

APPENDIX 1

Overall Council Performance

(excluding performance under remit of Business Support Overview and Scrutiny Committee)

QUARTER 2: 2017/18

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.

2. BACKGROUND

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

3. SUMMARY OF PERFORMANCE

3.1 Measures of success - Summary

There are 40 measures of success in total for 2017/18, however for 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).

*Total number of measures where comparative data available

4. **PRIORITY: MEDWAY: A PLACE TO BE PROUD OF**

4.1 **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.

4.2 **Service comments**

Medway Council is committed to providing all residents with a clean and green environment.

4.2.1 **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.

4.2.2 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%).

5. PRIORITY: MAXIMISING REGENERATION AND ECONOMIC GROWTH

5.1 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.

*Total number of measures where comparative data available

5.2 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.

5.2.1 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.

5.2.2 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.

5.2.3 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.

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.

5.2.4 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.

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

6.1 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.

• *Total number of measures where comparative data available

6.2 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.

6.2.1 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.

6.2.2 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.

6.2.3 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 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.

6.2.4 **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.