

Overall Council Performance

QUARTER 1: 2017/18

Summary

Medway's Council Plan 2017/18 sets out the Council's three priorities. This report summarises how we performed during quarter 1 on the delivery of these priorities using 40 measures of success. Progress reports on the 13 programmes which also support the priorities are also included.

Council Plan measures of success:

- 65.5% on target
- 50.0% improved over the long term

Performance highlights – quarter 1

Examples of new performance highlights:

- 127 fewer 16 and 17 year olds not in employment, education or training (NEET), (383 in Q1 2016/17: 256 in Q1 2017/18). (Full details: section 7.2.4.)
- 95% of square footage let at The Innovation Centre, Medway
- 20,000-30,000 attended Medway in Flames finale in June 2017.

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

- 101 fewer days taken for children entering care to move in with adoptive families compared with same monitoring period last year. (from 629 to 528).
- 79 jobs created and safeguarded.
- 529 people on 'Tipping The Balance' health programme achieved reductions in cardiovascular risk.
- No families in bed and breakfast.
- 97% of our street surveys - litter free.
- 1,154 fly tips removed.
- 91.3% satisfied with refuse collection.
- 34 Fixed Penalty Notices issued for environmental matters.
- £7,380 fines/costs – prosecutions for environmental matters.
- 87.9% very/fairly satisfied with festivals/events.
- 89.1% stage 1 corporate complaints dealt within 10 days (80% target).

1. BUDGET AND POLICY FRAMEWORK

- 1.1 The Council Plan 2016/17-2020/21 was agreed at Full Council in February 2016. It set out the Council's three priorities and three ways of working.
- 1.2 This report summarises the performance against the Council's measures of success for 2017/18 as agreed at Full Council on 23 February 2017.

2. BACKGROUND

2.1 This report focuses on where we have achieved or exceeded our targets, and how we are tackling underperformance.

3. SUMMARY OF PERFORMANCE

3.1 Measures of success - Summary

There are 40 measures of success in total for 2017/18, however for quarter 1 we are reporting on 29 as 11 of these are either data only, or data is not expected until after this report is published.

- 65.5% (19 out of 29) were on target.
- 17.2% (5 out of 29) were just below target
- 17.2% (5 out of 29) were significantly below target
- 50% (12 out of 24) improved over long term (compared with the average of the previous 4 quarters)

4. PERFORMANCE AGAINST PRIORITIES AND WAYS OF WORKING

4.1 This section summarises the thirteen programmes which support our priorities and outcomes. It also summarises our three ways of working across all services. Section 5 provides detailed progress reports on these programmes.

PRIORITIES		
Medway: A Place to be proud of	Maximising regeneration and economic growth	Supporting Medway's people to realise their potential
OUTCOME A clean and green environment	OUTCOME A strong diversified economy	OUTCOME Healthy and active communities
1 Public realm and street scene	5 Business investment	9 Improving everyone's health and reducing inequalities
2 Replacing Medway's street lights	OUTCOME Residents with jobs and skills	OUTCOME Resilient families
OUTCOME Getting around Medway	6 Jobs, skills and employability	10 Together we can – Children's services
3 Tackle congestion hotspots by transport and public realm improvements	OUTCOME Preventing homelessness	11 The best start in life
OUTCOME Medway on the map	7 Preventing homelessness	OUTCOME Older and disabled people living independently in their homes
4 Medway: a great place to live, work, learn and visit	OUTCOME Delivering new homes to meet the needs of Medway's residents	12 Improve support for vulnerable adults by working with partners and communities
	8 Delivering new homes to meet the needs of Medway's residents	OUTCOME All children achieving their potential in schools
		13 Raising aspiration and ambition

WAYS OF WORKING
Giving value for money
Finding the best digital innovation and using it to meet residents' needs
Working in partnership where this benefits our residents

5. PRIORITY: MEDWAY: A PLACE TO BE PROUD OF

5.1 Measures of success - summary

Details of the 4 measures of success for this council priority are included in Appendix 1; however data on 1 of these is not expected until quarter 2.

- 2 out of 3 measures of success were on target
- 2 out of 3 measures have improved compared with last quarter
- 2 out of 3 measures has improved compared with average of the previous 4 quarters

5.2 Service comments

We want Medway to be a place that local residents and businesses are proud of. We will keep the streets clean and safe, and promote Medway's rich heritage to attract visitors and inward investment.

5.2.1 OUTCOME: A CLEAN AND GREEN ENVIRONMENT

Programme: Public realm and street scene

The Environment Team (Community Wardens and Environmental Enforcement Officers) maintain an excellent level of street scene condition as a result of an ongoing programme of: inspections, community engagement (Partners and communities together - PACT Meetings) and targeted intervention work.

Where issues arose at PACT meetings (56 in quarter 1), 36 were resolved by the Warden Service and the remaining 20 were referred to other departments or partner agencies for action. Wardens always follow up on referrals made.

The Community Wardens patrol known hotspots every morning to remove particularly offensive or hazardous litter. This intelligence is reported to the Police.

Environment Enforcement Officers take a proactive approach to fly-tipping. 1,154 fly tips were removed. 100% (353) reported fly tips were removed within one working day of report, 73 of which were referred for further investigation. A further 801 fly tips were identified and removed by the team before the public could report them.

- 34 Fixed Penalty Notices were issued for: littering (21), fly tipping (2), trade waste (10) and a Community Protection Notice (1).
- 3 successful prosecutions resulted in a total of £7,380 fines and costs.

Chatham centre public realm improvements (Place Making project)

Having secured £4million of government funding and carried out a public consultation last year on the design plans, work started on site on 19 June with a ground breaking ceremony. The project will see modernization of a number of areas between the station, bus station and waterfront giving pedestrians and cyclists a more enjoyable

journey. Work will progress along Railway Street outside St John's Church, down to and including St John's Square/steps. This will continue up until Christmas 2017.

The contractor has a dedicated PR/liaison officer who will ensure that businesses are kept up to date as works progress. A drop-in office will also be located on the site compound at Medway Street for enquiries.

Works have been scheduled to avoid disruption to peak traffic. Footpath closures have also been phased to minimise impact on people travelling along the route. Signage will be set up to notify of any road works in advance. Updates will be available at www.medway.gov.uk/yournewchatham.

Parks and open spaces

The Council maintains 1,900 ha (the equivalent of 13 Hyde Parks) of parks and open spaces for the enjoyment of all. This includes 148 urban parks, two country parks and 48 countryside areas that are managed for their wildlife and conservation value. Medway has over 125 play areas, skate parks and multi-use games areas, offering a wide range of activities for children and teenagers. The Council will work to maximise the use of Medway's green spaces for health and wellbeing, place making and support people's interaction with nature.

To improve Medway's estate, the Greenspace Development team are implementing Medway's first BMX pump track at the Queen Elizabeth Playing Fields, Gillingham. The Council is also developing three landscape masterplans for The Strand, The Esplanade and Jackson's Recreation Ground. The plans will be used to secure both S106 and external funding and help to communicate the Council's ambition to make better use of these strategically important green spaces.

The Council has supported Members and community representatives with the judging of seven green flag sites at Great Lines Heritage Park, Broomhill Park, Hillyfields, The Vines, Capstone Farm Country Park, Riverside Country Park and Gillingham Park. All seven sites were awarded green flag status in July 2017.

5.2.2 OUTCOME: GETTING AROUND MEDWAY

Programme: Tackle congestion hotspots by transport and public realm improvements

The future prosperity of Medway depends on strong local economic growth. Infrastructural investment in new and improved roads will be critical in securing Medway's economic success. 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, learn and visit.

The council is committed to enabling residents, 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 use of sustainable transport where possible. The connectivity of transport hubs, leisure, shopping and health facilities is at the heart of our planning to ensure an integrated approach to travel throughout Medway.

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 has taken place allowing 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 Q1 has focussed on:

1. Successfully updated and tested Confirm with the new Pricing Schedule for the Highway Infrastructure Contract to enable Highway's Client Team to commence task ordering for planned and reactive works from the Contract Start Date.
2. Commenced Depot co-location Phases (two). Phase 1 involves the Highways Inspector Team co-locating into Volker's Depot and this was completed at the start of Quarter 1. Phase 2 involves the rest of the Highway's Client Team that is scheduled to be completed in the first week of Quarter 2.
3. Agreed a phased implementation programme for Volker to commence the Prime Contractor Function for Medway Tunnel.
4. Signed-off the performance management framework for the Highway Infrastructure Contract. Completed the procurement for the new Highway Fleet.

Station improvements

Major investment is going into the upgrades of Medway's stations to improve connectivity and the sense of welcome to the area.

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 was due to 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.

Support for the development of Strood railway station

As part of the Strood town centre Local Growth Fund project, plans have been developed with South Eastern to rebuild Strood train station. Alongside the new station building, it is proposed that the Strood town centre project will deliver enhanced pedestrian crossing facilities, landscaping, art work, additional lighting and improved disability access in the immediate vicinity of the station.

South Eastern are now progressing with the rebuild of Strood train station. The existing building has been closed and dismantled. Work commenced on the construction of the station building in quarter 1 2017/18. It is anticipated that the new

station building will open to customers at the end of November 2017. Engagement with South Eastern is continuing through the construction process.

Support for the development of Chatham Railway Station

We are working in partnership with Network Rail on a £14 million programme of improvements to transform Chatham Railway Station. Match funding from Medway Council comes from the Local Growth Fund, as part of the Chatham Place making Project.

Work is due to start on the station forecourt improvement works later in the summer and expected to be complete by the end of March 2018.

5.2.3 OUTCOME: MEDWAY ON THE MAP

Programme: Medway: A great place to live, work, learn and 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, it will enable the Council to promote Medway as a great place to live, work, learn and visit. This will (1) attract new innovative businesses, creating new jobs and investment in addition to helping Medway businesses flourish e.g. Innovation Studios Strood (2) increase the number of visitors and extent of stay and generate spend in the area e.g. Battle of Medway and (3) promote the Council as the local leader, innovating public services and presenting new opportunities for funding such as the Housing Infrastructure Fund. The following approaches have been adopted to achieve this objective:

To seek funding opportunities to develop innovative public service solutions

In quarter 1 the Council submitted a bid to the Department for Transport for £5m to invest in smart road technology, systems and infrastructure. This will also include Automatic Number Plate Recognition technology to allow us to anticipate future congestion hotspots and build the case for future government investment in our roads. The range of measures in the bid will assist the Council to reduce congestion, improve air quality and make smoother journeys along the A2 and A289. Medway Commercial Group will also benefit from the upgrades to their ICT and CCTV operation. If successful, the Council will be informed during summer ready for the Autumn Statement.

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.

The £2.1m HLF project for Eastgate House has been completed including capital works e.g. jetty, chimney works, window repairs and garden replanted. All interpretation has been installed including furniture, graphic panels, visitor signage, sound and smell interpretation, and the shop installed and stocked.

Wall conservators have been tendered and chosen to work in situ as part of the visitor experience over the next 2 quarters. The House was successfully launched on the evening of 18 July and is now open to the public – Wednesdays to Sundays. BBC, ITV, Kent TV and Kent Messenger all reported on the opening launch. A programme of events and activities is planned throughout the rest of the year.

The new state of the art Medway Archives Centre has now opened in the beautifully renovated library building in Bryant Road Strood. A new temperature and humidity controlled strong room has been developed for the archival documents with space for future collections. The public areas include a large visitor foyer and exhibition wall, local studies room and a new archives viewing room. Linked to this is the transfer of the old City Ark online database to a new Adlib database system so that customers can view documents electronically. The new Centre can also take larger groups linking with the next door community hall. The Centre was launched on 3 July and opened its doors to visitors on 4 July.

Currently the Council is working with external partners to develop a programme of activity to commemorate the 150th anniversary of Dickens' death in 2020. As part of the build-up to this, in 2018 the Council will be celebrating the 175th anniversary of the publication of A Christmas Carol – arguably Dickens' most famous work. Following the recent opening of Eastgate House, the Council is continuing to work together with Heritage Lottery Fund (HLF) on a revised bid to incorporate the chalet and plans for 2020.

Deliver the 2017 Festival and Events Programme

The Council delivered the following events during Q1: English Festival - 22 April, Sweeps 29 April - 1 May, Dickens 9-11 June, Battle of Medway in June. 299 surveys were completed with 263 responded either rated the event as very or fairly satisfied (87.9%).

Battle of Medway

2017 marked the hugely successful and high profile 350th anniversary of the Battle of Medway, commemorations, marking the occasion when the Dutch fleet attacked the British while it was moored at Chatham resulting in the burning or capture of a number of a key naval ships. More than 50 events took place over the ten day commemoration period (8-17 June) attracting thousands of people, both residents and visitors, many of them from Holland.

The launch event taking place at Upnor Castle and the Historic Dockyard Chatham attracted a large number of senior national and international figures including Prince Maurits of Holland, The Lord Lieutenant of Kent, British and Dutch ambassadors, senior British and Dutch naval officers and included a parade by the Royal Marines Band and the Netherlands Marine Band at Historic Dockyard.

Other events during the week included visits by British and Dutch naval frigates, sporting competitions, marine band concerts, a schools chain making event involving 600 local school children and special exhibitions.

The week concluded with a day of celebration for all around the Dockside including water based activities and shows, musical entertainment and concluded with spectacular film and fireworks finale on the River Medway – Medway in Flames.

Partners involved in developing and delivering the celebrations with the Council included Chatham Historic Dockyard Trust, Royal Navy, Peel Ports, Dutch Embassy, the Lieutenancy of Kent and many more. Funding was secured from sponsorship and the Events Budget.

A major PR campaign was put in place to raise awareness of Medway and the Battle of Medway in the run up to the events and this generated 60 articles in a wide range of national, international, regional and local media. This included articles in the Guardian, The i, Daily Express and The Times, items on BBC Radio 4, a cover feature on Kent Life and a wide range of travel blogs.

The public imagination and interest was captured through an exciting social media campaign. The total reach across our two Facebook pages (Service Updates and Enjoy Medway) and main Twitter account (@Medway_Council) was 2,614,100. This was generated as a result of 237 individual proactive posts containing the phrases 'BoM350' or 'Battle of Medway' across Twitter and Facebook. The feedback received on the whole event was hugely positive and appreciative, particularly for the Medway in Flames evening.

It is estimated 20,000 to 30,000 people watched the finale which was also watched online from across the world. The commemoration has made a significant contribution to putting Medway on the Map.

6. PRIORITY: MAXIMISING REGENERATION AND ECONOMIC GROWTH

6.1 Measures of success: summary

Details of the 10 measures of success for this Council priority are included in Appendix 1; however data on 2 of these is not expected until after this report.

- 7 out of 8 measures of success were on target
- 3 out of 5* measures has improved compared with last quarter
- 2 out of 5* measures has improved compared with average of the previous 4 quarters

*where data available

6.2 Service comments

We want to ensure that Medway's regeneration drives economic development to encourage new and existing businesses to grow in Medway, which will benefit residents through the creation of new jobs and homes.

6.2.1 OUTCOME: A STRONG DIVERSIFIED ECONOMY

Programme: 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, Growing Places Fund, Coastal Communities Fund and Housing Infrastructure Fund. These will assist 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 - Facilitating the delivery of the Inward Investment Strategy

There has been ongoing work to develop a closer working relationship with Locate in Kent (LiK) to target inward investment. The Council has been successful in Q1 by securing new inward investment including Wincanton at Kingsnorth (280,000sq.ft warehouse), a logistic centre for IKEA which has currently created 30 jobs with another 170 planned over the next two years; Protein Dynamics (9 jobs) and UK Cycle Centre (25 jobs) who have both located in new units at Stirling Park, Laker Road.

During quarter 1, seven new businesses have taken space in Council managed workspace. Innovation Studios, Strood opening in September, providing an additional 15 Council managed workspace units. Eight of the 15 units have been leased, a further five potential tenants are in discussions with the operational team.

Development of Innovation Park Medway (Rochester Airport Technology Park)

On 15 March 2017, the Planning Committee approved the phase 1a planning application, for the development of Rochester 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 this summer. (Planning submission is due on 10 August)

A successful decision on Local Growth Fund (LGF) round 3 funding has been given by South East Local Enterprise Partnership 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.

During Q1, preparation work for the Enterprise Zone included future electrical needs consultancy and ecology survey of the whole site. A successful bid to SELEP secured £120k towards preparation of a Local Development Order. A planning application for relocation of the Kent, Surrey, Sussex Air Ambulance Trust was successfully approved by Medway Council and will bring the first 35 jobs to the new enterprise zone.

The Council continues to procure a consultant with comprehensive development options expertise 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.

6.2.2 OUTCOME: RESIDENTS WITH JOBS AND SKILLS

Programme: 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.

Our Council Plan to 2021 has clear priorities, which all relate to improving Medway’s economy. By delivering on these key economic priorities, Medway will be “a place to be proud of”, enable “Medway’s people to realise their potential”, and “maximise regeneration and economic growth”.

We are in discussion with several notable inward investment businesses related to construction that would like to consider Medway as a strategic location. We are also

focusing on and encouraging developments at London Thamesport and Kingsnorth as key areas for employment use e.g. Pacador. The Council is also considering other incentives that could assist in relocation of businesses to Medway including business support.

Skills Board

The Cabinet approved the 16-19 Strategy for the period 2016-20 on 7 June 2016. The Strategy brings together a plan to increase participation in learning for 16 and 17 year olds, improve the transition for young people into the labour market and reduce the levels of those not in education, employment and training (NEET) and in 'not known' destinations aged 16-19 years.

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.

An Overview and Scrutiny Task Group on Employment Opportunities for 18 -25 year olds has recently been established and will be drawing on the key messages and five long term goals in the 16-19 Strategy in the formulation of its findings and recommendations later in the year.

In addition to supporting the work of the Task Group, the Council is currently establishing a Medway Skills Board and skills development programme for residents. This Skills Board will comprise Officers' and Members' Boards. During Q1 the Board Terms of Reference and agendas have been drafted for consideration. A programme for an annual Skills Summit has been developed for consideration at the first Officers Board Meeting to be held in Q2.

6.2.3 OUTCOME : DELIVERING NEW HOMES TO MEET THE NEEDS OF MEDWAY'S RESIDENTS

Programme: 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 by mid-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.

Preparation of the new Medway Local Plan

Consultation on the Development Options document ran from 16 January to 30 May 2017. Over 30 meetings and public exhibitions were held during this time and 650 people attended consultation events across Medway. Key concerns are the impact of development on infrastructure and the need for growth to be supported by investment in services.

Over 330 written responses were received to the consultation, together with c 11,000 specific representations on Lodge Hill and over 500 relating to a new stadium for Gillingham Football Club.

The Planning Service has recorded all written comments as part of the formal process of the plan preparation. These will be published and submitted with the draft Local Plan to the Planning Inspectorate for independent examination. Planning officers are now carrying out a detailed analysis of the consultation responses to inform the next stage of the plan. Further consultation will take place in early 2018 with details of proposed sites identified as the most sustainable locations for growth, and draft policies.

Oversee the process for the promotion of Lodge Hill Sustainable Community

The Defence Infrastructure Organisation has withdrawn the outline planning application for mixed use development at Lodge Hill and the associated Public Inquiry has been cancelled.

Homes and Communities Agency are reviewing options for a revised approach, that it could seek to promote through the emerging Medway Local Plan and if appropriate, a new planning application.

Rochester Riverside

The development agreement for this flagship regeneration programme, bringing 1,500 high quality residential units, open spaces and riverside walk was completed by Countryside, Hyde, Medway Council and The Homes and Communities Agency for Rochester Riverside on 31 March 2017.

Further member and public consultations took place in April and May 2017 and the planning application was submitted on 30 June 2017. Countryside is planning to be on site in October 2017 completing initial infrastructure and servicing works subject to planning permission being granted.

Strood Waterfront

The planning application for the flood risk management works have been submitted and validated, with a decision likely by the end of August. Network Rail, South Eastern, Peel Ports, Rochester Bridge Trust and the Environment Agency were consulted prior to the submission of the application and continue to be consulted. Flood risk management work is planned to start in November on both the Riverside and Civic centre sites subject to planning approval. The draft masterplan is being refined and is on schedule for public consultation at the end of the year for both sites. A localised transport study is also being undertaken to tie into the masterplan.

Chatham Waterfront

This proposed high quality mixed-use development site was launched at the Medway 1 event on 11 April 2017. It will act as a driver for more regeneration in the area. An expression of interest exercise was completed on 22 May 2017 to gauge the interest in the market for this development. A development matrix on all of the options including their strengths, weaknesses, benefits, risks as well as timescales is being created to assist with future decision making.

7. PRIORITY: SUPPORTING MEDWAY'S PEOPLE TO REALISE THEIR POTENTIAL

7.1 Measures of success - summary

Details of the 25 measures of success for this council priority are included in Appendix 1; however for 7 of these, data is not expected until after this report is published

- 10 out of 18 measures were on target
- 6 out of 16* measures have improved compared with last quarter
- 8 out of 16* measures have improved compared with the average of the previous 4 quarters

*where data available

7.2 Service comments

We want to support all our residents, especially young people, to realise their potential through the provision of services and initiatives that will help Medway become a healthier and safer place to live.

7.2.1 OUTCOME : HEALTHY AND ACTIVE COMMUNITIES

Programme: 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 has 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.

A formal healthy weight strategy group was formed to support the networks activities throughout the year. Cllr Brake hosted the first strategy group session and a "logframe" has been produced to define, structure and communicate the key outputs and actions of the wider healthy weight network.

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 provides a range of adult and family weight management, community food and physical activity support services
- Planning colleagues are 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 are delivering facilities and opportunities for people to be active
- The Integrated transport team delivers active travel initiatives and modal shift projects
- The Greenspaces team to 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 : RESILIENT FAMILIES

Programme: Together we can - Children's Services

The reorganisation of the Children's Advice and Duty Service (CADS) has been completed with staff having been reorganised into Social work pods in order to support the future transition to a Medway Multi-Agency Safeguarding Hub (MASH) in the future.

An interim Head of Partnerships and Projects has been appointed. They have been in place since early June and will be the project manager for the MASH. They will be contacting relevant agencies to set up a Strategic Board and an Operational Board. A "Go Live" in September is proposed, subject to confirmation following an evaluation of the opportunities and challenges. Recruitment to the Referral and Information Officer posts, and the Data Analyst, is in process. The Schools' Social Worker posts will go out to recruitment in the next month and we will be inviting representatives from other agencies to be part of the interview process.

Recruitment and retention remains a challenge in a difficult market. Extensive work has been undertaken to understand and revise our offer, with the aim of reducing Medway's dependency on expensive agency social workers. A clear, challenging and rewarding career development path is also proposed. Latest data, to May 2017, shows that 41% of children's social worker substantive posts are not filled by permanent workers. This is a very similar position to the 40% reported in September.

Performance data shows encouraging results:

Entering care to adoptive family

The average number of days, over the last 12 months, between a child entering care and being placed with an adoptive family is 491. This good performance has meant that the rolling 36 month measure (Council plan indicator A1) has fallen for the last 4 quarters from 629 in June 2016 to 528 in June 2017, ahead of the 605 day target.

Looked after children (LAC)

There has been a small rise in the proportion of LAC per 10,000 population, between March 2017 (61.5) and June 2017 (61.9). This equates to an increase of less than 5 children. The number of LAC is 393, below the target of 426 and as such the rate of LAC per 10,000 population is below the target of 67. Accounting for the IDACI levels of deprivation Medway could expect to have a LAC per 10,000 rate of 78. We are currently performing well below this.

Child protection (CP)

The rate of child protection per 10,000 population has also risen slightly between March and June. This equates to 10 more children having a CP plan. Performance

remains well below target (51 vs a target of 65.3). Accounting for the IDACI levels of deprivation, Medway could expect to have a CP per 10,000 rate of 56. We are currently performing well below this.

Foster carers

In the first three months of this year there has been a +2 net growth in the number of in house foster carer households.

Programme: 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 (year R). 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. We are currently at the competitive dialogue stage of the commissioning process.

7.2.3 OUTCOME: OLDER AND DISABLED PEOPLE LIVING INDEPENDENTLY IN THEIR HOMES

Programme: Improve support for vulnerable adults by working with partners and communities

Social isolation

The Public Health team has supported the development of a project with the Council-owned Hoo swimming pool, and voluntary organisations Carers First and wHoo Cares to provide wellbeing hour sessions. This provides quiet, facilitated swim sessions where isolated, anxious individuals, and individuals with additional needs and their carers can swim in a more appropriate environment for their needs. Carers can join the sessions or socialise in the viewing gallery and receive peer support. Taster sessions will begin mid-August. The project has scope to include other physical activities depending on the interests of beneficiaries and take-up.

Other activities include continued support to maintain momentum around social prescribing in Medway. Further work is in place to engage with the Involving Medway programme and we have provided information and presentation support to the GP Mental Health lead to engage colleagues. In addition, the Social Isolation Implementation Group is focussing on boosting volunteering to increase capacity in

evidence-based interventions to reduce social isolation, including exploring the case for a Medway Council employee volunteering scheme. Medway are attending a forthcoming meeting.

We are also working with a faith group in Strood North to hold a Big Lunch in a greenspace to build neighbourhood connections. Other members of the Social Isolation Implementation Group, notably Sunlight Development Trust and Medway Housing Services, are hosting their own Big Lunches as part of their work to reduce social isolation.

Adult Social Care Strategy

The 13 week pilot for the '3 Conversations' model of practice in Adult Social Care is complete and early analysis shows a positive reduction in the number of long term packages of care needed. The Innovations Team continues to operate the model and to try find new and inventive ways of working with partners and providers within the community to support people to continue to live independent lives in their own homes.

The restructure of the Adult Social Care service has completed the consultation period and currently work is underway to recruit to posts and implement the new structure. New posts have been introduced to help support the development of community infrastructure through working with other local organisations, in particular the voluntary sector. The Voluntary Community Link workers will work across the Early Help and Prevention and Long Term Needs teams to cultivate and develop the voluntary offers within communities. This enable individuals with social care needs to be signposted to services within their community which could prevent or delay their need for long term care and support individuals to live fulfilling lives within their own local communities.

Subsequent to the budget being agreed by Council, the Chancellor announced a further £2bn of additional funding for social care, of which Medway Council was allocated £3.9million in 2017/18. This grant is to be spent on adult social care and will be deployed in accordance with the grant conditions. It is intended to fund the burgeoning costs of adult social care for a growing number of people with increasingly complex needs, including supporting more people to be discharged from hospital when they are ready, and stabilising the social care provider market. Subsequent to this, the first round of budget monitoring for 2017/18 showed an underspend of Adult Social Care of £498,000. Work is continuing to meet the savings targets attached to the Getting Better Together Strategy for 2017/18, including reviewing the areas where the savings will be achieved.

The Developing and empowering resources in communities (DERIC) projects being delivered by the two Community Interest Companies (CICs) in Walderslade (WALT) and the Hoo Peninsula (wHoo Cares) continue to support individuals within their communities to live independently despite any emerging social care needs. The CICs continue to assess the specific needs and demographics of their local populations to endeavour to deliver the most appropriate local services to those in need within their communities.

The 'Long Term Accommodation and Commissioning Strategy' is in the process of being developed, in line with the commitment cited in the Adult Social Care Strategy – Getting Better Together. The document links with policy and additional strategies from partner agencies including: The Strategic Housing Market Assessment; Dementia Strategy and the Joint Health and Wellbeing Strategy. The strategy

assesses and projects the accommodation needs for adults with social care needs to enable them to remain at home in accommodation appropriate to their needs, and to support the timely discharge of individuals from hospital into suitable housing, including that of a specialist nature. The strategy will be used to inform any future commissioning intentions around long term accommodation and will feed into future policy and strategy documentation for Medway Council and partner agencies.

7.2.4 OUTCOME: ALL CHILDREN ACHIEVING THEIR POTENTIAL IN SCHOOLS

Programme: Raising aspiration and ambition

Primary phase attainment data

During June and July, schools submit their Early Years, Phonics, Key Stage 1 and Key Stage 2 test results. These are cleaned and validated before provisional results are published during September and October.

Early, pre validation, unpublished results indicate an encouraging picture for Medway. With not all councils having reported, 74% of Medway children have achieved a Good Level of Development (GLD) compared to 71% nationally. The 2015-16 final attainment for this measure was 73.3%.

Similarly for year 1 Phonics screening the pre validated, unpublished Medway result is 82% compared to 81% for the incomplete emerging national picture. Last year's final phonics result for Medway was 81.8%

At Key stage 1 the key measure is the combined reading, writing and maths measure. Medway achieved a unvalidated and unpublished result of 69.5% against the emerging national result of 63.7% Last year Medway achieved 64.6% in this measure.

In recent years, Medway's Key stage 2 results have been poor. Last year saw Medway climb 25 places in the rankings of all local authorities. 2015-16 was also the first year of a tougher, redesigned, regime. This year Medway has shown encouraging progress, with 58% of children working at or above the required standard. Nationally this figure is 61%. Although behind the national result, it is important to note that Medway's year on year proportional rise is greater than the national increase, indicating Medway is making faster progress than national and closing the gap.

It is very important to remember that these results are highly provisional and both Medway's and the national results are likely to change.

Ofsted Inspections

Across all schools, with current inspections, 83.3% have an Ofsted rating of good or better. This represents 79 schools. Of these 15 are outstanding (4 secondary, 7 primary, 3 special and 1 PRU) and 64 are good (10 Secondary, 52 Primary 1 special and 1 PRU). One secondary school has moved from good to requires improvement this quarter. The primary estate has seen one school move from requires improvement to good in the quarter. 82% of inspected primary academies are good or better (3 outstanding and 24 good) compared to 84% of LA maintained primary schools (4 outstanding and 28 good).

Exclusions

Permanent exclusion rates remain high. During Quarter One 8 students were permanently excluded. This equates to 0.018%. There are a further 8 students awaiting the outcome of appeals against exclusions, which could raise the exclusion rate to 0.036%. In the 2015-16 academic year, 81 students were permanently excluded. This is 0.18%, an increase on the 2014-15 year of 0.04 percentage points, or 20 pupils. Of those 81 exclusions 96% were in secondary schools and 88% were from academies.

Amongst other actions the following have been implemented:

- Inclusions have strategically moved to Early Help and Targeted Services to ensure we are able to respond to the needs of the young people and family. This supports the area based model in Children's Services and will be strengthened further as we move to Children and family hubs.
- The Head of Service now has a development group with head teachers, where they are looking to reduce inclusions and improve attendance. This work is linked to the Section 11 audit undertaken by the Medway Safeguarding Children Board (MSCB).
- The Head of Service is also meeting with the Inclusions Group to look at options to reduce exclusions. So far the group has identified the need for a strengthened response to emotional health and well being. The new contract with North East London Foundation Trust (NELFT) will have a positive impact on the area.
- The School improvement team are also working with the Regional Schools Commissioner to bid for funding to support inclusivity in 20 primary schools.

Regional Schools Commissioner (RSC)

Currently only one school has met the criteria (two inspections rated at Requires Improvement (RI), to be considered coasting and to be below floor) that leads to an automatic referral to the Regional Schools Commissioner (RSC).

The Local Authority has regular, informal, discussions with the RSC regarding schools within Medway (both Academies and Maintained) across a wide range of issues, including performance and finance. These discussions enable the LA to support schools and resolve issues before a formal referral becomes necessary. The Schools Update Group meet regularly to discuss known issues and pool intelligence. This group consists of representatives from School Improvement, Inclusion, Attendance, SEND, School governance, Finance, Business and Intelligence, and School organisation.

Not in Education, Employment or Training (NEET)

It is important to note that it is not possible to make a comparison of performance over recent years, without adjusting the pre 2017-18 figures. This is because the criteria for this measure have been changed, to bring reporting in line with DfE methodology. In previous years, 16-18 year olds who were NEET were included in the measure (NI 117). In 2017-18, this has now been changed to include just 16-17 year olds. (NI 117(16-17)).

Making this adjustment, we are reporting an overall reduction of 127 NEETS (from 383 to 256) in quarter 1 compared with the same quarter last year. The number of

NOT KNOWN has remained relatively stable but has increased slightly by 13 from 266 last year to 279.