

CABINET

21 NOVEMBER 2017

COUNCIL PLAN PERFORMANCE MONITORING REPORT QUARTER 2 2017/18

Portfolio Holder:	Councillor Adrian Gulvin, Resources
Report coordinated by:	Carrie Mckenzie, Assistant Director, Transformation
Contributors:	Children and Adults - Directorate Management Team Regeneration, Culture, Environment and Transformation - Directorate Management Team Public Health Business Support

Summary

Medway's Council Plan 2017/18 sets out the Council's three priorities. This report summarises how we performed during quarter 2 (Q2) 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:

- 69% (20 out of 29) on target; and
- 53% (15 out of 28) improved over the long term.

Highlights: New achievements

- £3.7 million Local Growth Funding – successfully secured for Rochester Airport Technology Park;
- £200,000 Controlling Migration Funding – successfully secured;
- All 15 business units let – new Innovation Studios, Strood;
- Eastgate House – Grade 1 listed Elizabethan Town House – opened – July;
- New state of the art Medway Archive Centre opened – July;
- 312 private sector properties improved due to Medway intervention (target: 100)
- 7 sites awarded Green Flag status – July;
- 1st Schools' Emotional and Wellbeing Conference – July – 100 attendees;
- 4th annual Healthy Weight Summit – 6 July – over 25 partner agencies attended; and
- 2 'Big Lunch' events – promoting social connectedness among communities.

Highlights: Performance improvements

- 84.9% (62) primary schools judged 'good' or better compared with 83.1% (59) in Q1;
- Biggest improvement in health visiting coverage of any authority in the South East

since transition;

- 57.3% achieved required standard (reading, writing, maths) KS2 compared with 49% in 2015/16;
- 50% of adults with learning difficulties in settled accommodation compared with 48.4% in Q1; and

Highlights: Benchmarking

- 62.2 Looked After Children per 10,000 population compared with national average (68);
- 55 fewer days (503) for a child taken into care and moving in with adoptive family compared with national average (558); and
- 20% children from care into adoption – 33rd best in England.

What we are doing to improve performance

Temporary accommodation: The rate of households in temporary accommodation is currently 3.35 per 1,000 households - lower than the national rate of 3.5 - significantly lower than the rate of 16.6 seen in London.

Management actions to improve performance:

- The Housing Options Service continues to work with a range of organisations and services to help prevent households from becoming homeless;
- Using Medway housing stock to reduce the cost of temporary accommodation;
- Development of a Housing Company that will provide affordable accommodation in Medway;
- A weekly Temporary Accommodation Placement Panel has been set up to review all placements into temporary accommodation for previous week;
- Aim to deliver 25% affordable housing or using contributions via S106 consented schemes; and
- Maximise opportunities to discharge homeless duties into the private rental sector.

Smoking in pregnancy: Despite considerable efforts from the service to support women to quit during pregnancy, this is the fourth continuous quarterly increase. A draft local Maternal Smoking Strategy to recover the position has been developed. This Strategy includes an action plan requiring partners (specifically maternity services) to fully engage and support the efforts of the specialist Stop Smoking Service.

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. It is refreshed annually.

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. This will be presented to:

Business Support Overview & Scrutiny	30 November
Children and Young People Overview & Scrutiny	05 December
Regeneration, Culture and Environment Overview & Scrutiny	07 December
Health and Adult Social Care Overview & Scrutiny	14 December

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: 40 Council Plan measures of success: Detailed table

3. SUMMARY OF PERFORMANCE

3.1 Measures of success - Summary

There are 40 measures of success in total for 2017/18, however for Q2 we are reporting on 29 as 11 of these are either data only, or data is not expected until after this report is published.

- 69% (20 out of 29) were on target;
- 6.9% (2 out of 29) were just below target;
- 24.1% (7 out of 29) were significantly below target; and
- 50% (14 out of 28) 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 three ways of working which apply across all services, and the 13 programmes which support our priorities and outcomes. Section 5 provides detailed progress reports on these programmes.

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		
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	4 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 Medway on the map	5 Jobs, skills and employability	10 Together we can – Children's services
3 Medway: a great place to live, work, learn and visit	OUTCOME Preventing homelessness	11 The best start in life
	6 Preventing homelessness	OUTCOME Older and disabled people living independently in their homes
	OUTCOME Delivering new homes to meet the needs of Medway's residents	12 Improve support for vulnerable adults by working with partners and communities
	7 Delivering new homes to meet the needs of Medway's residents	OUTCOME All children achieving their potential in schools
	OUTCOME Getting around Medway	13 Raising aspiration and ambition
	8 Tackle congestion hotspots by transport and public realm improvements	

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

5.1 Measures of success - summary

Details of the 3 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..

- 1 out of 1 measure of success was on target;
- 0 out of 1 measure improved compared with last quarter; and
- 0 out of 1 measure 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: A CLEAN AND GREEN ENVIRONMENT

Programme: Public realm and street scene

The Environment Team (Community Wardens and Environmental Enforcement Officers) have delivered an ongoing programme of inspections, community engagement (Partners and Communities Together (PACT) Meetings) and targeted intervention work to help keep Medway's public realm clean and green.

The Community Wardens attended 4 PACTs this quarter, at which 17 issues of public concern were raised. 12 of these (71%) were resolved by the Warden Service and 5 were referred to other departments or partner agencies. Wardens always follow up on referrals made.

The Community Wardens patrol known hotspots every morning to remove particularly offensive or hazardous litter. This quarter they removed 391 items of drug related litter including needles and 134 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 take enforcement action. During Q2 the service dealt with 367 reported fly tips of which evidence was retrieved in 113 cases and were referred for further investigation. All 367 fly tips (100%) were removed by the team within one working day. In addition the team removed a further 667 fly tips proactively, meaning that they were gone before the public could report them.

46 Fixed Penalty Notices were issued for littering, dog fouling and other offences (28 littering, 5 fly tipping, 1 fly posting and 12 trade waste). 6 fly tipping, littering and waste related cases were prosecuted at Medway Magistrates Court for Q2, resulting in fines and costs totalling £9,600.

Chatham centre public realm improvements (Place Making project)

Work started on site on 19 June with a ground breaking ceremony. Works continue along Railway Street outside St John's Church with new widened footpaths and

paving. In Q2 the old steps and ramp were demolished at St John's Square, adjacent to the Wetherspoons Public House and a temporary ramp has been erected. Work will continue at both these areas until February 2018, and the pavement works outside St John's Church will continue up Railway Street towards New Cut.

Footpaths have been re-routed along Railway Street to the opposite side of the road, and traffic management is in place to allow for the works to the pavements to be carried out safely; signage alerting motorists to any changes have been set up showing alternative routes. Updates are available at www.medway.gov.uk/yournewchatham

Parks and open spaces

The Council maintains 1,900 ha (the equivalent of 13 Hyde Parks) of open space 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. This scheme will be starting in late 2017 following the unlocking of the Local Transport Plan (LTP) funding.

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 Esplanade Plan is to be embedded in a public realm strategy for Rochester Riverside / Corporation Street.

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. A new Partnership Post has been appointed to drive the Council's Green Flag ambitions for 2017/18 and 2018/19.

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) increase the number of visitors and extent of stay and generate spend in the area e.g. Battle of Medway; (2) attract new innovative businesses, creating new jobs and investment in addition to helping Medway's businesses flourish e.g. Innovation Studios Strood; and (3) promote the Council as

leaders, innovating public services and presenting new opportunities for funding e.g. Housing Infrastructure Fund. The following approaches have been adopted to achieve this objective:

To seek funding opportunities to develop innovative public service solutions

In Q2 the Council successfully secured £200,000 through the Controlling Migration Fund to enhance access to public services (education, health, libraries) for communities in areas with high numbers of migrants.

The Work Programme has been successfully delivered by Employ Medway since 2011. Employ Medway ceased receiving referrals from March 2017 as the Work Programme will come to an end in March 2019. This will be replaced by the Work and Health Programme which will aim to further support those unemployed who have a disability. In Q2 Medway Council was successful in securing a £1.6m subcontractor bid with the Shaw Trust who have been selected by Department of Works and Pensions (DWP) to deliver this programme. We will shortly enter contract negotiations to deliver a five year subcontract via Employ Medway.

A bid was submitted to the Government's Housing Infrastructure Fund for £170 million towards new roads and rail on the Hoo Peninsula. If successful, this exciting opportunity could unlock the potential for new homes, jobs and economic growth. Medway's proposal is supported by local MPs, Network Rail, Kent County Council and the South East Local Enterprise Partnership. The Council expect news of the next stage of the bid in the coming months.

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. Following the recent opening of Eastgate House, the Council has developed a project plan for Members outlining the proposals surrounding Dickens 2020. It is hoped that the new discussions with the Heritage Lottery Fund (HLF) around the Chalet will tie into the timeline and proposals.

The £2.1m Heritage Lottery Fund project for Eastgate House concluded in Q1. Since opening in July 2017, the new Mystery of Edwin Drood exhibition has been very popular. A planned programme of events and activity started in October 2017, some of which celebrates the links of Eastgate House with Charles Dickens and the novels in which the house was featured.

The new state of the art Medway Archives Centre was opened by Councillor Howard Doe on 3 July and includes a new archive racking and strong room, new archive viewing room and improved visitor areas. The digitalised City Ark images are being transferred over to a new digitalised system called Adlib, which will allow the Council to use the electronic images of the archives in much more innovative ways for learning, visitors and in research.

Deliver the 2017 Festival and Events Programme

The Council delivered the following events during Q2: Castle Concerts (11-15 July), Will Adams (9 September) and Capstone Festival (24 September). 282 surveys were completed with 239 who responded either rated the event as very or fairly satisfied (85%).

6. PRIORITY: MAXIMISING REGENERATION AND ECONOMIC GROWTH

6.1 Measures of success: summary

Details of the 11 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 9 measures of success were on target;
- 3 out of 8* measures has improved compared with last quarter; and
- 3 out of 8* measures has improved compared with average of the previous 4 quarters.

*where data available

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, There has been recent engagement with the top ten Medway businesses and the formation of a new skills board. This will benefit our 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.

Facilitating the delivery of the Inward Investment Strategy

The Council has been successful in Q2 in securing new inward investments. Pacadar, located at Thamesport, a Spanish company that will be manufacturing concrete tunnel segments for Thames Tideway Tunnel. The business started operation in October 2017, creating 40+ jobs.

The New Innovation Studios Strood successfully opened on 7 September and all Council managed workspace is full with 15 new businesses in residence.

Development of Innovation Park Medway (Rochester Airport Technology Park)

On 15th 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 this summer.

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 Q2, work continued on the ecology survey of the whole site. The Council has secured a consultant, Litchfields, 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. The Planning application for hard surface runway and airport infrastructure upgrades was submitted in September 2017 and the Local Development Order is progressing.

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.

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”.

Development of a 16-19 Strategy (including apprenticeships) – Children and Adults Directorate

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 18+. This Skills Board will both comprise of Officers and Members Boards. The Officers' Skills Board chaired by Neil Davies met on 25 September, and received presentations setting out the cross cutting importance of skills. The following Board took place on 26 October and received papers on priorities, skills mapping and key works areas. A Members' Board is being arranged for late 2017.

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

Medway Adult Education (MAE) has agreed a comprehensive Collaborative Working Agreement (CWA) with Public Health (PH) aiming to reduce health inequalities and enhancing the education and skills levels across Medway.

MAE will be branding relevant courses under the '5 Ways to Well Being', banner, and incorporating Public Health interventions courses in its 2018/19 programme. It will further be working with PH on the provision of new courses, in particular in support of the 'Men in Sheds' project and on the expansion of the current joint Family Learning offer delivered through Medway's Children's Centres.

MAE also works closely with Medway Library Service (MLS), taking advantage of its shared customer base and co-location at the Rochester Centre to promote and cross-sell services, and to deliver joint initiative, particularly targeting disadvantaged groups. A recent example includes the 'All Our Voices' project at Luton Library, designed to provide a release from social isolation. This saw local people, supported by an MAE tutor, creating Luton 'Then and Now' books and attaching them to an art installation. MEA is further working with the Library Service on the delivery of 'Tablet for Beginners' sessions across the Medway Libraries Service (MLS) estate, raising ICT literacy, and the delivery of family history sessions, making full use resources and contributing to the development of analytical and research skills.

The apprenticeship programme has further made excellent progress over the last academic year with 30 Medway apprentices joining the programme. Eight have successfully completed their apprenticeships. Overall achievement rates are now at 88.9%, a significant improvement from the 40% in 2015/16. This has been achieved through rigorous monitoring and improved communication with line managers and the Apprentice Academy lead, ensuring apprentices are fully supported at every stage of their learning journey.

6.2.3 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; and (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, 87 in Q2 2017/18 compared to 112 in Q2 2016/17.

At the end of Q2 there were 354 applicants residing in temporary accommodation provided by the Council in line with its statutory responsibilities. This is an increase from the 327 households that were accommodated at the end of Q1 2017/18.

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

The Housing Options Team continues to operate a preventative approach towards homelessness. During Q2 the Council has achieved 95 homelessness preventions, minimising the amount of new applicants having to go in to temporary accommodation. Q2 has seen a substantial increase in the number of homeless applications taken by the Council. 212 homeless applications have been taken during the quarter, an increase of 99 on Q1.

Work continues to roll out the landlord hotline, a service that gives landlords the opportunity to flag tenants that 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 Q2 there were 354 applicants residing in temporary accommodation provided by the Council in line with its statutory responsibilities. This is an increase from the 327 households that were accommodated at the end of Q4 2016/17.

The rate of households in temporary accommodation is currently 3.35 per 1000 households, this is lower than the national rate of 3.5 and significantly lower than the rate of 16.6 seen in London.

Further benchmarking has been undertaken this quarter to identify how Medway compares with other similar sized unitary authorities. Brighton currently have a rate of 13.05 households per 1000 in temporary accommodation and Milton Keynes currently have a rate of 7.16.

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.

For the financial year to date, a further 32 affordable homes have been delivered in Medway. A further 140 homes are expected to be delivered throughout the program 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. 38 affordable housing units will be delivered by MHS homes on the regeneration scheme on Cross Street Chatham. This affordable home provision represents a financial investment of £25.5m in to Medway.

6.2.4 OUTCOME : 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

The Planning Service is working to the next stage of consultation on the Local Plan in early 2018. This has involved the assessment of responses to the Development Options consultation to identify key matters and how these should be considered in the emerging plan. Further work on the evidence base has included commissioning of a Strategic Transport Assessment and Gypsy and Traveller Accommodation Assessment. Work is focused on identifying the most suitable sites that could form Medway's development strategy in the new Local Plan.

The Planning Service has considered the implications for development targets in the Local Plan arising from the government's proposed new method for calculating local housing need.

Oversee the process for the promotion of Lodge Hill Sustainable Community

Defence Information Organisation have withdrawn their planning application for the sustainable community development. Work continues with the Homes and Communities Agency (HCA) with respect to promoting the site through the Local Plan and in support of the development of a new application for a smaller scheme.

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.

On 11 July 2017 Cabinet considered a report on the Housing Company. The Cabinet agreed that the Housing Company could be formed in principle subject to further detail and a final report later in 2017/early 2018.

Ultimately the Housing Company will be a vehicle for providing much needed affordable rented accommodation in Medway. As at 31 August 2017, there were 4,670 households within bands A to D on the active Housing register and 352 households in temporary accommodation. The provision of additional units of accommodation will assist with reducing the pressure on the Housing Register and pressures on budgets. The local plan target over the next 30 years is to provide over 29,000 units of accommodation.

Recruitment to key posts within the Housing Company is underway and a 5 year plan has been produced of sites that will be the main focus for regeneration and provision of affordable housing.

Officers have identified a number of HRA sites with potential for development, but are unable to commit to a third phase of new build, based on HRA Business Plan assumptions. A review of services and the operational delivery models may allow some funding to become available for a small development of HRA owned stock over the next 18 months.

Rochester Riverside

Rochester Riverside planning application was agreed at Planning Committee on 25 October 2017 Planning Committee and the contractor Countryside started on site at the end of October 2017. The Gym equipment on the site has been moved to the Doust Way end of the site to allow for the first 3 phases to come forward.

Strood Waterfront

The planning application for the flood defences works will be presented at the November 2017 Planning Committee. A contractor to carry out the works will be appointed by the end of 2017, with work likely to start on the former Civic Centre site in February 2018 and on the Riverside site on Canal Road in March 2018.

The demolition of the redundant buildings at the former Civic Centre site began with utility diversions in October 2017 and demolition of the buildings will begin in November/December 2017. The works will allow the use of the public car park up to Christmas 2017.

Details of the refreshed Strood Waterfront masterplan are being finalised and it is planned to begin the consultation process in December 2017. Approval to consult on the masterplan will be sought at the Cabinet meeting on 21 November 2017.

Chatham Waterfront

Chatham Project Board considered an options report to de risk the development of the site. Options were considered on flood defences and design schemes. There is also a very small parcel of land that still needs to be acquired as it is currently not registered to anyone which the project board gave permission for compulsory purchase. The Council will award the contract for conceptual design in Q3.

6.2.5 OUTCOME: GETTING AROUND MEDWAY

Programme: 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, learn and visit.

Medway Council is committed to enable citizens, visitors and businesses 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.

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 on 1 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 Q2 has focussed on:

1. Resource planning through Confirm of Work Volumes (both reactive and planned) and the engagement of the supply-chain to support Contract Delivery;
2. Successfully completed the Depot Co-location Project;
3. Agreed a phased implementation programme for Volker to commence the Prime Contractor Function for Medway Tunnel; and
4. Established the governance arrangement for Partnership Working.

Transport and public realm improvements for Strood completed by March 2019

A road safety audit of three key junctions has been undertaken and work has commenced on the technical design (RIBA Stage 4) of Tolgate Lane Car Park. Consultation with traders and retailers will commence when a final works programme has been agreed with contractors. It is anticipated work will start January 2018.

Support the development of Strood railway station

As part of the Strood Town Centre Local Growth Fund Project, plans have been developed in conjunction 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.

The rebuild at Strood Train Station is nearing completion with the main station building works completed. Final fittings will be undertaken in Q3 with expected opening by December 2017. Members attended the site in Q2 to review progress.

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.

Some detailed design has been reviewed by Network Rail to take into consideration the weight of loads on the structure across the railway, resulting in slippage of some milestones. The tender documents to procure a works contractor are being prepared

and the opportunity is likely to be advertised by Network Rail later in November 2017 with a contractor being appointed early in 2018.

Works should start early 2018, working closely with the Chatham Placemaking project team to align programmes.

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 6 of these, data is not expected until after this report is published

- 12 out of 19 measures were on target;
- 12 out of 18* measures have improved compared with last quarter; and
- 12 out of 18* 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

Cllr David Brake hosted the fourth annual Healthy Weight Summit on 6 July, with over 25 partner agencies attending. This event was 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.

Some excellent activity is 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 continues to deliver parks and places that people can enjoy at no cost;

- The School Contracts Team is embedding the healthy eating agenda in their catering contract with infant, primary and junior schools; and
- Development of an internal Council Food Policy, which other Health and Wellbeing Board partners will be encouraged to adopt.

Through the Supporting Healthy Weight Network, we are trying to ensure that these Council led activities compliment the wide range of community activities that are underway.

7.2.2 OUTCOME : RESILIENT FAMILIES

Programme: Together we can - Children's Services

Performance data continues to show encouraging results. Success has been achieved in the rate of Looked After Children, the rate of Child Protection (CP) and of the time take for a child to be placed for adoption.

Although there is a small rise (6) in the number of Looked After Children the rate per 10,000 population is comfortably below target. Currently, there are 396 Looked After Children, which is below the 426 derived from the target of 67 per 10,000 population. Medway remains below the most recent published national figure of 68, but above the latest average rate of 51.7 in the South East.

The rate of Child Protection has risen for the second quarter but still remains comfortably below target. Currently, there are 53 CP per 10,000 population against a target of 65.3. The rate in Medway is between the average rate of 41.8 in the South East of England and the average rate of 56 when the level of deprivation in Medway (IDACI index) is factored in.

The average number of days between a child entering care and moving in with an adoptive family is measured as a 3 year average. Currently this indicator stands at 503 days. This is better than the 605 day target and stronger than the 558 day national result (2015-16). A recent ministerial query gave Medway the opportunity to discuss our success with adoption timescales and point out that Medway Council Adoption service achieved 20% of children leaving care into adoption. On this indicator, Medway achieved a rank of 33rd best authority in England in the Children in Care and Adoption Performance.

Recruitment and retention remains a significant issue for Children's Social Care. Detailed work has recently been undertaken to assess the impact of vacancies, the intake of new social workers in their assessed and supported year of employments and the throughput of cases. The latest data, from HR, shows that we have a 42% vacancy rate, significantly higher than the 16.8% average in the South East in September 2016. Over the last year, vacancy rates in Medway have ranged from 38% up to 43% demonstrating how difficult it is currently for Medway to attract staff. Proposals to improve the recruitment and retention of Social Workers have been approved by Children and Adults Directorate Management Team (CADMT). Recruitment for Practice Managers and Social Workers remains ongoing in a highly competitive market

The Multi Agency Safeguarding Hub (MASH) Strategic Board met in October to scrutinise the operational plan. Partner agencies are participating fully with both the strategic and operational boards. Children's Services have reorganised their physical environment to become MASH ready. Following an evaluation of the opportunities

and challenges, a soft lead in during the New Year with a deadline for full implementation by the end of March 2018 is envisaged.

Programme: The best start in life

Healthy Child Programme

Health visiting performance continues to improve significantly since transition in 2015 and the service is engaging and supporting more families across Medway month-on-month as a result. This was demonstrated by Public Health England (PHE) stating that Medway has had the biggest improvement in coverage since transition of any authority in the South East. 4 of the 5 checks are in line with national averages.

The 2.5 year check is still an outlier but has been a particular area for improvement in the past 6 months, improving by over 20% but still remains approximately 12% short of the 80% target we are aiming for.

The School Nursing service delivered 91.9% Coverage of the National Child Measurement programme in 2016/17 which is an improvement on the previous academic year. The Service also had an increase of take up of health screens for year R which support early identification of health problems.

Public Health and the Clinical Commissioning Group (CCG) have co-funded a new Health post to sit in the new Medway Multi-Agency Safeguarding Hub (MASH). The post will be hosted by Medway Community Healthcare.

An integrated model of 0—19 Child Health Services (including Public Health and CCG services) has successfully gone out to tender in October with the award of the new contract expected by the start of January 2018. PHE commented on the model as being “exciting and innovating” and the aim is to deliver a more integrated offer for families in Medway from April 2018.

The Child Health Team continues the strong engagement with schools with 16 out of 17 Secondary schools working with us on the PSHE health agenda and two thirds of the primary schools also signed up. The team also successfully organised the first Schools Emotional and Wellbeing Conference in July in collaboration with the CCG and Charlie Waller Trust with nearly 100 attendees and very positive feedback.

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

Two Big Lunch events, which promote social connectedness among communities were held across Medway: Strood Big Lunch in a local greenspace, which engaged over 80 local residents and received excellent qualitative feedback from the community. A second Big Lunch, held by Medway Housing Department and partners, took place at Woodlands Rd to build connections between the new Centenary Gardens development and residents in neighbouring housing. Over 100 people attended this event. Three new residents were interested in the becoming Estate Champions and three residents were interested in becoming Youth Engagement Ambassadors.

Social Isolation Training continues to be delivered to local partners and receives excellent feedback.

Further work to develop social isolation partnership working in Medway is taking place, with a new social isolation task and finish group being established.

Adult Social Care Strategy

The restructure of the Adult Social Care Service went live from October 2 2017 with teams now working to the new model. There are three Long Term Support teams and three Early Help and Prevention (EHP) teams. The EHP teams will now all be transitioning to use the 3 conversations model. Analysis of the progress of the 3 conversation model is continuing, with the second 13 week tranche currently being examined.

The proportion of clients with ongoing services who receive direct payments is rising slowly and is, at 27.6%, above the staggered target of 27%. Area based teams remain focused on offering direct payments as the preferred method of delivery for long term community services and are working with the financial assessment team to find ways to reduce the time between the assessments and the Self Directed Support visit. Discussions about changing to Direct Payments are now an integral part of the review process.

There have been 9 admissions to residential or nursing care from the 18-64 age group this year, with 2 recorded in quarter 2. This means that the rate per 100,000 population is 5.2 against a target of 5.5. Admissions among the 65+ age group are also within target for the quarter and the year. However, it is not unusual for there to be a rebalancing of the numbers as packages are added to Framework I after the month end. Currently the admission rate for Q1 and 2 is 245.6 per 100,000 population against a target of 300. This gives latitude of 23 admissions. Delayed inputting may endanger this target. Work continues to support clients in being independent in their own homes for longer. The proportion of over 65s who remain at home 91 day after discharge into reablement remains at around 70%.

The most recent Delayed Transfers of Care data is for August. This shows that delays attributable to Adult Social Care are at 1.8 per 100,000 population. The total delays, attributable to Adult Social Care and Health stands at 7.6 per 100,000. So far this year 23.5% of all average delays can be attributable to Adult Social Care. This is very similar to the 23.2% seen in the same period last year. However, the first two month of quarter 2 have seen a stronger performance with only 19% of all delays being attributable to ASC.

Safeguarding remains high on the Directorate agenda and the team recently supported Adult Safeguarding Week with a successful conference day as well as community events.

7.2.4 OUTCOME: ALL CHILDREN ACHIEVING THEIR POTENTIAL IN SCHOOLS

Programme: Raising aspiration and ambition

Provisional results for key Stage 1 and Phonics were published on 2 October 2017. At Key stage 1 Medway pupils have performed very strongly with noteworthy performances having been made in all areas, against last year, national performance and our relative position to other authorities.

Subject	2016 %	2016 rank against 152 authorities	2016 variance to national (pp)	2017 %	2017 rank against 152 authorities	2017 variance to national (pp)
Reading	75%	58th	+1pp	79%	21st	+3pp
Writing	68%	43rd	+3pp	74%	8th	+6pp
Maths	75%	42nd	+2pp	79%	18th	+4pp

Phonics results were 82%, again above national but Medway did drop against last years local authority (LA) ranking position. It is important to remember that our actual result is the same as last year and our variance to the national level is unchanged. We have dropped in the rankings as some other authorities have made a bigger year on year improvement.

Provisional results for Key Stage 2 were published on 31 August. There has been encouraging progress made by Medway pupils with 58% reaching the expected standard in the aggregated reading, writing and maths measure. Whilst this was 3 percentage points behind the national attainment the gap between Medway and national has halved from the 2015-16 result. Medway has progressed 17 places in the national rankings, for this measure.

Provisional Key stage 4 results were published on 12 October. It should be noted that the grading system for Maths and English changed in 2016-17 and as such comparisons with last year are indicative only. In the headline measure of the percentage achieving threshold in English and Maths, 59.4% of Medway pupils reached level 4 or above. This is 4.1 percentage points (6.5%) below the national level. Medway has dropped 52 places down the rankings to 109th of 152 Local Authorities. A very positive result has been achieved in the more complex, wider reaching.

'Progress 8' measure. Here Medway pupils have achieved positive progress of 0.04. This is in excess of national progress, which stands at -0.3. It is also above the South East aggregate which is at -0.02, having been at +1.02 last year.

Across all schools with current inspections 84.5% are rated as good or better, with 15 outstanding and 67 good. This represents 82 schools, an improvement of 3 on Quarter 1. There are 7 Primary, 4 Secondary, 3 Special and 1 Pupil Referral Unit rated as outstanding. 55 Primary, 10 Secondary, 1 Special and 1 PRU are rated as good. 79.5% of inspected Medway primary academies are rated as good or better (3 outstanding and 28 good) where as 91.2% of inspected Local Authority maintained primaries are good or better (4 outstanding and 27 good).

Exclusions remain an area of concern and high focus. So far this quarter there have been 4 permanent exclusions, with the possibility of another 5 being upheld and added to the total. However, it is worth noting that of the 8 exclusion processes started in September, 3 have been retracted. For this financial year there have been 20 permanent exclusions. This gives Medway a rate of 0.04% against an annual target of 0.06%. This means that the target will be exceeded if there are a further 9 exclusions. Last financial year there were 65 permanent exclusions.

The inclusions team continue to work with schools to reduce the number of permanent exclusions. Vulnerable pupils from the transitioning cohort have been identified and supported through the summer break. The team attend the School Support Group weekly and are looking to grow the team around the school meetings

that have proved successful. This approach has also been praised by the Head Teachers involved. The Inclusion Manager is now part of the Advisory Board at Inspire Free School.

In Quarter 2, there have been 1,140 days lost to fixed term exclusions (FTE). This is noticeably more than the 851 in Q2 last year.

In 2016-17 a total of 215 individuals received fixed term exclusions (44 Primary, 159 secondary, 3 Special and 6 pupil referral unit). This gave an average rate of 4 exclusion days per pupil.

This year the rate is 3.4 days per exclusion but the number of pupils has increased. 332 pupils have received FTEs this quarter (100 Primary, 198 Secondary, 8 Special and 26 Pupil Referral Unit). The trend this year seems to indicate more, shorter, exclusions. Support will be targeted where required.

8. WAYS OF WORKING: GIVING VALUE FOR MONEY

- 8.1 We are committed to delivering efficient and effective services for Medway residents, businesses and visitors. We measure our success on delivering value for money by monitoring the contracts we award, by asking our Citizen Panel for their views and by monitoring how we deal with customer complaints.

Contracts

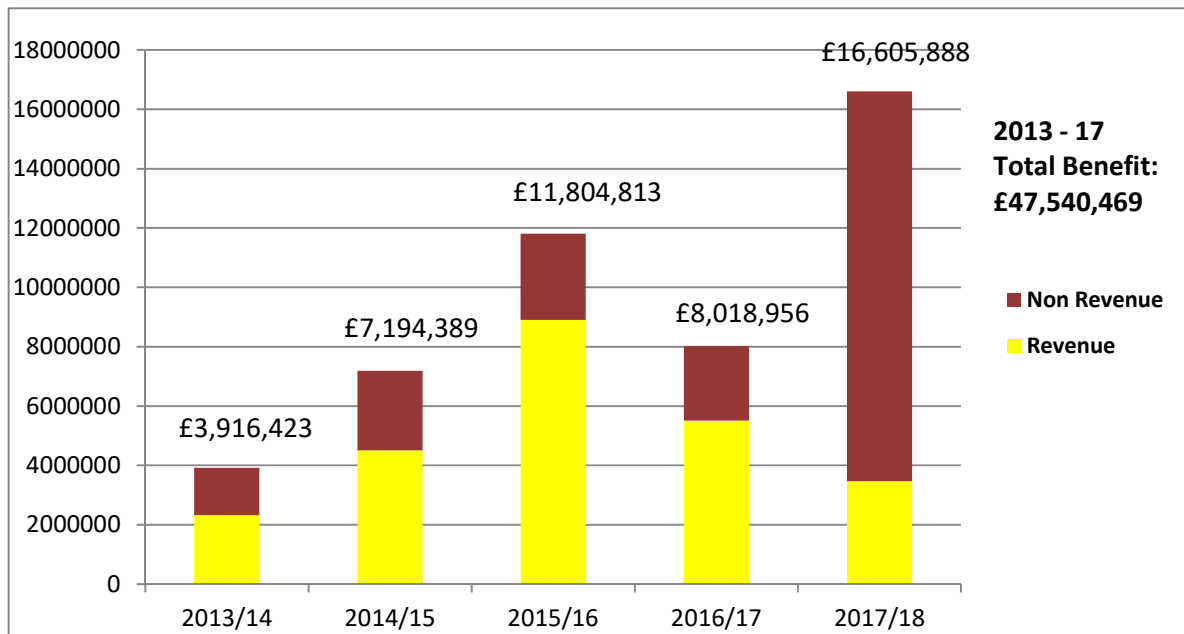
We are achieving significant value for money as a result of the contracts we have recently awarded. The Council spends roughly £360 million each year buying goods, services and works for the community. We aim to secure the best value for money when we buy (procure) from suppliers.

In the last five years (2013 – 2017), we have achieved £47.5 million whole life benefits (ie: benefits across the full term of all contracts). This includes revenue and non-revenue benefits.

During the first 6 months of 2017/18:

- We have achieved £16.6 million whole life benefits (£13.1 million non revenue, £3.5 million revenue).
- 28 contracts were awarded during this period where whole life benefits were identified.

Category management performance



8.2 Citizen Panel





In August 2017, 437 residents completed the Citizen Panel Survey. Analysis of the results is being completed and will not be available until after this report.

8.3 Complaints

Performance on responding to stage 1 corporate complaints within time (10 days) has exceeded target and has improved by 10.4 percentage points since the same period last year. This is despite numbers of complaints received continuing to increase (from 453 to 448) compared with same period last year. The Q2 trend over the last three years is as follows:

2017/18	89.3% (target 80%)
2016/17	78.9%
2015/16	89.1%

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, Q1.

	Q.1 2017-18	Q.2 2017-18	Timeliness performance compared to Q1 2017-18
Corporate Stage 1			
Volumes received	344	448	 0.2%
Responses issued	320	447	
Responses within 10 working days	285	399	
% responses within deadline	89.1%	89.3%	
Corporate Stage 2			
Volumes received	46	39	 2.9%
Responses issued	40	41	
Responses within 15 working days	33	35	
% responses within deadline	82.5%	85.4%	
Children's Social Care Stage 1			
Volumes received	21	29	 12.5%
Responses issued	24	20	
Responses within 20 working days	21	15	
% responses within deadline	87.5%	75.0%	
Adult Social Care			
Volumes received	22	26	 10.2%
Responses issued	18	23	
Responses within 20 working days	6	10	
% responses within deadline	33.3%	43.5%	

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.

Performance for stage 1 corporate complaints is positive, with 89.3% of stage 1 corporate complaints being responded to within 10 working days. This is measured against our revised and increased target of 80%, and has increased slightly compared to Q.1 2017-18.

Performance is exceeding target and is continuing to improve year on year despite a 30% increase in volumes of stage 1 complaints received compared to Q.1 2017-18 (from 344 to 448).

Stage 2 corporate complaints

The response target is 15 working days. Performance has improved again during Q.2 and has increased by 2.9% to 85.4% compared to 82.5% in Q.1 2017-18. This is measured against the performance target of 75%. In September 2017, 100% of

stage 2 complaints were again responded to within 15 working days, similar to the story in June of this year.

During Q.2, 39 complaints were escalated to stage 2. This is a 15% decrease in volumes, compared to Q1, and equates to an escalation rate of 8.7% when compared to the volume of stage 1 complaints received in the same quarter (448).

During Q2, there has been a 10% increase in upheld complaints at stage 1. This information, combined with the lower escalation rate, may suggest that services are investigating complaints thoroughly and ensuring that responses are fair and robust, and this may be having a positive impact on the reduced rate of escalation to stage 2. We will continue to monitor this pattern.

Children's social care complaints

The response target is 20 working days, and 75% of responses were issued within this time frame. Although this is a 12.5% decrease in timeliness compared to Q1, there has been an overall improvement in Children's complaints performance compared to Q2, 2016-17. Additionally, the majority of stage 1 childrens' social care complaints are responded to within 10 working days which is well within target.

Adult social care complaints

The response target is 20 working days. In Q2 Adult Social Care responded to 23 complaints and achieved a timeliness performance of 43.5%. This is an increased performance of 10.2% which is positive, despite an increase in volumes of 18%.

There remains some pressures due to the extensive adult social care restructure. The Social Care Complaints Manager is working closely with the adult social care teams and Assistant Director to continue to 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.

Local Government Ombudsman (LGO) referrals and decisions in Q1

In Q2, 12 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 is consistent with 2016-17 (10 complaints referred) and 2015-16 (12 complaints referred).

A total of seven decisions were made by the LGO in Q2; two of these were to uphold the complaint (28.6%) and the remaining five were closed by the Ombudsman after initial enquiries.

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

9.1 Measure of success – summary

The Transformation Board has agreed to use 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 future reports.

9.2 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 to support this, we continue to redesign services and streamline business processes, making them available online for customers to self-serve through our 'service roadmap' projects:

- In September, the Council went live with a new way for parents to research school places for their children online, 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.
- Work to virtualise parking permits and vouchers is about to go live (November), making it possible for customers to apply for permits online.
- We are designing a way for customers to be able to assess their care needs and financial situation via medway.gov. Currently a paper-based and face to face service, when online this will link directly into the new model for adult social care.

Website rationalisation

The Council have 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 is starting to be put in place to progress this work stream.

Work to centralise our Council websites is underway and we are reducing the number of sites we run and the systems we use.

We are centralising sites onto medway.gov and into our corporate website platform where possible, to deliver a consistent online experience for our customers.

This year we have started with redesigning new medway.gov.uk, focusing on the 20 most used tasks and making them easier to find and complete. The new site will have a new look and feel, user-focussed navigation and content, 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 reviewing our hosting arrangements for the whole website estate to identify further options to reduce costs while improving resilience.

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

A review of the Council's desktop equipment (Thin client, PC or laptop) started in September 2017 with the objective of ascertaining 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 has occurred.

The Council is 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 Transformation Board in November 2017. In addition Medway is acting as lead partner for the Kent Connects regional cloud project which met for the first time on 3 October 2017.

ICT continue to plan the roll out of office 365. There has been significant progress in this quarter. The first Office 365 application (Power BI) has been implemented and is being used for data analysis in many Service Areas. Microsoft Exchange Hybrid Environment has been achieved with a small number of mailboxes migrated to Office 365 for testing. SharePoint has been implemented with collaboration sites being used for the Transformation Team and the Corporate Peer Review Team. Further work on Mobile Device Management, shared storage and SharePoint is expected to be completed by December 2017.

The Council have a project to rationalise software applications across the organisation. During Q2 work has continued to replace M3 (Environmental Health, trading Standards and private Sector Housing) and Acolaid (Planning and Licencing) with Uniform. Uniform is now live in Environmental Health and Trading Standards. The Council has also replaced two ICT Service desk applications with one called Top Desk in September 2017.

To improve customer service journeys on line and automate Front Line Service Officers work the Council have implemented a new Customer Relationship Management (CRM) system. This will be integrated with a customer account portal which will enable residents and businesses to access their information and service requests online.

Design and deliver the Council's assisted digital offer through our community hubs and libraries

The Transformation Board (18 September 2017) has signed off a paper outlining the approach to Assisted Digital Services, including a revised definition of "A service for customers and clients who cannot access online services and information on their own, ensuring they have as good an access as everyone else." The approach ensures that the needs of those who genuinely can't use online services are

considered as part of mainstream service design, so that at go-live the support from Community Hubs, Libraries and services themselves is clear.

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

10.1 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 2.

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	Dickens anniversary	Dickens Museum - London, Dickens Fellowship, GADS Hill Place, Visit Kent and Tourism South East
6.2.2.	Medway Adult Education (MAE) Learning Programme – to boost local skills levels for those furthest from employment. Ways to Wellbeing, Men in Sheds, All our voices project – Luton Library	MAE, PH, Medway Children's Centres, Employ Medway, Job Centre Plus libraries
6.2.3	New build affordable housing	London and Quadrant Housing Association, MHS homes
6.2.4	Rochester Riverside	Countryside, 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 NOTE: Acknowledged by LGA as excellent practice	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
7.2.2	First schools' Emotional and Wellbeing conference - July -almost 100 attendees	Clinical Commissioning Group (CCG) and Charlie Waller Trust
7.2.3	Big Lunch	Strood Faith Group, Sunlight Development Trust, Medway Housing Service

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

Table B

Partnership	Aim
Community Safety Partnership (CSP) t	To make Medway a safer place to live, work and visit
Kent Resilience Forum	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 Voluntary Sector Emergencies Group	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
Medway Safeguarding Children Board (MSCB)	statutory service – to ensure the agencies are safeguarding and promoting the welfare of children in Medway)
Kent and Medway Safeguarding Adults Board (KMSAB)	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
Medway Safeguarding Executive Group (MSAEG)	To ensure that Medway meets the strategic priorities as set out by the multi-agency Kent and Medway Safeguarding Adults Board
Kent and Medway Sustainability and Transformation Partnership	(A plan for future health & social care to meet the needs of Medway)
South East Local Enterprise Partnership (SELEP)	(To enable the conditions for business growth)
Thames Gateway Kent Partnership	To make Thames Gateway Kent the place to be by creating the best conditions to attract investment and deliver sustainable growth, promote collaboration between private/public sectors, lobby government and other organisations for funding, promote North Kent, work with partners in London and South Essex
Medway Place Board	To create an agenda for putting Medway on the map and to drive growth locally
Medway Partnership Commissioning Team	To commission health and social care services across all ages
Home First initiative	To provide support for patients who are medically fit to be discharged but still require additional support
The developing and empowering resources in communities programme (DERiC)	Hoo and Walderslade - promotes develops and invests in new community owned social enterprises which offer real incentives including financial to all involved.
One Public Estate Board	Promote delivery of housing and healthcare facilities
South East 7	Improving services, saving money by working in partnership

11. RISK MANAGEMENT

- 11.1 Risk management helps to deliver performance improvement and is at the core of decision-making, business planning, managing change and innovation. It is practised at both management and service delivery level, enabling the effective use of resources, and securing the assets of the organisation and its continued financial and organisational well-being.
- 11.2 The purpose of the Council Plan performance monitoring reports during the year is to enable managers and members to manage the risks identified in delivering on the Council's priorities.

12. FINANCIAL AND LEGAL IMPLICATIONS

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

13. RECOMMENDATION

13.1 It is recommended that Cabinet consider the quarter 2 2017/18 performance against the measures of success used to monitor progress against the Council's priorities.

14. SUGGESTED REASONS FOR DECISION(S)

14.1 Regular monitoring of performance by management and members is best practice and ensures achievement of corporate objectives.

LEAD OFFICER CONTACT

Susan Olney, Corporate strategy, performance and improvement officer
Gun Wharf. ext.1490 susan.olney@medway.gov.uk

APPENDICES

Appendix 1: 40 Council Plan key measures of success: Detailed table

BACKGROUND PAPERS

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










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

**APPENDIX 1:
COUNCIL PLAN PERFORMANCE MONITORING QUARTER 2 2017/18
Detailed Report**



Total number of measures: 40







Key

Status	Trend*	Success is
 This measure is significantly below target	 The performance of this measure has improved	 Higher figures are better
 This measure is slightly below target	 The performance of this measure has worsened	 Lower figures are better
 This measure has met or exceeded the target	 The performance of this measure is static	N/A - Desired performance is neither too high nor too low
 This measure is data only. There is no target and is provided for reference only.	N/A – data not available	
N/A – data not available		
*Short trend compares to last quarter.		
*Long trend compares to average of previous 4 quarters.		

Title
1 Priority. Medway: A place to be proud of

Title
1.1 Outcome. A clean and green environment

Title
1.1.1 Programme. Public Realm & Street Scene

Code	Short Name	Success is	2016/17	Q1 2017/18	Q2 2017/18					2017/18	Latest Note Date	Latest Note
			Value	Value	Value	Target	Status	Long Trend	Short Trend	Target		
GH6 CP	Satisfaction with parks and open spaces - Citizens Panel result		68.5%	67.6%	N/A	70%	N/A	N/A	N/A	70%	11-Oct-2017	In August 2017, 437 residents completed the Citizen Panel survey. Analysis of the results is being completed and will not be available until after this report.
NI 195a NEW	Improved street and environmental cleanliness: Litter		97.25%	97.00%	97.00%	96.00%				96.00%	28-Sep-2017	During quarter 2, 97 % of the streets surveyed were free from litter at the time of the inspections. This is due to a robust contract monitoring programme and a high standard of cleanse being achieved by Veolia.
W6 CP	Satisfaction with refuse collection - Citizens Panel result		N/A	91.3%	N/A	85%	N/A	N/A	N/A	N/A	11-Oct-2017	In August 2017, 437 residents completed the Citizen Panel survey. Analysis of the results is being completed and will not be available until after this report.

Title
1.1.2 Programme. Replacing Medway's street lights
Monitoring will commence in 2019/20





Title
1.3 Outcome. Medway on the Map





Title
1.2.1 Programme. Medway, a great place to work, live, learn and visit
Progress measured through programme monitoring.

Title
2 Priority. Maximising regeneration and economic growth

Title
2.1 Outcome. A strong diversified economy





Title
2.1.1 Programme. Business Investment

Code	Short Name	Success is	2016/17	Q1 2017/18	Q2 2017/18					2017/18	Latest Note Date	Latest Note
			Value	Value	Value	Target	Status	Long Trend	Short Trend	Target		
ECD1	% of units let in Council owned business units		N/A	88%	88%	90%				90%	06-Oct-2017	<p>The Council owned business units included in this measure are Hopewell Drive, Pier Road and Innovation Centre Medway (ICM). For Q2 this amounted to 128 units or 40,097.34sqft. Units across the sites vary in size from approx. 120sqft to 1500sqft.</p> <p>At the end of Q2, there were 15 vacant units (1810.74sqft/(168.2sqm). This equates to approx. the size of two badminton courts. There were seven applications pending.</p> <p>One unit at Pier Road has had less interest than others. This is a 150sqft light industrial unit. Typically tenants seeking units of this type are looking for larger</p>





Code	Short Name	Success is	2016/17	Q1 2017/18	Q2 2017/18					2017/18	Latest Note Date	Latest Note
			Value	Value	Value	Target	Status	Long Trend	Short Trend	Target		
												<p>premises (300sqft or above). There are no notable trends in vacant units at Hopewell Drive.</p> <p>From Q3 we will add the Innovation Studios Stood to this measure; 15 office units (1,861 sqft).</p>
ECD13	% of square footage let at Innovation Centre Medway (ICM)		N/A	95%	96%	90%				90%	06-Oct-2017	<p>The ICM has a total space to let of 17,859.34sqft. The empty units vary. The sites are incubators and there is always a “churn” of tenants coming and going or moving within the building.</p> <p>The vacant square footage at the end of Q2 was 517.74sqft (48.08sqm) or 7 units. There were three applications pending.</p> <p>There are no specific trends in the nature of the vacant units at the ICM. The Council has historically been able to adapt to need e.g. the recent conversion of one large unit to three small ones, allowed us to respond to business demand, and minimise periods between rentals.</p> <p>The large top floor unit (3200sq ft.) vacated by Harlequin this has now been split into 3 units which have all been let in this quarter. Two units have been taken by existing tenants who have expanded (Connect IT and Radtac) and the 3rd by Medway Commercial Services.</p>

Title
2.2 Outcome. Residents with jobs and skills

Title
2.2.1 Programme. Jobs, skills and employability





Code	Short Name	Success is	2016/17	Q1 2017/18	Q2 2017/18					2017/18	Latest Note Date	Latest Note
			Value	Value	Value	Target	Status	Long Trend	Short Trend	Target		
NI 117(16-17)	The percentage of 16-17 year olds who are not in education, employment or training (NEET)		N/A	3.80%	3.80%	6.00%				6.00%	10-Oct-2017	<p>As expected the transitioning of service provision from Medway Youth Trust (MYT) to in house collection has meant that there is a gap in the availability of data. It is normal to see the proportion of young people whose destinations are Not Known to be at it's highest in September. It is expected that data to become available during November.</p> <p>It is important to note that this measure has changed to bring reporting in line with DfE methodology. Previously 16-18 year olds who were NEET were counted. Now only 16-17 year olds are included. This means that year on year comparisons between NI 117 (16-17) and NI 117 are not valid.</p> <p>At the end of June 2017, 3.8% of 16 and 17 year olds were NEET. This equates to 256 young people. In June 2016 this was 383 (16-17 year olds) which is approximately 6%. As such the number of 16-17 year olds who are NEET has fallen and this performance is good, comparing June 2016 with June 2017 (and factoring out the differences in the measures). For Quarter 1, 266 (4%) of 16-17 year olds are classed as</p>








Code	Short Name	Success is	2016/17	Q1 2017/18	Q2 2017/18					2017/18	Latest Note Date	Latest Note
			Value	Value	Value	Target	Status	Long Trend	Short Trend	Target		
												Not Known. This is broadly similar, with the 279 (4.1%) 16-17 year olds that were Not Knowns last year.
LRCC4a	Number of jobs created and safeguarded (cumulative)	+	391	79	215	150	✓	↓	↑	300	11-Oct-2017	Q2 has been significant for new retail investments, in particular at Strood retail park, where the new Marks & Spencer food store created 70 FT jobs and Maplins, B&M and Starbucks a further 36. Wincanton at Kingsnorth Industrial estate created a further 30 in September 2017. Also in September 2017 the opening of the new McDonalds at Courtney Road created 30 FT jobs and a further 140 PT posts (these have been counted at a ratio of 1 to 4 i.e. 35FT equivalent).
MAE 2	% Retention rate	+	93% 2015/16	94.06% Q3 of academic year 2016/17	94% Q4 of academic year 2016/17	94%	✓ Q4 of academic year 2016/17	↓ Q4 of academic year 2016/17	↓ Q4 of academic year 2016/17	94%	05-Sep-2017	<p>This PI is based on academic year rather than financial year.</p> <p>Data as at 5 September 2017 for Q4 of Academic year (May 2017 – Jul 2017). Data extracted from AQUA MIS software using Crystal report.</p> <p>Retention measures the number of learners who start a course with MAE and, at the end of the academic year, 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, and improved rigour in the Initial Assessment process (ensuring learners are placed on correct course for them).</p>

Code	Short Name	Success is	2016/17	Q1 2017/18	Q2 2017/18					2017/18	Latest Note Date	Latest Note
			Value	Value	Value	Target	Status	Long Trend	Short Trend	Target		
MAE 3	Achievement rate (pass rate)		96.49% 2015/16	98% Q3 of academic year 2016/17	97.36% Q4 of academic year 2016/17	96%	 Q4 of academic year 2016/17	 Q4 of academic year 2016/17	 Q4 of academic year 2016/17	96%	11-Oct-2017	<p>This PI is based on academic year rather than financial year.</p> <p>Data as at 5 September 2017 for Q4 of Academic year (May 2017 – Jul 2017). Data extracted from AQUA MIS software using Crystal report.</p> <p>The pass rate measures how many of the learners, who complete their course, achieve a qualification or their learning aim. It shows that MAE learners continue to achieve very 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).</p>

Title
2.3 Outcome. Preventing homelessness

Title
2.3.1 Programme. Preventing homelessness

Code	Short Name	Success is	2016/17	Q1 2017/18	Q2 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	327	354	350				350	12-Oct-2017	<p>At the end of Q2 there were 354 applicants residing in temporary accommodation provided by the Council in line with its statutory responsibilities. This is an increase from the 327 households that were accommodated at the end of Q4 2016/17.</p> <p>The rate of households in temporary accommodation is</p>

Code	Short Name	Success is	2016/17	Q1 2017/18	Q2 2017/18					2017/18	Latest Note Date	Latest Note
			Value	Value	Value	Target	Status	Long Trend	Short Trend	Target		
												currently 3.35 per 1000 households, this is lower than the national rate of 3.5 and significantly lower than the rate of 16.6 seen in London. Further benchmarking has been undertaken this quarter to identify how Medway compares with other similar sized unitary authorities. Brighton currently has a rate of 13.05 households per 1000 in temporary accommodation and Milton Keynes currently have a rate of 7.16.
HC3	No. of households with dependent children in B&B who have resided there for 6+ weeks at the end of the quarter		0	0	0	0				0	10-Oct-2017	A snapshot at the end of Q2 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 breakfast is kept to a minimum. This has been done by seeking more suitable temporary accommodation for households and using HRA properties as temporary accommodation
HC4	Number of private sector properties improved as a result of the Council's intervention		571	N/A	312	100			N/A	600	10-Oct-2017	Medway undertakes a range of work to improve properties within the private sector. This includes dealing with complaints from tenants and landlords, inspecting and licencing HMOs, carrying out inspections of properties and dealing with travellers. In Q2 2017/18, 312 households were assisted in this way, this number has significantly increased compared to previous quarters and it is likely that this years target of 600 will be exceeded. Complaints during the warmer months of the year are typically lower as most relate to


Code	Short Name	Success is	2016/17	Q1 2017/18	Q2 2017/18					2017/18	Latest Note Date	Latest Note
			Value	Value	Value	Target	Status	Long Trend	Short Trend	Target		
												heating, hot water and dampness therefore we expect number to rise further over future recording periods.

Title

2.4 Outcome. Delivering new homes to meet the needs of Medway's residents

Title

2.4.1 Programme. Delivering new homes to meet the needs of Medway's residents


Code	Short Name	Success is	2016/17	Q1 2017/18	Q2 2017/18					2017/18	Latest Note Date	Latest Note
			Value	Value	Value	Target	Status	Long Trend	Short Trend	Target		
NI 154	Net additional homes provided		N/A	Not measured for Quarters	Not measured for Quarters						03-Oct-2017	Data for this measure is reported on an annual basis in December each year and is published as part of the Councils Authority Monitoring Report.

Title

1.2 Outcome. Getting around Medway

Title

1.2.1 Programme. Tackle congestion hotspots by transport and public realm improvements





Code	Short Name	Success is	2016/17	Q1 2017/18	Q2 2017/18					2017/18	Latest Note Date	Latest Note
			Value	Value	Value	Target	Status	Long Trend	Short Trend	Target		
NI 167 New	Average journey time along 5 routes across Medway		N/A	N/A	N/A	4 mins	N/A	N/A	N/A	4 mins	02-Oct-2017	Basemap continues to have issues in terms of accurate measurement of length of route, which is required to


Code	Short Name	Success is	2016/17	Q1 2017/18	Q2 2017/18					2017/18	Latest Note Date	Latest Note
			Value	Value	Value	Target	Status	Long Trend	Short Trend	Target		
												accurately calculate journey times. In place of this officers have provided the Trafficmaster Data provided by central government to an external consultant in order to calculate journey times up to December 2016. The consultant has raised a query regarding the data which a response is still awaited for from central government. Officers also await a reply from central government as to standards / targets for morning rush hour journey times in established urban locations. Officers are aiming to utilise this information to sense check the 4 mins per mile target that in place for Medway.


Title
3 Priority. Supporting Medway's people to realise their potential

Title
3.1 Outcome. Healthy and active communities

Title
3.1.1 Programme. Improving everyone's health and reducing inequalities


Code	Short Name	Success is	2016/17	Q1 2017/18	Q2 2017/18					2017/18	Latest Note Date	Latest Note
			Value	Value	Value	Target	Status	Long Trend	Short Trend	Target		
PH10	Percentage of people completing		77.2%	77.8%	79.1%	75.0%				75.0%	06-Oct-2017	Data shows 457 people have attended either the adult weight management or exercise referral scheme and

















Code	Short Name	Success is	2016/17	Q1 2017/18	Q2 2017/18					2017/18	Latest Note Date	Latest Note
			Value	Value	Value	Target	Status	Long Trend	Short Trend	Target		
	an adult weight management service who have reduced their cardiovascular risk											<p>have reduced their cardiovascular risk.</p> <p>Cardiovascular risk is lowered by a reduction in blood pressure weight and cholesterol levels, with an increase in physical activity</p>
PH14	Excess weight in 4-5 year olds		N/A	Not measured for Quarters	Not measured for Quarters					21.5%	01-Aug-2017	<p>The data for 2016/17 will be published towards the end of 2017. The data for 2017/18 will be published towards the end of 2018.</p> <p>Childhood overweight and obesity data is collated through the National Child Measurement Programme, with the annual data release expected in December 2017. 2016 figures for Year R show Medway is closely mirroring the plateau of national obesity figures for 4-5 year olds. Medway provide a wide range of family and childhood weight management services including the recently launched Tri For You programme. This support package includes a choice of 12 week support for the whole family, cookery skills, activity opportunities and home pack/self support for families to choose from. In addition the council offers a wide range of indoor and outdoor leisure and green space opportunities, and work between Public Health, planning and other RCET services is underway to create a healthier environment that allows children to be more active and eat healthier food. Cllr Brake chairs the Supporting Health Weight network, which is a collection of 28 partner organisations from the public, private, voluntary and</p>

Code	Short Name	Success is	2016/17	Q1 2017/18	Q2 2017/18					2017/18	Latest Note Date	Latest Note
			Value	Value	Value	Target	Status	Long Trend	Short Trend	Target		
												academic sector partners, that are working together to take a multi-agency approach to reducing obesity level across the population.
PH15	Excess weight in 10-11 year olds		N/A	Not measured for Quarters	Not measured for Quarters					34%	01-Aug-2017	Data to be published by the Health & Social Care Information Centre in December 2017, for 2016/17 school year prevalence. Data to be published by the Health & Social Care Information Centre in December 2018, for 2017/18 school year prevalence. In addition to PH 14 commentary, the Supporting Healthy Weight Network has formed a smaller more strategic group that met in September 2017 to create some priority actions for the network to progress. These will be championed through the Health and Wellbeing Board and Joint Health and Wellbeing Strategy refresh.

Title
3.2 Outcome. Resilient families

Title
3.2.1 Programme. Together We Can - Children's Services






Code	Short Name	Success is	2016/17	Q1 2017/18	Q2 2017/18					2017/18	Latest Note Date	Latest Note
			Value	Value	Value	Target	Status	Long Trend	Short Trend	Target		
NI 101(E&M)	The percentage of looked after children who achieve the required standard in		20.0%	Not measured for Quarter	Not measured for Quarters					20.0%	10-Oct-2017	The "5 A*-C including English and maths" data is no longer published. It has been superseded by "Achieving A*-C in English and Maths. For 2016 this was redacted

Code	Short Name	Success is	2016/17	Q1 2017/18	Q2 2017/18					2017/18	Latest Note Date	Latest Note
			Value	Value	Value	Target	Status	Long Trend	Short Trend	Target		
	GCSE English and maths			s								due to the small cohort size. The national result was 17.5% and the South East 16.4% It is estimated that attainment in Medway was around half the national result.
A1	The average number of days (over the last 36 months) between a child entering care and moving in with adoptive family		564	528	503	605				605	11-Oct-2017	This measure, which is a 3 year average, continues to make positive progress and is now comfortably below target. The most recent national data shows that country wide the average time taken for a child to be adopted is 558 days.
CSC0004	Number of Looked After Children (LAC) per 10,000 children		61.5	61.9	62.2	67				67.0	11-Oct-2017	Despite a small rise from Q1, the proportion of LAC per 10,000 population is below the target of 67. There has been a net increase of 6 children looked after between June and September. Medway remains below the most recent published national figure of 68 but above the latest average rate of 51.7 in the South East.
CSC0006	Number of Child Protection (CP) per 10,000 children		49.3	50.8	53.4	65.3				65.3	11-Oct-2017	The rate of Child Protection per 10,000 population is comfortably below target despite a small rise from Q1. 53.4 per 10,000 population equates to 340 children, which is 17 more than the June total. The rate in Medway is between the average rate of 41.8 in the South East of England and the average rate of 56 when the level of deprivation in Medway (IDACI index) is factored in.
N23	The percentage of children social care substantive posts not filled by permanent social		42.87%	41%	39%	33%				28%	12-Oct-2017	The latest data, from HR, shows that we have a 39% vacancy rate, higher than the 16.8% average in the South East in September 2016. Over the last year, vacancy rates in Medway have ranged from 38% up to

Code	Short Name	Success is	2016/17	Q1 2017/18	Q2 2017/18					2017/18	Latest Note Date	Latest Note
			Value	Value	Value	Target	Status	Long Trend	Short Trend	Target		
	workers											43% demonstrating how difficult it is currently for Medway to attract staff. Proposals to improve the recruitment and retention of Social Workers have been approved by CADMT. Recruitment for Practice Managers and Social Workers remains ongoing in a highly competitive market

Title

3.2.2 Programme. The best start in life

Code	Short Name	Success is	2016/17	Q1 2017/18	Q2 2017/18					2017/18	Latest Note Date	Latest Note
			Value	Value	Value	Target	Status	Long Trend	Short Trend	Target		
CASEIY FS Gap	Percentage achievement gap at Early Years Foundation Stage Profile between the lowest attaining 20 % of children and the mean		29.7%	Not measured for Quarters	Not measured for Quarters					29.5%	25-Jul-2017	Data for the 2017/18 financial year, relating to attainment in the 2016/17 academic year is expected to be available in mid December 2017.
PH16	Smoking at time of delivery (SATOD)		17.08	18.60 Q4 2016/17	18.99 Q1 2017/18	17.5				17.5	10-Oct-2017	<p>The SATOD rate for Medway has increased marginally from 18.6% in Q4 2016/17 to 19% in Q1 2017/18. The national rate has remained static at 10.8%. Nationally there is a strong correlation between smoking at time of delivery and the underlying smoking prevalence, and Medway is not an outlier in this respect.</p> <p>There has been a decline in the rate of referrals from community midwives. To remedy this, 4 training</p>

Code	Short Name	Success is	2016/17	Q1 2017/18	Q2 2017/18					2017/18	Latest Note Date	Latest Note
			Value	Value	Value	Target	Status	Long Trend	Short Trend	Target		
												<p>sessions have been delivered to the community midwife teams in Q2 2017/18 . This includes feedback on referral data and case studies. All four community midwife teams have received training during Q2 & Q3 2017/18.</p> <p>Face to face interventions tend to secure more commitment from pregnant women. Sonographer referrals into the Risk Perception intervention are the key stage within the maternity care pathway that can yield the greatest benefit both in terms of cost efficiency and treatment outcomes. An increase in referrals at this stage of the pathway is one of the key topics for discussion at the next maternal smoking strategy meeting due on 7th November.</p> <p>Statistical data sharing has commenced between Medway Foundation Trust (MFT) and Medway Stop Smoking Service (MSSS) and this will inform future actions. EuroKing data for the period Feb – July 2017 is enabling us to quantify birth outcomes for mothers who are smoking at time of delivery compared to those who are non-smokers. This intelligence will inform next steps which will be agreed in collaboration with MFT.</p>













Code	Short Name	Success is	2016/17	Q1 2017/18	Q2 2017/18					2017/18	Latest Note Date	Latest Note
			Value	Value	Value	Target	Status	Long Trend	Short Trend	Target		













Title






3.3 Outcome. Older and disabled people living independently in their homes

Title

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

Code	Short Name	Success is	2016/17	Q1 2017/18	Q2 2017/18					2017/18	Latest Note Date	Latest Note
			Value	Value	Value	Target	Status	Long Trend	Short Trend	Target		
ASCOBT001	% of Long term packages that are placements			31.8%	31.6%	28%				28%	12-Oct-2017	At the end of Q2, 31.6% of long term services were placements. This represents 851 out of 2694 packages of care. Over the quarter the proportion of packages that are placements, has remained steady, at just under 32%. The number of open packages has also remained steady, at around 2700. The wider adoption of the three conversation model is expected to reduce the number of placements and the number of packages.
ASCOF1C(2i)	Percentage of clients receiving a direct payment for their social care service		27.6%	27.1%	27.6%	27%				27%	10-Oct-2017	Just over 500 clients with an ongoing service are receiving an ongoing direct payment. The proportion of clients receiving a direct payment has risen, albeit slowly, for the last 4 months. The phased target of 27% has been exceeded.
ASCOF1G (n)	% of adults with learning difficulties		N/A	48.4%	50%	75%				75%	10-Oct-2017	Currently 50% of LD clients are in settled accommodation. Nationally 76.2% of LD clients live in

Code	Short Name	Success is	2016/17	Q1 2017/18	Q2 2017/18					2017/18	Latest Note Date	Latest Note
			Value	Value	Value	Target	Status	Long Trend	Short Trend	Target		
	in settled accommodation											their own home. It is expected that the revised area based structure, which is now in place, will deliver a stronger result for this measure.
ASCOF 1H	Proportion of adults in contact with secondary mental health services in settled accommodation		N/A	67.0% Q4 2016/17	63.0% Q1 2017/18	70%				70%	10-Oct-2017	Data is produced by DoH in arrears. The most recent data is for July 2017. Despite an improvement to 67% at the beginning of the financial year performance has dropped back to 61%, 7 percentage points away from the target. This is just above the national rate of 60% It is expected that the newly installed Area Structure will be able to provide greater multiagency support which will positively impact this measure.
ASCOF 2A(1)	Permanent admissions to care homes per 100,000 pop – 18-64		9.3	4.1	1.2	2.75				11	10-Oct-2017	In Q2 there have been 2 admissions recorded, although this may rise with backdated inputting. This means, for the quarter, that there are 1.2 admissions per 100,000 population, which is below the quarterly target. So far this year there have been 9 admissions, which equates to a rate 5.2 per 100,000 population. This is narrowly under the 5.5 per 100,000 target for the first two quarters and translates to half an admission.
ASCOF 2A(2)	Permanent admissions to care homes, per 100,000 pop – 65+		525.7	160.7	89.5	150				600	10-Oct-2017	So far 39 admissions have been recorded, however this is expected to rise with retrospective additions to the system. At this stage the picture for Q2 is good, with there being 26 less admissions than the target permits. Combining Q1 and Q2 show that there have been 107 admissions this financial year. This is 245.6 admissions

Code	Short Name	Success is	2016/17	Q1 2017/18	Q2 2017/18					2017/18	Latest Note Date	Latest Note
			Value	Value	Value	Target	Status	Long Trend	Short Trend	Target		
												per 100,000 population, 23 admissions lower than the target of 300 per 100,000 population permits. in Q2 last year, there were 70 admissions. A similar number this year, would endanger our ability to hit the 600 admissions per 100,000 population target.
ASCOF 2Cii	Delayed transfers of care from hospital which are attributable to adult social care per 100,000 population		1.1	3.3 Q4 2016/17	2.0 Q1 2017/18	4.0	 Q1 2017/18	 Q1 2017/18	 Q1 2017/18	4.0	12-Oct-2017	DToC data is published in arrears. September's result will be available in November. August data, the most recent published, shows that DToC attributable to ASC were at 1.8 per 100,000 population, compared to a total DToC rate for Health and Social Care combined of 7.6. Delays attributable to ASC are, as such, proportionally fewer than in June.
ASCOF 3B	ASCOF 3B Overall satisfaction of carers with social services		34.7%	Not measured for Quarters	Not measured for Quarters					44%	25-Aug-2017	Provisional data remains at 34.7%. The carer's assessment, support plan and review forms are in the process of being revised to ensure they reflect a personalised, holistic approach to assessing the needs of carers. Supporting a personalised approach to carers support, the current provision of the Carers Breaks services is being adapted to allow greater capacity to offer a direct payment in place of a commissioned service to allow flexible support plans to be developed to support the complex individual needs of informal carers. The Community Interest Companies of 'WALT' and 'WHoo Cares' are currently running a pilot focussed on improving outcomes for carers through understanding individual needs, giving carers further



Code	Short Name	Success is	2016/17	Q1 2017/18	Q2 2017/18					2017/18	Latest Note Date	Latest Note
			Value	Value	Value	Target	Status	Long Trend	Short Trend	Target		
												input into how they are supported by Adult Social Care and increasing the choice around personalised support that can be delivered in the local community.









Title

3.4 Outcome. All children achieving their potential in schools





Title


3.4.1 Programme. Raising aspiration and ambition

Code	Short Name	Success is	2016/17	Q1 2017/18	Q2 2017/18					2017/18	Latest Note Date	Latest Note
			Value	Value	Value	Target	Status	Long Trend	Short Trend	Target		
SE KS4(E&M)	The percentage of children reaching the expected standard in English and Maths.		N/A	Not measured for Quarters	59.4% 17/18 annual	65%	 17/18 annual	N/A	N/A	65.0%	12-Oct-2017	It is important to note that the marking scheme for English and maths GCSE changed in 2016-17. This makes comparisons with previous years indicative only. Medway has missed it's target for this measure and has also fallen behind the national level, which was 63.5% and the south East result which is 65.9%. Although Medway has only 1 secondary school under LA control it maintains a role in scrutinising and holding providers to

Code	Short Name	Success is	2016/17	Q1 2017/18	Q2 2017/18					2017/18	Latest Note Date	Latest Note
			Value	Value	Value	Target	Status	Long Trend	Short Trend	Target		
												account via the Regional Schools Commissioner.
CA13	The percentage of children permanently excluded from school (upheld only)		0.15%	0.36%	0.01%	0.01%				0.06%	25-Aug-2017	<p>The financial year total is 65 permanent exclusions. The total for the 2015-16 financial year was 64 upheld exclusions. This means that 1 more child was permanently excluded this year, a 1.5% rise.</p> <p>With Inclusions now integrated within Early Help, the team is well placed to make earlier interventions and work in tandem with colleagues in the Attendance Advisory Service to Schools and Academies (AASSA) to tackle issues affecting inclusivity. The Inclusion team has been working to give schools continued support for children/young people that may have issues outside of school that could impact on their behaviour this includes adding SEN and Early Help professionals to our weekly School Support Group. Continued cooperation with and training of Governors has helped these bodies be more diligent in considering if a school has followed correct process. As a result we have had a number of Permanent Exclusions where the pupil has been reinstated (exclusions being overturned).</p> <p>The Inclusion team also implemented a year 6 transition programme to support pupils that were highlighted as being at risk of exclusion when joining their secondary school.</p>
CASEIKS 4 Ofsted	The percentage of secondary sector		80%	82.4%	82.4%	88.2%				88.2%	11-Oct-2017	There have been no new inspections published for Secondary schools this quarter.

Code	Short Name	Success is	2016/17	Q1 2017/18	Q2 2017/18					2017/18	Latest Note Date	Latest Note
			Value	Value	Value	Target	Status	Long Trend	Short Trend	Target		
	schools in Medway judged to be good or better											<p>This target is currently being missed. 4 of 17 schools inspected are outstanding, 10 are good and 3 require improvement. In the same Quarter last year 11 schools were good and 4 outstanding. Significant work is being done with the single maintained school that is below the standard expected. This includes focus on: Senior leadership capacity, middle leaders – subject by subject, better all round standards of teaching and method and support for inclusion.</p> <p>Where schools are academies Medway has an obligation to scrutinise and hold providers accountable. We are submitting applications for funding from the Sub-Regional School Improvement Fund to support work with secondary schools at Key Stage 4 with respect to disadvantaged groups (a regional priority).</p>
CASEISP EC Ofsted	The percentage of special schools in Medway judged to be good or better	+	80%	80%	80%	80%				80%	11-Oct-2017	3 Schools are outstanding and 1 is good, out of 4.
EDU3(b)	The percentage of children who were persistently absent from school	-	N/A	7.6%	N/A	5.5%	N/A	N/A	N/A	5.5%	10-Oct-2017	The next date for the voluntary collection is 30/10/17. Data will be available for December 2017
SE KS2	The percentage of children who achieved the required standard or above in reading, writing and mathematics at KS2	+	49.0%	Not measured for Quarters	57.3%	53.0%				53.0%	10-Oct-2017	Provisional published data has now been made available by the DfE. 57.8% of Medway students reached the required standard in the aggregated reading, writing and maths measures. This is 5percentage points below the national level of 61%. In 2015-16 Medway achieved

Code	Short Name	Success is	2016/17	Q1 2017/18	Q2 2017/18					2017/18	Latest Note Date	Latest Note
			Value	Value	Value	Target	Status	Long Trend	Short Trend	Target		
												49% and was 6 percentage points behind national. This year the gap with national has been halved, to 3 percentage points.
SE2 OEPr	The percentage of primary sector schools in Medway judged to be good or better		82.9%	83.1%	84.9%	85.0%				85.0%	11-Oct-2017	A further two inspections have been published since Q1, bring the total to 73 primary schools. 7 remain outstanding and 55 are good, making 62 as good or better. Looking at LA maintained schools 4 are outstanding and 27 good which makes the total percentage that are good or better 91.2%. 79.5% of academies are good or better, with 3 outstanding and 28 good. The School Improvement Team continues to work with all partners, including the Regional Schools Commissioner (RSC), to raise standards; by focusing on Senior Leadership Capacity, methods and support for inclusion and attainment at KS2.

Title												
4 Ways of working. Giving value for money												
Commentary included in covering report												
5 Ways of working. Finding the best digital innovation and using it to meet residents' needs												
DIGI TU 01	Digital take up		N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	01-Aug-2017	We will be reporting on the performance of this measure in Quarter 3 2017/18.
6 Ways of working. Working in partnership where this benefits our residents												
Commentary included in covering report												