

## **BUSINESS SUPPORT OVERVIEW & SCRUTINY COMMITTEE**

**26 OCTOBER 2017**

### **COUNCIL PLAN PERFORMANCE MONITORING REPORT QUARTER 1 2017/18**

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#### **Summary**

Medway's Council Plan 2017/18 sets out the Council's three priorities. This report sets out the quarter 1 2017/18 performance summary against the Council priority relevant for this committee: maximising regeneration and economic growth.

#### **Council Plan measures of success summary**

- 100% (4/4\*) measures of success were on target
- 25% (1/4\*) measures of success have improved over the long term (compared with the average of the previous 4 quarters).

(\* number of measures where data available)

#### **New performance highlights this quarter:**

- 98% achievement rate - Medway Adult Education (new measure 2017/18)
- 93% retention rate – Medway Adult Education (new measure 2017/18)

#### **Examples of other performance highlights (including those which have been highlighted in previous quarterly reports and continue to perform well)**

- 24 fewer households in temporary accommodation compared with previous quarter (from 351 to 327).
- 22 new affordable homes completed.

## 1 BUDGET AND POLICY FRAMEWORK

1.1 The Council Plan 2016/21 was agreed at the Council meeting in February 2016. It sets out the Council's three new priorities and three new ways of working. Success in these areas will lead to a better quality of life across Medway.

## 2. BACKGROUND

2.1 This report sets out the performance summary for the measures that fall under the remit of this committee, against the Council priority: maximising regeneration and economic growth.

2.2 It also includes a summary of the ways of working which fall under the remit of this Committee: giving value for money, finding the best digital innovation and using it to meet residents' needs and working in partnership where this benefits our residents.

2.3 It focuses on where we have achieved or exceeded our targets and how we are tackling underperformances.

2.4 Given the overarching responsibilities of Business Support Overview & Scrutiny Committee, the overview narrative of Council performance (excluding the narrative which has been extracted and included in this report) is provided for Members' information at **Appendix 1**.

2.5 A summary of the performance matters discussed at other overview & scrutiny meetings is provided at **Appendix 2**. Please note this is due to follow due to the timing of the other O&S meetings.










## 3 PERFORMANCE

### 3.1 Summary of Performance

Details of the 6 measures of success for this committee are included in the table below; however, for 2 of these, data is not expected until after this report is published.

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

#### Key

Key measure of success Status	Trend Arrows	Success is
 This measure is significantly below target	 The performance of this measure has improved	 Higher figures are better
 This measure is slightly below target	 The performance of this measure has worsened	 Lower figures are better
 This measure has met or exceeded the target	 The performance of this measure is static	N/A - Desired performance is neither too high nor too low
 This measure is data only. There is no target and is provided for reference only.	N/A - Rating not appropriate / possible	

2.2 Outcome. Residents with jobs and skills												
Title												
2.2.1 Programme. Jobs, skills and employability												
MAE 2  NEW	% Retention rate	+	93% 2015/ 16	N/A	94.06% Q3 of academic year 2016/17	94%	✓ Q3 of academic year 2016/17	↓ Q3 of academic year 2016/17	↓ Q3 of academic year 2016/17	94%	13 Jun- 2017	Data as at 24 May 2017 for Quarter 3 of Academic Year (February 2017 - April 2017). Data extracted from AQUA MIS software using Crystal report. Retention measures the number of learners who start a course with MAE and are either still on course or have completed their learning. Retention continues to meet the challenging target of 94% and this demonstrates that MAE's courses meet the aspirational, social and well-being needs of our learners. The overall retention rate also reflects the rigorous monitoring of attendance by tutors and curriculum staff.
MAE 3  NEW	Achievement rate (pass rate)	+	96.49 % 2015/ 16	N/A	98% Q3 of academic year 2016/17	96%	✓ Q3 of academic year 2016/17	↑ Q3 of academic year 2016/17	↑ Q3 of academic year 2016/17	96%	13- Jun- 2017	Data as at 24 May 2017 for Quarter 3 of Academic Year (February 2017 - April 2017). Data extracted from AQUA MIS software using Crystal report. The Pass rate measures how many of the learners, who complete their course, achieve. It shows that MAE learners continue to achieve high pass rates and demonstrates the excellent processes in place to support learners achieve their qualifications, or to achieve their learning outcomes in non accredited provision (RARPA).

Title												
2.3 Outcome. Preventing homelessness												
Title												
2.3.1 Programme. Preventing homelessness												
Code	Short Name	Success is	2016/17	Q4 2016/17	Q1 2017/18					2017/18	Latest Note Date	Latest Note
			Value	Value	Value	Target	Status	Long Trend	Short Trend	Target		
NI 156	Number of households living in temporary accommodation	⊖	351	351	327	350	✓	↓	↑	350	05-Jul-2017	At the end of Q1 there were 327 applicants residing in temporary accommodation provided by the Council in line with its statutory responsibilities. This is a decrease from the 351 households that were accommodated at the end of Q4 2016/17. The number of successful homeless prevention cases has increased from 88 in Q4 to 109 in Q1, this has helped contribute to the decrease of households being placed in temporary accommodation. The rate of households in temporary accommodation is currently 2.9 per 1000 households, this is lower than the national rate of 3.4 and significantly lower than the rate of 16.5 seen in London.
HC3	No. of households with dependent children in B&B who have resided there for	⊖	0	0	0	0	✓	—	—	0	05-Jul-2017	A snapshot at the end of Q1 identifies that no families were in bed and breakfast accommodation. Additionally throughout Q1 no families were placed into bed and breakfast for more than 6 weeks. Work is continuously underway to ensure that the use of bed and



Title

**6 Way of working. Working in partnership where this benefits our residents**

Commentary included in covering report

## 3.2 Service Comments

**COUNCIL PRIORITY: MAXIMISING REGENERATION AND ECONOMIC GROWTH.**

### 3.2.1 OUTCOME: RESIDENTS WITH JOBS AND SKILLS

**Programme: Jobs, skills and employability**

**Medway Adult Education (MAE) learning programme to boost local skills level for those furthest from employment**

Learner numbers and achievement mean that MAE is on track to fully satisfy its Employment Skills Funding Agency contract obligations with learner satisfaction levels remaining very high, achieving 90% plus. The observation of teaching and learning further gives evidence that good progress has been made on the improvement plan put in place following the 2015/16 self-assessment, particularly on embedding the theme of British Values in teaching and learning. To further strengthen the self-assessment process, a current Ofsted Adult Education Inspector has been commissioned to provide training and support for curriculum leads to ensure a complete evidence based 2016/17 self-assessment in the context of the Common Inspection Framework.

MAE continues to work collaboratively with a wide range of partners. With Public Health (PH) it delivers Healthy Eating courses through Medway's Children's Centres and the Mental Health First course is a co-designed offer. A MAE / PH workshop at the end of May further explored new collaborative working opportunities from which a new, and more ambitious, Collaborative Working Agreement is currently being framed. The longstanding relationship with Medway Libraries continues to underpin a range of joint activity, a recent example being the successful Creative Community Project at Luton Library. The longstanding relationship with Employ Medway assisted the design of MAEs Employment Pathways and Qualities courses, and Employ Medway together with Job Centre Plus (JCP) are now important referral partners to this offer, with MAE actually working alongside JCP advisors at its Chatham office to provide learner information, advice and guidance.

### 3.2.2 OUTCOME: PREVENTING HOMELESSNESS

**Programme: 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.

The housing options service continues to work with a range of organisations and services to help prevent households from becoming homeless. Whilst it is not possible to prevent homelessness in all cases, there has been a reduction in the amount of households accepted as homeless, 74 in Q1 2017/18 compared to 88 in Q1 2016/17.

At the end of Q1 there were 327 applicants residing in temporary accommodation provided by the Council in line with its statutory responsibilities. This is a decrease from the 351 households that were accommodated at the end of Q4 2016/17. This decrease is the result of initiatives to prevent households from becoming homeless as well as working with those currently in temporary accommodation to identify suitable accommodation in both the social and private sector.

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

During Q1 the council has succeeded in preventing 65 cases of homelessness, minimising the number of new applicants having to go into temporary accommodation. This has led to 111 homeless applications being taken during Q1 in 2017/18 compared to 175 in 2016/17.

Work continues to roll out the landlord hotline, a service that gives landlords the opportunity to flag tenants who may have issues in affording accommodation. The prevention rate has been approximately 70% for cases identified via this stream of work.

Work also continues with children's social care to provide early identification of cases for which there may be a corporate responsibility, such as intentionally homeless families.

Resource has been bought across from a service, contracted from the housing related support budget, to provide a full time floating support work at Kingsley House. This project provides "quick win" support to offer a short term intervention to help prevent homelessness.

### **To support people and vulnerable families to access housing.**

At the end of Q1 there were 327 applicants residing in temporary accommodation provided by the Council in line with its statutory responsibilities. This is a decrease from the 351 households that were accommodated at the end of Q4 2016/17.

The rate of households in temporary accommodation is currently 2.9 per 1000 households. This is lower than the national rate of 3.4 and significantly lower than the rate of 16.5 seen in London.

### **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.

This quarter, 22 affordable homes were delivered in Medway. A further 200 homes are expected to be delivered this year. Notable developments include the 100 affordable housing units that are being delivered by London and Quadrant Housing Association at the Capstone Road development. This site is the first in Medway to deliver affordable units utilising modular construction. Good progress is also being made in relation to the 125 units of extra care accommodation being delivered by Optivo Housing Association at Atlas place, St Mary's Island and Rogallo Place in Horsted.



This affordable home provision represents a financial investment of £25.5m in to Medway.

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

**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.

Following visits to neighbouring authorities where various housing models have been reviewed, a report was considered by the Cabinet on 11 July on the options and benefits of a Housing Company in Medway. The formation of a Housing Company will assist the Council in delivering its affordable housing targets, Local Plan targets and assisting those in housing need unable to access the property ladder.

Officers are also investigating opportunities for working with partners in terms of development and improvement of existing Housing Revenue Account (HRA) areas where a joint venture may bring external funding opportunities to regenerate estates and areas and increase the supply of social and affordable rented accommodation in Medway. Two options are currently being investigated with an outline of two differing schemes being presented to Housing Board by late summer.

The Council is also in discussions with Registered Social Landlords about the use of Right to Buy receipts to contribute towards small development schemes on small HRA owned land sites where opportunities might be available for a small number of properties to be built with nomination rights being available in return of the allocation of these dwellings.

## **4. WAYS OF WORKING: GIVING VALUE FOR MONEY**

4.1 We are committed to delivering efficient and effective services for Medway residents, businesses and visitors. 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.

### **4.2 Citizen Panel**

In May 2017, 458 residents completed the Citizen Panel survey. When asked: 'how satisfied are you with the way the council runs its services?'

- 61.6% were very or fairly satisfied with the way the Council runs its services
- 13.5% were very satisfied.
- 21.8% were neither satisfied nor dissatisfied.
- 14.0% were very or fairly dissatisfied

We have not achieved our target of 65% for this measure. We will therefore be including additional questions in forthcoming Citizen Panel surveys to help understand the drivers of satisfaction. We will include the results in this quarterly performance report later this year.

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

- 59.8% agreed with the statement
- 13.5% disagreed with this statement
- 22.1% neither agreed or disagreed

Again, we have not achieved our target of 64% for this measure. As mentioned above, the additional questions planned for future Citizen Panel surveys should help us to understand the reasons for current satisfaction levels and how we can improve them.





### 4.3 Complaints

Performance on responding to stage 1 corporate complaints within time (10 days) has exceeded target and has continued to improve since the same period last year. This is despite numbers of complaints received increasing slightly by 39 (from 305 to 344) compared with same period last year. The Q.1 trend over the last three years is as follows:

2017/18	89.1% (target 80%)
2016/17	86.2%
2015/16	75.7%

This represents a 2.9 percentage points improvement since last year and a positive 13.4 percentage points improvement since 2015/16.

The following table gives an overall picture of the volumes and timeliness performance of each area of complaints, and compares this to the most recent previous quarter, Q.4.

	Q.4 2016-17	Q.1 2017-18	Timeliness performance compared to Q4 2016-17
<b>Corporate Stage 1</b>			
Volumes received	316	344	 <b>3.8%</b>
Responses issued	308	320	
Responses within 10 working days	286	285	
% responses within deadline	<b>92.9%</b>	89.1%	
<b>Corporate Stage 2</b>			
Volumes received	40	46	 <b>12.2%</b>
Responses issued	37	40	
Responses within 15 working days	26	33	
% responses within deadline	<b>70.3%</b>	82.5%	
<b>Children's Social Care Stage 1</b>			
Volumes received	21	21	 <b>4.2%</b>
Responses issued	18	24	
Responses within 20 working days	15	21	
% responses within deadline	<b>83.3%</b>	87.5%	
<b>Adult Social Care</b>			
Volumes received	26	22	 <b>20%</b>
Responses issued	15	18	
Responses within 20 working days	8	6	
% responses within deadline	<b>53.3%</b>	33.3%	

## **Stage 1 corporate complaints**

Corporate complaints relate to all council services with the exception of social care complaints. Social care complaints have traditionally been reported upon separately as they are regulated by two sets of statutory guidance.

The response target is 10 working days. The performance for stage 1 corporate complaints has decreased slightly compared to the previous quarter (Q.4 2016-17), but remains a strong 89.1% for Q.1 against the revised and higher performance target for 2017-18 of 80% (previously 75%).

Performance is exceeding target and improving year on year despite a 9% increase in volumes of stage 1 complaints received compared to Q.4 2016-17 (from 316 to 344).

## **Stage 2 corporate complaints**

The response target is 15 working days. Performance has improved significantly by 12 percentage points to 82.5% compared to 70.3% in Q.4 2016-17, against the performance target of 75%. In June 2017, 100% of stage 2 complaints were responded to within 15 working days which is comparable with the same period in the previous year.

This performance is positive despite a 15% increase in the volumes of complaints escalated to stage 2 during Q.1 when compared to the volume at Q.4 2016-17.

During Q.1, 46 complaints were escalated to stage 2. This equates to an escalation rate of 13% when compared to the volume of stage 1 complaints received in the same quarter (344). This is slightly higher than last year's 11% average, but within tolerance. Officers are undertaking further work on common causes for the escalation of complaints.

## **Children's social care complaints**

The response target is 20 working days. The majority of stage 1 childrens' social care complaints are responded to within 10 working days which is well within target. Overall 87.5% of responses were issued within 20 working days. In comparison, the overall timeliness for the previous quarter was 83.3%. The strong improvement in Children's responses has been maintained.

## **Adult social care complaints**

The response target is 20 working days. In Q1 Adult Social Care responded to 18 complaints and achieved a timeliness performance of 33%. This decrease in performance is partly due to the extensive and ongoing adult social care restructure. The Social Care Complaints Manager is working closely with the adult social care teams and Assistant Director to help improve response performance. A post in the new structure will have complaints coordination as one of its areas of responsibility and this will strengthen the partnership with the social care complaints manager. It should also be noted that with data on relatively small numbers, the comparative percentage change can appear particularly significant for example, in Q.1 the total volume of complaints received in this area was only 22.

## Local Government Ombudsman (LGO) referrals and decisions in Q.1

In Q1, 13 cases were referred to the Council by the LGO, requesting further information or asking for the complaint to go through the council's complaints process. This represents a steady decrease compared to the same period in 2016-17 (16 complaints referred) and 2015-16 (19 complaints referred).

A total of 15 decisions were made by the LGO in Q1, 4 of these were to uphold the complaint (26.7%), 2 were not upheld and the remaining 9 were not taken forward after initial enquiries.

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

### 5.1 Measure of success – summary

The Transformation Board has agreed on the following measures to track the performance of the digital service delivery:

	Measure	Explanation
1	Digital take up	percentage of users who access a service using digital/online channel in preference to face to face or telephone
2	Completion rates	number of online transactions which successfully complete as a percentage of the number which started the transaction
3	Cost per transaction	total cost to Medway of providing the online service divided by the total number of transactions
4	User satisfaction	user experience of booking a service through the online channel

Performance on each service which has gone online will be reported on a dashboard in quarter 3.

### 5.2 Service comments

We have a major corporate transformation programme under way to make it quicker and easier for customers to access our services online, to suit their lifestyles and expectations, while delivering value for money. We will provide support, including education and access to technology, for those who can't go online at the moment.

#### 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-first council going forward.

To deliver the service roadmap, the Council is redesigning and streamlining business processes and making them available online for customers to self-serve. Current projects include:

- Continuing to build on the 'Pay' work from 2016/17 by redesigning our payment processes for different services to make it easier and quicker for people to pay online.
- Progressing work to virtualise parking permits and vouchers and making it possible for customers to apply for permits online.
- Redesigning the way parents research school places for their children as a precursor to applying online for a school place. This has reduced reliance on paper-based brochures which were previously posted out to schools.
- Supporting a piece of work underway across front line services, looking at opportunities for transformation and for services to be made available online for customers and staff.
- Designing a way for customers to be able to assess their care needs and financial situation via medway.gov. This is currently a paper-based and face to face service, and when online, will link directly with the new model for adult social care.

### **Website rationalisation**

The Council has created a plan for 2017/18 which was signed off by the Transformation Board in March, to continue to reduce both the size and cost of our website estate. Technology and resource are being put in place to progress this work stream.

The plan includes reducing the need to run multiple sites on multiple systems while designing a consistent online experience for our customers.

This year the Council will have a new medway.gov.uk and will be redesigning the top 20 tasks to make them easier to find and complete. The new site will have a new look and feel and will be mobile responsive (meaning it will reformat automatically to work well on all devices, from big televisions to small smart phones.)

We are also redesigning the intranet this year, to make it easier for staff to find the information they need to do their job, share what they're up to and connect with one another. This will involve stakeholders and users from across the organisation, to ensure we are designing around user needs and creating a usable product.

After medway.gov and the intranet, we have a prioritised list of websites we will be looking to centralise further in 2018/19.

As part of the website redesign, we are creating a component library; a set of standard templates which will allow us to create consistent, usable, accessible, mobile responsive websites, quickly as need demands.

### **Deliver the technical roadmap to support the Council's transformation programme**

A review of the Council's desktop equipment (Thin client, PC or laptop) will start in September 2017 aimed at ensuring the most cost effective desk top environment for Medway Council. Thin client has been installed at Medway for three years and many changes in technology have occurred.

We are constantly reviewing the most effective solution for hosting applications and data. Whether this is at Gun Wharf or using cloud technology, a cloud strategy document will be presented to the Transformation Board in Quarter 3 2017/18. In

addition, Medway is acting as lead partner for the Kent Connects regional cloud project.

ICT continue to plan the roll out of office 365. An issue with authentication has meant a delay of approximately 4 weeks to this project. The issue has been resolved and works will be completed by 2019.

We have a project underway to rationalise all applications across the organisation. During Q1 work has continued to replace M3 (Environmental Health, trading Standards and private Sector Housing) and Acolaid (Planning and Licencing) with Uniform. We are also replacing two ICT Service desk applications with one called Top Desk. This will allow officers to request any internal services from colleagues across the Council online. Top Desk is expected to be live September 2017.

To improve our customers' experience with us online and automate front line staff work, we have introduced a new Customer Relationship Management (CRM) system. This will be integrated with a new customer account which will enable residents and businesses to access their information and service requests online in a personalised service. Development will continue over the next two years.

We are currently developing an ICT Investment Strategy by September 2017 to support delivery of the council's future technology needs and its transformation programme.

### **Design and deliver the council's assisted digital offer through our community hubs and libraries**

An officer working party made up of staff from the Digital Transformation team, Corporate Communications and Libraries Services have completed some initial scoping work including development of the definition of Assisted Digital 'to enable everybody who wants to access digital services and information to do so through provision of equipment, training and support.' Further discussion has taken place with Council Members about how this support will fit in with the work currently being taken forward by Digital Transformation and the type of role envisaged for Community Hub and Library staff.

### **Digital statistics**

Digital communication tools continue to play an ever more important part in our communications mix, helping us to reach more people, engage with them better and realise savings in other areas such as print.

Recent print savings include the move to an online brochure and application for secondary school entry has resulted in 98% of applications now being done online, a reduction of 3,000 letters and print savings of £12,000. Our Housing Matters magazine will go online saving £2,000 per issue and our digital activity to promote some of our festivals resulted in savings of nearly £2,000 but gave us a reach of many thousands more. Around 50% of our audiences report that they now hear about our events or news via digital channels. Our e-newsletters have grown enormously in popularity. We now regularly issue over 30 e-newsletters and over the first quarter of this year our subscriber list grew by 18.25% to just under 70,000, subscribing to more than 94,000 subscriptions (ie people signing up to more than one newsletter topic). Our engagement or open rate is 57.3% while the industry average is 30%.

## 6. WAYS OF WORKING: WORKING IN PARTNERSHIP WHERE THIS BENEFITS OUR RESIDENTS

We cannot achieve our vision for Medway on our own. We will continue to work with partners to deliver the services that matter most to Medway’s residents, businesses and visitors. Medway is successfully working in partnership to deliver many of our programmes. Table A lists the partnerships which have been referenced in this report because they have been actively involved in delivering our work programme during quarter 1.

Medway’s Healthy Weight Network is a partnership which has been highlighted as it has been acknowledged by the Local Government Association (LGA) as demonstrating excellence on a national level.

Table A

Covering report ref	Partnership / project	Partners
5.2.2	Highway Infrastructure contract	Volker Highways
5.2.2	Strood railway station improvements	South Eastern Network Rail
5.2.2	Chatham railway station improvements	South Eastern Network Rail
5.2.3	Battle of Medway 350 Anniversary	Homes and Communities Association HCA, Dutch Embassy, Lieutenancy of Kent, Chatham Maritime Trust, Shepherd Neame, The Historic Dockyard Chatham, Visit Kent, Heritage Lottery Fund, BAE Systems, Bellway, Canterbury Christchurch University, Countryside, Country Style recycling, University of Kent, University of Greenwich, Peel Ports, Medway Norse, Chatham Marina, Dockside retailers
6.2.2.	Medway Adult Education (MAE) Learning Programme	MAE, PH, Medway Children’s Centres, Employ Medway, Job Centre Plus
6.2.2.	Creating Community Project – Luton Library	MAE, libraries
6.2.3	New build affordable housing	London and Quadrant Housing Association, Optivo Housing Association
6.2.4	Rochester Riverside development agreement	Countryside, Hyde, Homes and Communities Agency, HCA
7.2.1	Healthy Weight Network and Summit: Aims to prevent childhood obesity and support families to achieve a healthy weight  <b>NOTE: Acknowledged by LGA as excellent practice</b>	Chartwells, University of Greenwich, Together in Communications, Park Run, Medway Voluntary action, University of Kent, Public Health England, Tonic, Medway Foundation Trust, Home Start Medway Council, Medway Community Healthcare, Medway Clinical Commissioning Group, Gillingham Football Club, Canterbury Christchurch University, Soll leisure, Sunlight Development Trust, Medway Plus, Tesco Strood and Gillingham, Holiday Inn Rochester, Residents
7.2.2	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

Covering report ref	Partnership / project	Partners
7.2.3	Well Being Hour Sessions (people with special needs and their carers)	PH, Hoo Swimming Pool, Carers First, wHoo Cares
7.2.3	Involving Medway Programme (social isolation)	PH, GPs
7.2.3	Big Lunch	Strood Faith Group, Sunlight Development Trust, Medway Housing Service

In addition to the above partnerships, Medway is a member of a number of other partnerships which enable us to deliver on our priorities. Some of the partnerships are listed in Table B over the page:



**Table B**

Partnership / project	Partners
<b>Community Safety Partnership (CSP)</b> (To make Medway a safer place to live, work and visit)	Kent Police, Kent Fire & Rescue Service, Medway Clinical Commissioning Group and Kent, Surrey & Sussex Community Rehabilitation Service.
<b>Kent Resilience Forum</b> (To ensure that agencies and organisations plan and work together, to ensure a coordinated response to emergencies that could have a significant impact on communities in Kent)	Kent Police (also acting for: Port of Dover Police, Civil Nuclear Constabulary and Ministry of Defence Police), British Transport Police, Kent Fire and Rescue Service, Maritime and Coastguard Agency, South East Coast Ambulance NHS Trust, all local authorities, Kent and Medway Area Team, NHS England, Dartford and Gravesham NHS Trust, East Kent Hospitals University Foundation Trust, Maidstone and Tunbridge Wells NHS Trust Medway Foundation Trust, Kent and Medway Partnership Trust, Kent Community Health Care Trust, Medway Community Health Care Trust CIC, Public Health England, London Port Health Authority (on behalf of all other Kent Port Health Authorities: Dover Harbour, Folkestone Harbour, Medway ports and Port Ramsgate), Environment Agency, Resilience Emergency Division - DCLG
<b>Kent Voluntary Sector Emergencies Group</b> (To develop the plans and procedures necessary in order to achieve the capabilities required for an effective operational response from the voluntary sector to major emergencies in Kent)	Age UK, Air Search South East, British Red Cross, Critical Incident Chaplaincy Service, Citizens Advice Bureau, Cruse Bereavement Care (East Kent), Emergency Aid, HM Coastguard, KentCAN, Kent Search and Rescue, Maritime Volunteer Service (MVS), RAYNET, Royal Voluntary Service, RSPCA, SERV (Kent) - Service by Emergency Response Volunteers, South East 4x4 Response, St John Ambulance, The Salvation Army, The Samaritans, WI (Women's Institute)
<b>Medway Safeguarding Children Board (MSCB)</b> (statutory service – to ensure the agencies are safeguarding and promoting the welfare of children in Medway)	HMYOI Cookham Wood, Kent and Medway NHS and Social Care Partnership, Kent Police Kent, Surrey and Sussex Community Rehabilitation Company, Medway Community Healthcare, Medway NHS Foundation Trust, Medway Secure Training Centre, Medway Voluntary Action, Medway Youth Trust, Mid Kent College, National Probation Service, NHS Medway Clinical Commissioning Group, Medway Secondary School Head Teacher, Medway Primary School Head Teacher, Public Health, South London and Maudsley NHS Trust, Sussex Partnership NHS Foundation Trust, Kent Fire and Rescue Service, Children and Family Court Advisory and Support Service (CAFCASS), NHS England
<b>Kent and Medway Safeguarding Adults Board (KMSAB)</b> (statutory service which exists to ensure that all member agencies are working together to help keep Kent and Medway's adults safe from harm and protect their rights)	Kent County Council, Kent Police, Healthcare Providers, Clinical Commissioning Groups, Healthwatch Kent, National Probation Service (NPS) Kent Local Delivery Unit, Kent, Surrey, Sussex Community Rehabilitation Company (KSS CRC), Kent Fire and Rescue Service, Prison Service, Kent Community Safety Partnership, Medway Community Safety Partnership, District Councils, elected Members from both Kent County Council and Medway Council, Independent provider organisations, further education providers,
<b>Medway Safeguarding Executive Group (MSAEG)</b> (to ensure that Medway meets the strategic priorities as set out by the multi-agency Kent and Medway Safeguarding Adults Board)	Medway Clinical Commissioning Group, Medway Foundation Trust, Kent Police, Kent Fire and Rescue Service, Healthwatch, Medway Community Healthcare, Medway Voluntary Action
<b>Kent and Medway Sustainability and Transformation Partnership</b> (A plan for future health & social care to meet the needs of Medway)	NHS Ashford Clinical Commissioning Group (CCG), NHS Canterbury and Coastal CCG, NHS Dartford, Gravesham and Swanley CCG, NHS Swale CCG, NHS West Kent CCG, NHS Medway CCG, NHS South Kent Coast CCG, NHS Thanet CCG, Kent County Council, Kent Health and Wellbeing Board, Public Health Kent, Medway Council, Medway Health and Wellbeing Board, Public Health Medway, NHS England South East, Maidstone and Tunbridge Wells NHS Trust, Dartford and Gravesham NHS Trust, Kent Community Health NHS Foundation Trust (FT), Medway NHS FT, Kent and Medway NHS and Social Care Partnership NHS Trust, East Kent Hospitals University NHS FT, Medway Community Healthcare Services, South East Coast Ambulance Service NHS FT

**7. RISK MANAGEMENT**

7.1 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.

- 7.2 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.

## **8. FINANCIAL AND LEGAL IMPLICATIONS**

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

## **9. RECOMMENDATION**

- 9.1 It is recommended that Members consider the quarter 1 2017/18 performance against the measures of success used to monitor progress against the Council's priorities.

## **LEAD OFFICER CONTACT**

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ext.1490

## **APPENDICES**

**Appendix 1:** Overall Council Performance - Q1 2017/18

**Appendix 2:** Summary of Quarter 1 2017/18 Overview and Scrutiny performance discussions (to follow)

## **BACKGROUND PAPERS**

Council Plan 2016/17 - 2020/21 (2017/18 update)

<https://democracy.medway.gov.uk/mgIssueHistoryHome.aspx?IId=18256>