

# APPENDIX 1

## Overall Council Performance

**END OF YEAR: QUARTER 4: 2016/17**

**06.07.2017**

### 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

This report summarises the performance of the Council's key measures of success for Q4 2016/17 as set out in The Council Plan.

## 2. BACKGROUND

- 2.1 This report focuses on where we have achieved or exceeded our targets, and how we are tackling underperformance.
- 2.2 Detailed background information supporting this report can be found at:

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

## 3. SUMMARY OF PERFORMANCE

### 3.1 Key measures of success - Summary

There are 32 key measures of success in total for 2016/17, however we are reporting on 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:

## **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](http://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.

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

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 6.2 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 6.5 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.

## **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 Principles 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 5 percentage points below the national average and therefore has closed the gap by 2 percentage points. In 2015, Medway was joint bottom nationally at Key Stage 2, but this year Medway has climbed 25 places.

At Key Stage 4, 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.