enquiry may have been completed with everyone being offered the opportunity to be involved in a brief interview where they are asked how they found the safeguarding process and are encouraged to identify areas that they would like to see improved ensuring that the individuals and their needs continue to be the primary focus throughout all safeguarding enquires.

Previously monitoring in this area has been limited, however work that commenced in April 2016 is underway to increase the number of monthly recordable measures including the number of new and open closed concerns and enquires, time measures and the number of cases awaiting allocation and authorisation. Operational managers now have direct access to team level performance reports to enable them to closely monitor the accuracy and quality of records on Frameworki. Key performance indicators for safeguarding are consistently monitored at the monthly performance forum with corrective action reports produced to provide overview and scrutiny of the safeguarding process that can help ensure the continued development of best practice.

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 5percentage 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, finalised results show that Medway Secondary Schools increased the proportion 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. Finalised results for this measure show that Medway has exceeded the national performance by 1.3 percentage points with 64.6% of pupils attaining an A*-C in English and Maths. Year on year performance has improved (2016 vs 2015) by 5 percentage points, which is a better increase than the national movement of 3.8 percentage points. 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

The local picture for Ofsted inspection judgements remains healthy. There has been no net movement since quarter three, however a number of judgments are pending publication.

c) School Improvement Strategy

The Accelerated Learning Programme has continued this quarter.

The 2016 /17 Securing Outcomes training programme is in the fourth 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 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

We currently have just over 800 residents on our Citizen Panel. We ask them for their feedback four times a year on the same questions so that we can compare the results over time. We also ask them about one-off topics at the request of service managers.

In February 2017, 60.8% (498) residents completed the Citizen Panel survey. We are encouraging our Citizen Panel to respond on line and 30% of all responses are now made on line.

When asked: 'how satisfied are you with the way the council runs its services?' (excluding 'no response/don't know')

- **59% were very or fairly satisfied with the way the Council runs its services (61.7% average for 2016/17)**
- 24.1% were neither satisfied nor dissatisfied
- 11.4% were very or fairly dissatisfied

When asked: 'do you agree that the council provides value for money services?' (excluding 'no response/don't know')

- **54.8% agreed with the statement (53.2% average for 2016/17)**
- 11.2% disagreed with this statement
- 28.5% neither agreed or disagreed

8.3 Complaints

Stage 1 Complaints Quarterly Data 2016/17				
	Complaints received	Complaints responded to	Responded to in time (10 days)	% responded to in time
Quarter 4	316	308	286	92.9%
January	93	85	76	89.4%
February	117	127	122	96.1%
March	106	96	88	91.7%

Service comments

Quarter 4 - Stage 1 corporate complaints

The overall position for Stage 1 corporate complaints in terms of compliance with the 75% performance target for timeliness was 92.9% for quarter 4, 2016/17. This is the best quarterly performance this year, and was achieved on a 13% increase in volume compared to quarter 3.

2016-17 full year data

Stage 1 Complaints 2016/17 and 2015/16				
	Complaints received	Complaints responded to	Responded to in time (10 days)	% responded to in time
2016-17	1355	1351	1152	85.3%
2015-16	1268	1251	1073	85.8%

Looking at the whole year, performance on timeliness has been maintained ahead of target, albeit 0.5% less than in 2015-16. Some mitigation for this small drop in performance is given by a 7% rise in total complaints received. Further analysis is underway on the full year story.

Stage 2 Complaints Quarterly Data 2016/17				
	Complaints received	Complaints responded to	Responded to in time (15 days)	% responded to in time
Quarter 4	40	37	26	70.3%
January	12	12	8	66.7%
February	12	12	9	75.0%
March	16	13	9	69.2%

Quarter 4 - Stage 2 corporate complaints

Timeliness performance for stage 2 corporate complaints during quarter 4 was less good in terms of compliance with our performance target of 75% with only 70.3% achieved. Of the 11 complaints that missed target, they were spread over 6 service areas with no service with more than 2 late cases over the three months. Nearly all of those late, had provided more responses on time.

The quarterly performance contrasts with the 80-88% achieved over quarters 1, 2 and 3. Notwithstanding the excellent performance on Stage 1s in Q.4, it is important to note that Q.4 is a very busy time for senior managers as one financial and service

planning year closes and another begins. It is generally in the nature of Stage 2 complaints to be more complex and to take more time, and it may be that the management time required for these key functions has impacted on the efforts to clear these more time consuming cases.

Stage 2 - 2016-17

Overall in 2016-17, 148 complaints were escalated to Stage 2 which represents an 11% escalation rate based on the 1,355 Stage 1 complaints received. 138 were responded to, of which 111 were within the 15 day target. This represents a timeliness responsive rate of 80.5% for the year as a whole.

Local Government Ombudsman (LGO)

In Quarter 4, the LGO notified the Council of 15 cases that it was examining; the Council also responded to 15 enquiries.

The LGO also made 15 decisions during the course of the quarter: 5 were upheld; and 5 were not upheld. The final 5 cases were closed after initial enquiries. The annual report of the LGO is normally received in July and a more detailed analysis of LGO cases will be made then.

LGO Complaints - Quarterly Data 2016/17							
	Complaints received from LGO	Complaints responded to	LGO decisions				% of decisions Upheld
			Upheld	Not Upheld	Partially Upheld	Not taken forward	
Q4	15	15	5	5	0	5	50%
January	6	4	2	2	0	0	50%
February	6	5	1	1	0	3	50%
March	3	6	2	2	0	2	50%

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. The council is committed to being a 'digital council' and underpinning work in specific services, there is a wider programme of work including culture change and developing skills, a technical roadmap, communications and benefits realisation. This will give us the technology and skills fit for a digital council going forward. The Council are redesigning transactions to make them available online while streamlining back office processes.

The Council are continuing to build on the 'Pay' work from 2016 by redesigning our payment processes for different services to make it easier and quicker for people to pay online. Tying into the changes taking place in how customers pay for parking in car parks, we have started working on virtualising parking permits and vouchers. This will make it easier for customers to apply online, remove the need to have a hard copy voucher and change the way our staff work.

The Council have redesigned the way parents research school places for their children as part of the application process. 92% of school applications are completed online and now details of every school are searchable online (June and September) to help parents research and shortlist their schools. This has significantly reduced the need to design, print and post hard copy brochures.

The Council are developing a plan of action to centralise our council websites, reducing the need to run multiple sites on multiple systems and allowing us to design a consistent online experience for our customers.

The Council's work on implementing a customer account function continues. An account will make it easier and quicker for customers to transact with the council. We are starting by looking to enable customers to pay their rent and request repairs to their house online through an account. That will give us an exemplar model, which we can take forward into other service areas.

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

Delivery models for ICT services have been assessed during Q4. A revised ICT organisational structure is now subject to consultation with staff to ensure the service is best placed to deliver our digital transformation ambitions.

The Council commissioned an independent review to assess the future of the data centre and our readiness to maximise use of cloud technology. In the short to medium term we are proposing a hybrid strategy to sustain income streams coming through the data centre whilst moving towards cloud solutions. The first important strand is the adoption of Office 365. Technical testing is ongoing.

The Council are reviewing a suite of ICT applications to consolidate and reduce costs where possible. We are looking at ICT spend across the Council to identify possible efficiencies and the potential of licensing arrangements with other Councils. We are working closely with health colleagues on the digital roadmap which supports the sustainable transformation plan and we continue to provide ICT services for key parts of the health economy.

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 4 performance report:

Project ref	Partnership / project	Partners
2.1	Battle of Medway 350 Anniversary	Historic Dockyard, Peel Ports, Royal Navy
2.1	British University Handball championships	72 universities
2.1	Mini Youth Games: Disability Youth Games	Medway schools
2.1	Fit to Tackle Health and weight loss programme	Public health, Gillingham FC, University of Kent and Organic Training.
3.1	Inward economic investment: Kingsnorth, London Thamesport	Locate in Kent (LiK),
3.2	Investor Development Programme (workshop)	Kent leads
3.3	Rochester Airport Technology Park –	South East Local Enterprise Partnership -

Project ref	Partnership / project	Partners
	infrastructure improvements	SELEP (Kent CC, Essex CC, East Sussex, Thurrock, Southend)
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
6.4	Extra Care housing schemes (2)	Amicus-Horizon Housing Association
6.5	Rochester Riverside development agreement	Countryside, Hyde, Homes and Communities Agency, HCA
6.6	Strood riverside flood defences	Network rail, Peel Ports. Rochester Bridge Trust, Environment Agency
8.1	Healthy Weight Network and Summit-Aims to prevent childhood obesity and support families to achieve a healthy weight	Public, private, voluntary and academic partners including University of Kent. Council services includes: planning, sports/leisure, integrated transport, greenspaces, early years team (children's centres, nurseries, pre-school), school catering contracts team
9.2	Medway Multi-Agency Safeguarding Hub (MASH) - Ensures that child protection and safeguarding objectives are achieved.	Medway NHS and Social Care Partnership, Kent Police, Health representation, schools, Medway Youth Trust , Medway Voluntary Action
10.1	Staying Connected – Aims to reduce social isolation	Kent fire and rescue service
10.1	3 Conversation	Partners 4 Change (P4C)
10.1	Developing and empowering resources in communities (DERiC)	Walderslade and Hoo Peninsula communities, Medwy CCG
10.1	Garden Partners – aims to improve the quality of life for disadvantaged communities in Medway	Medway Plus (charity)
	Making Safeguarding personal programme	Kent Police, Medway Community Health Care, Age UK and Advocacy services
11.1	Conference : tackling racism November 2016	Medway Youth Parliament
11.1	National Leaders of Education	National Leaders of Education from London , 10 Medway schools

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. RECOMMENDATIONS

- 13.1 It is recommended that Cabinet considers the 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](#)

**Appendix 1
Council Plan Performance Monitoring Report
Quarter 4 / End of year 2016/17**















Key

Status	Trend*	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 – data not available	
N/A – data not available		
*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	2015/16	Q3 2016/17	Q4 2016/17					2016/17		Latest Note Date	Latest Note
			Value	Value	Value	Target	Status	Long Trend	Short Trend	Value	Target		
GH6 CP	Satisfaction with parks and open spaces - Citizens Panel result		N/A	N/A	N/A	70%	 16/17 annual data	 16/17 annual data	 16/17 annual data	68.5%	70%	19-Apr-2017	Satisfaction with Medway's green spaces continues to be high. The Citizens Panel data shows a seasonal trend in the level of satisfaction with parks and open spaces, therefore an average satisfaction has been taken across the four relevant quarters of the current and previous year. The 2015-16 level of satisfaction average was 69.8%, compared to the 2016-17 average, 68.5%. This difference is not statistically significant taking into consideration the annual sample average (in 2016-17 the margin of error was +/-4.3%). The Council will continue to work with Norse and investigate current performance and ways to reverse the trend. There is no diagnostic information from the survey as to the reduction in satisfaction so may be seasonal, Medway Norse are now ahead of schedule on grass cutting and it is anticipated that satisfaction will increase.
NI 195a NEW	Improved street and environmental cleanliness: Litter		96.92 %	97.00 %	97.33 %	96.00 %				97.25 %	96.00 %	19-Apr-2017	The contract monitoring team carry out regular street cleansing inspections across Medway to ensure the contractor is meeting their contractual obligations.

Code	Short Name	Success is	2015/16	Q3 2016/17	Q4 2016/17					2016/17		Latest Note Date	Latest Note
			Value	Value	Value	Target	Status	Long Trend	Short Trend	Value	Target		
													During Q4 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	89.9%	90.2%	85%				N/A	N/A	19-Apr-2017	This performance remains exceptionally high demonstrating Medway residents' value their excellent weekly collection service.

Title
2 Maximising regeneration and economic growth

Title
2.1 Residents with jobs and skills

Code	Short Name	Success is	2015/16	Q3 2016/17	Q4 2016/17					2016/17		Latest Note Date	Latest Note
			Value	Value	Value	Target	Status	Long Trend	Short Trend	Value	Target		
NI 117	The percentage of 16-18 year olds who are not in education, employment or training (NEET)		7.80%	6.30%	6.00%	6.00%				6.00%	6.00%	07-Apr-2017	<p>This is the result for February. The March result will be out in mid April. This represents 617 young people, which is a decrease on Q3 when 639 young people were NEET.</p> <p>Performance in February against target, for each age band are:</p> <p>16 year old 2.05% vs a target of 3.21%</p> <p>17 year old 5.3% vs a target of 6.17%</p>





Code	Short Name	Success is	2015/16	Q3 2016/17	Q4 2016/17					2016/17		Latest Note Date	Latest Note
			Value	Value	Value	Target	Status	Long Trend	Short Trend	Value	Target		
													18 year old 10.1% vs a target of 9.15% The 16 and 17 year old targets are being met. The 18 year old is not.
LRCC4a	Number of jobs created and safeguarded (cumulative)	+	759	267	391	300	✓	↓	↓	391	300	05-Apr-2017	The total for the year is 391 made up of 298 new jobs created and 93 protected. New investments in Q4 include Wincanton who have occupied a new 265,000sq.ft. Logistics warehouse at Kingsnorth to distribute goods on behalf of Ikea – this has created 40 jobs initially with a further 160 to follow next year. Also a new Motorline Nissan car showroom at Gillingham Business Park creating 22 new jobs in Medway.









Title
2.2 Getting around Medway

Code	Short Name	Success is	2015/16	Q3 2016/17	Q4 2016/17					2016/17		Latest Note Date	Latest Note
			Value	Value	Value	Target	Status	Long Trend	Short Trend	Value	Target		
NI 167 New	Average journey time along 5 routes across Medway	–	N/A	N/A	N/A	4.00	N/A	N/A	N/A	N/A	N/A	10-Mar-2017	Members received a briefing note on 27 January 2017 providing advice and guidance on how this data is captured. The Council will now be using new Department of Transport (DfT) data. Due to the DfT's new system of capturing journey time information there is a time delay and officers will not be able to report on performance until Q2 2017/18. Officers are in receipt of

Code	Short Name	Success is	2015/16	Q3 2016/17	Q4 2016/17					2016/17		Latest Note Date	Latest Note
			Value	Value	Value	Target	Status	Long Trend	Short Trend	Value	Target		
													DfT April 2016 data and are analysing this enhanced journey time information to review what could be reported in the future.

Title
2.3 Preventing homelessness





Code	Short Name	Success is	2015/16	Q3 2016/17	Q4 2016/17					2016/17		Latest Note Date	Latest Note
			Value	Value	Value	Target	Status	Long Trend	Short Trend	Value	Target		
NI 156	Number of households living in temporary accommodation		259	317	351	300				351	300	05-Apr-2017	The Strategic Housing Service has been working effectively to prevent households from becoming homeless. This has resulted in a reduction in the amount of households accepted as homeless, 344 in 2016/17 compared to 418 in 2015/16. Access to private sector accommodation has improved slightly with an increase in the number of successful Home Bond completions of approximately 8%. The rise in the number of households temporarily accommodated by Medway Council has predominantly been caused by the lack of permanent affordable rented homes becoming available in the area. A reduction of 25% compared to the last financial year has meant that there have been 252 fewer homes let on a permanent basis. Despite this increase, the number of households in









Code	Short Name	Success is	2015/16	Q3 2016/17	Q4 2016/17					2016/17		Latest Note Date	Latest Note
			Value	Value	Value	Target	Status	Long Trend	Short Trend	Value	Target		
													temp accommodation per 1,000 households is 2.78 which is below national average of 3.26 (considerably below London level of 15,09 per 1,000 h/holds. The Strategic Housing Service is to continue its approach to maximise opportunities available to prevent homelessness, building on the significant progress during 2016/17 during which 562 households were prevented from becoming homeless compared to 355 during 2015/16. The Service will shortly be finalising its Homelessness prevention strategy that will frame the council's approach to both statutory and non-statutory groups who may be homeless or at risk of homelessness. The Strategic Housing Service will also be continuing work with social and private landlords to increase the supply of accommodation available to residents of Medway.
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	05-Apr-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		N/A	118	177	175				571	600	13-Apr-2017	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. In Q4















Code	Short Name	Success is	2015/16	Q3 2016/17	Q4 2016/17					2016/17		Latest Note Date	Latest Note
			Value	Value	Value	Target	Status	Long Trend	Short Trend	Value	Target		
													2016/17, 177 households were assisted in this way. 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 Q3, temperatures have been relatively mild throughout the year leading to lower numbers of complaints. This has impacted on the achievement of overall annual target meaning that 571 households were assisted against a target of 600.














Title
3 Supporting Medway's people to realise their potential

Title
3.1 Healthy and active communities

Code	Short Name	Success is	2015/16	Q3 2016/17	Q4 2016/17					2016/17		Latest Note Date	Latest Note
			Value	Value	Value	Target	Status	Long Trend	Short Trend	Value	Target		
PH10	Percentage of people completing an adult weight management service who have reduced their cardiovascular risk		77.5%	77.0%	77.8%	70.0%				77.2%	70.0%	03-Apr-2017	508 of the 653 people who completed the Tipping the Balance programme or exercise referral scheme achieved a reduction in their cardiovascular risk. As a result they will have improvements to blood pressure, weight reduction, and cholesterol levels as well as improvements in lifestyle, activity and behaviour change.

Code	Short Name	Success is	2015/16	Q3 2016/17	Q4 2016/17					2016/17		Latest Note Date	Latest Note
			Value	Value	Value	Target	Status	Long Trend	Short Trend	Value	Target		
PH14	Excess weight in 4-5 year olds		21.9%	N/A	N/A	N/A	 15/16 annual data	 15/16 annual data	 15/16 annual data	N/A	21.5%	19-Apr-2017	<p>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.</p> <p>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.</p> <p>The data for 2016/17 will be published towards the end of 2017.</p>
PH15	Excess weight in 10-11 year olds		33.5%	N/A	N/A	N/A	 15/16 annual data	 15/16 annual data	 15/16 annual data	N/A	34%	19-Apr-2017	<p>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%. 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. Data to be published by the Health & Social Care Information Centre in December 2017, for 2016/17 school year prevalence.</p>

Title													
3.2 Resilient families													
Code	Short Name	Success is	2015/16	Q3 2016/17	Q4 2016/17					2016/17		Latest Note Date	Latest Note
			Value	Value	Value	Target	Status	Long Trend	Short Trend	Value	Target		
NI 101	The percentage of looked after children who achieve five A*-C GCSEs including English and maths		28.6%	N/A	N/A	N/A				20.0%	20.0%	07-Apr-2017	The "5 A*-C including English and Maths" data is no longer published. It has been superseded by "Achieving A*-C in English and Maths. For 2016 this was 20% in Medway, better than the National (17.5%) and the South East (16.4%)." data-bbox="653 298 948 413"/>
A1	The average number of days between a child entering care and moving in with adoptive family		686	610	564	605				564	605	11-Apr-2017	The year end target for performance over the last 3 years has been achieved with an average of 564 days over this period. Performance for the last year only is much improved at 436 days.
CASEIY FS Gap	Percentage achievement gap at Early Years Foundation Stage Profile between the lowest attaining 20% of children and the mean		N/A	N/A	N/A	N/A		N/A	N/A	29.7%	31%	19-Jan-2017	This result was published in December. Medway has closed the attainment gap between all children and the bottom 20% by 1.9 percentage points (pp) on last year. Medway has a 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. 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	62.2	61.5	65.9				61.5	67.0	11-Apr-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 (Index Deprivation affecting Children index). The number of Looked After children is very strongly linked to the level








Code	Short Name	Success is	2015/16	Q3 2016/17	Q4 2016/17					2016/17		Latest Note Date	Latest Note
			Value	Value	Value	Target	Status	Long Trend	Short Trend	Value	Target		
													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	11-Apr-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 Child Protection Plans per 10,000 children		N/A	50.2	49.3	65.3				49.3	65.3	11-Apr-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 (Index Deprivation affecting children index) is factored in.
N23	The percentage of children social care substantive posts not filled by permanent social workers		40.14 %	40%	40%	28%				42.87 %	28%	07-Apr-2017	Proposal to improve Recruitment & Retention of Social Workers will be taken to CADMT on 5 May 2017. Recruitment for Practice Managers and Social Workers ongoing. Recruiting for next cohort of NQSWs - intake planned for Sept/Oct Continuous follow up of potential candidates joining the talent pool Benchmarking of Medway's pay data against other authorities has been undertaken to ensure competitive offer.
PH16	Smoking at time of delivery		16.81	17.36	N/A	17.9	 Q3 data	 Q3 data	 Q3 data	N/A	17.9	19-Apr-2017	Currently working with stakeholders to create a strategy in order to reduce prevalence.

Code	Short Name	Success is	2015/16	Q3 2016/17	Q4 2016/17					2016/17		Latest Note Date	Latest Note
			Value	Value	Value	Target	Status	Long Trend	Short Trend	Value	Target		
													Q4 data will be published in June. It is a national data source.

Title





3.3 Older and disabled people living independently in their homes





Code	Short Name	Success is	2015/16	Q3 2016/17	Q4 2016/17					2016/17		Latest Note Date	Latest Note
			Value	Value	Value	Target	Status	Long Trend	Short Trend	Value	Target		
ASCOF 1C(2i)	Percentage of clients receiving a direct payment for their social care service	+	29.9%	27.3%	27.6%	30%				27.6%	30%	19-Apr-2017	Performance continues to improve, however the 30% target has not been reached. The opportunities to streamline services and create efficiencies afforded by the repositioning of the Financial Assessment team continue.
ASCOF 2A(1)	Permanent admissions to care homes per 100,000 pop – 18-64	-	18.7	2.3	1.2	3.5				9.3	14	18-Apr-2017	In Q4 there have been 2 admissions recorded, however this may rise as admissions are added to Frameworki. This year there have been 15 admissions in the 18-64 age group. This is 8.7 admissions per 100,000 of the population, well below the 14 per 100,000 population target. Q3 admissions have been updated to reflect 2 extra admissions retrospectively added.
ASCOF 2A(2)	Permanent admissions to care homes, per 100,000 pop – 65+	-	597.82	126.3	135.4	144				525.7	576	18-Apr-2017	In Q4 there were 59 older adults admitted to residential or nursing care, however this may rise as admissions are added to Frameworki. This is 135.4 admissions per













Code	Short Name	Success is	2015/16	Q3 2016/17	Q4 2016/17					2016/17		Latest Note Date	Latest Note
			Value	Value	Value	Target	Status	Long Trend	Short Trend	Value	Target		
													100,000 population, which is below the quarterly target. For the year there have been 229 admissions, which equates to 525.7 admissions per 100,000 population. This is below the 600 per 1000,000 head target and less than the 597.5 per 100,000 head achieved in 2015-16.
ASCOF 2Cii	Delayed transfers of care from hospital which are attributable to adult social care per 100,000 population		3.8	2.8	N/A	4.0	 Q3 data	 Q3 data	 Q3 data	1.1	4.0	19-Apr-2017	March Data is not currently available and will be published in May 2017. Medway's rolling DToC attributable to ASC as of February 2017 stood at 3.3 Whilst rising; this is still below the target of 4.
ASCOF 3B	Overall satisfaction of carers with social services		N/A	N/A	N/A	N/A	 16/17 annual data	 16/17 annual data	N/A	34.7%	44%	07-Apr-2017	Provisional data remains at 34.7%. The carers' assessment, support plan and review forms are in the process of being revised to ensure they reflect a personalised, holistic approach to assessing the needs of carers. Further supporting a personalised approach to carers' support, the current provision of the Carers' Breaks services is being adapted to allow greater capacity to offer a direct payment in place of a commissioned service to allow flexible support plans to be developed to support the complex individual needs of informal carers. The Community Interest Companies of 'WALT' and 'WHoo Cares' are currently running a pilot focussed on improving outcomes for carers

Code	Short Name	Success is	2015/16	Q3 2016/17	Q4 2016/17					2016/17		Latest Note Date	Latest Note
			Value	Value	Value	Target	Status	Long Trend	Short Trend	Value	Target		
													through understanding the individual needs, giving carers further input into how they are supported by Adult Social Care and increasing the choice around personalised support that can be delivered in the local community.





Title
3.4 All children achieving their potential in schools





Code	Short Name	Success is	2015/16	Q3 2016/17	Q4 2016/17					2016/17		Latest Note Date	Latest Note
			Value	Value	Value	Target	Status	Long Trend	Short Trend	Value	Target		
SE KS4a	The percentage of children achieving five or more A*- C grades at GCSE or equivalent including English and Maths		57.8%	N/A	N/A	N/A	 16/17 annual data	 16/17 annual data	 16/17 annual data	60.0%	60.0%	19-Jan-2017	<p>The revised and final figure for 2016 is 60%. Medway has continued to outperform national in this measure, being 2.3 percentage points 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>

Code	Short Name	Success is	2015/16	Q3 2016/17	Q4 2016/17					2016/17		Latest Note Date	Latest Note
			Value	Value	Value	Target	Status	Long Trend	Short Trend	Value	Target		
CA13	The percentage of children permanently excluded from school (upheld only)		0.22%	0.04%	0.02%	0.01%				0.12%	0.06%	19-Apr-2017	<p>The 2016/17 financial year total was 61 permanent exclusions. The total for 2015/16 was 64 upheld exclusions. This means that 3 fewer children were permanently excluded this year, which is a 5% drop. However, there are still 9 exclusions with unresolved outcomes for the 2016/17 academic year so the permanent exclusion result could rise to 70.</p> <p>With Inclusions now integrated within Early Help, the team is well placed to make earlier interventions and work in tandem with colleagues in Attendance Advisory Service to Schools and Academies (AASSA) to tackle issues affecting inclusivity. The Inclusion team have been working to give schools continued support for children/young people that may have issues outside of school that could impact on their behaviour; this includes adding SEN and Early Help professionals to our weekly School Support Group. Continued cooperation with training of Governors has helped these bodies be more diligent in considering if a school has followed correct process. As a result we have had a number of permanent exclusions where the pupil has been reinstated. (Exclusions being overturned). The Inclusion team also implemented a year 6 transition program to support pupils that were highlighted as being at risk of exclusion when joining their secondary school.</p>

Code	Short Name	Success is	2015/16	Q3 2016/17	Q4 2016/17					2016/17		Latest Note Date	Latest Note
			Value	Value	Value	Target	Status	Long Trend	Short Trend	Value	Target		
CASEIKS 4 Ofsted	The percentage of secondary sector schools in Medway judged to be good or better		N/A	88.2%	88.2%	88.2%				80%	88.2%	19-Apr-2017	The number of good or Outstanding schools has not changed in Q4. 4 are outstanding and 11 are good, making 15 of 17 in total.
CASEISP EC Ofsted	The percentage of special schools in Medway judged to be good or better		N/A	80%	80%	80%				80%	80%	19-Apr-2017	2 Schools are outstanding and 2 are good out of 4.
EDU3(b)	The percentage of children who were persistently absent from school		N/A	6%	7.8%	5.5%				N/A	5.5%	19-Apr-2017	<p>The term 3 outturn is 7.8% of students absent for 10% of sessions or more. This is based on 79% (81) schools returning the voluntary submission. At the end of term 3 last year, the persistent absence rate was 4.4% , however this was based on 64% (66) schools returning data, so may be artificially low. As such it is not possible to compare the two years' results.</p> <p>The Attendance Advisory Service to Schools and Academies (AASSA) team has been working closely with school attendance leads to support children who are either currently or potentially persistently absent. This includes reviewing internal school processes, which has lead to improvements in internal monitoring (within schools) as well as an increase in meetings between schools, parents and professionals. Communication and correspondence to parents has also been identified as an area for improvement and actions have been put in place to address this. School Improvement leads are</p>

Code	Short Name	Success is	2015/16	Q3 2016/17	Q4 2016/17					2016/17		Latest Note Date	Latest Note
			Value	Value	Value	Target	Status	Long Trend	Short Trend	Value	Target		
													<p>also involved in supporting schools with this.</p> <p>As part of the area based Early Help team, AASSA are working alongside other professionals. This is allowing a joined up approach between agencies that have detailed and growing understanding of the areas and families they are supporting. This joint working will deliver better outcomes for families. This has included the arrangement of a team around the school meeting, with one secondary academy in Medway. Here a number of significant concerns including poor behaviour of students, very high exclusion rates and poor attendance rates were identified. A number of agencies including Police, CAHMS, Open Road, Youth, Inclusion, Early Help Co coordinator, and IFSS are involved. Early evidence from AAPSS indicates that attendance is beginning to improve following this intervention. It is an approach we intend to replicate with other schools in the authority.</p> <p>The introduction to the Early Help service of the Inclusion Team presents opportunities for closer working. Exclusions impact on attendance results and coordinating both teams work will help support schools, get better outcomes for pupils and reduce both exclusion and absence rates.</p> <p>A new approach to behaviour issues is being piloted in a</p>

Code	Short Name	Success is	2015/16	Q3 2016/17	Q4 2016/17					2016/17		Latest Note Date	Latest Note
			Value	Value	Value	Target	Status	Long Trend	Short Trend	Value	Target		
													<p>group of challenging schools. This follows work with a behaviour specialist and involves behaviour change letters. Initial reaction from both schools and parents has been positive and attendance has improved. This approach will be rolled out across the authority from September.</p> <p>Schools and Academies continue to be encouraged to return persistence absence data to Medway Council in order to give a more accurate overview of persistent absence. Data being submitted has increased and training was offered to all schools and academies led by the Business and Intelligence Team and supported by AASSA. Termly data allows earlier identification of concerns.</p>
SE KS2	The percentage of children who achieved level 4 or above in Reading, Writing and Mathematics at KS2		73.0%	Not measured for Quarters	N/A	N/A				49.0%	76.0%	19-Jan-2017	<p>The revised performance figure for the 2015/16 academic year (reported in 2016/17), is 49%, against a national result of 54%. Medway is 5pp behind national attainment. However in 2015/16 (academic year 2014/15), 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> <p>Children are currently sitting the 2016/17 tests, these will be reported in the 2017/18 financial year. Once</p>

Code	Short Name	Success is	2015/16	Q3 2016/17	Q4 2016/17					2016/17		Latest Note Date	Latest Note
			Value	Value	Value	Target	Status	Long Trend	Short Trend	Value	Target		
													known, these results can be used to evaluate current school improvement plans and amend as necessary.
SE2 OEP	The percentage of primary sector schools in Medway judged to be good or better		74.6%	81.8%	81.8%	75.0%				81.8%	75.0%	19-Apr-2017	66 schools have been inspected. 7 are outstanding and 47 good. A number of inspections are due to be published over the next few weeks.