

CABINET

6 MARCH 2018

COUNCIL PLAN PERFORMANCE MONITORING REPORT QUARTER 3 2017/18

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Public Health
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Summary

Medway's Council Plan 2017/18 sets out the council's three priorities. This report summarises how we performed during quarter 3 (Q3) 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.

1. BUDGET AND POLICY FRAMEWORK

- 1.1 The Council Plan 2016/21 was agreed at Full Council in February 2016. It set out the Council's three priorities and three ways of working.
- 1.2 This report summarises the performance against the Council's refreshed measures of success for 2017/18 as agreed at Full Council in February 2017. This will be presented to:

Children and Young People Overview & Scrutiny	08 March
Health and Adult Social Care Overview & Scrutiny	15 March
Regeneration, Culture and Environment Overview & Scrutiny	28 March
Business Support Overview & Scrutiny	12 April

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

- 2.3 At Regeneration Culture Environment Overview and Scrutiny Committee on 7 December 2017, Members requested that future performance monitoring reports for measure NI 195a (Improved street and environmental cleanliness - Litter), include the number of street inspections.





At Regeneration Culture Environment Overview and Scrutiny agenda planning meeting on 4 January 2018, Members requested that performance measure NI 167 (average journey times), be presented as a full breakdown of the overall measure and its five contributing data sets.

- 2.4 This additional information can now be found in Appendix 1 (NI 195a and NI 167).

3. SUMMARY OF PERFORMANCE

3.1 Council Plan Measures of success - Summary

There are 40 measures of success in total for 2017/18, however for Q3 we are reporting on 37 as data is not expected until after this report is published for 3 measures.

- 56.8% (21 out of 37) were on target. 
- 13.5% (5 out of 37) were just below target 
- 29.7% (11 out of 37) were significantly below target 
- 50% (18 out of 36) improved over long term (compared with the average of the previous 4 quarters) 

3.2 Highlights








- Medway Housing Company created to build 600 homes for profit over 5 years
- 355 jobs created and safeguarded this year
- New Strood Railway Station building opened in December
- £150,000 One Public Estate funding secured for various feasibility studies
- £6,441 Magistrate Court fines issued for environmental related cases
- 25 winter gritting runs completed
- Dickensian Christmas and Christmas markets in Rochester
- First Victorian Christmas event at Eastgate House
- 958 visitors to the recently opened Medway Archives Centre
- 34 referrals - Social Isolation pilot with Fire and Police partners
- Finalists - UK Housing Awards 2018 - Landlord of the Year.
- 100% achievement rate Medway Adult Education
- 94% complaints handled in target
- 15 compliments received for waste services

3.3 Improvements





- 142 homelessness cases prevented compared with 73 in same period last year
- Delayed transfers due to adult social care - reduced over the last three quarters from 26% to 23%
- Health visiting - biggest improvement since transition of any authority in the South East
- Smoking at the time of delivery - reduced from 19% (Q1) to 18% (Q2)
- KS2 - 18% improvement since last year

3.4 Benchmarking

Medway compares favourably with national performance

- | | |
|---|---|
| 1. Temporary accommodation
Medway target) |  (status against |
| 2. Obesity 4-5yrs |  |
| 3. Average days to adoption |  |
| 4. Number of looked after children per 10k |  |
| 5. No of Child protection per 10k (South East) |  |
| 6. Achievement gap/ early years/ lowest 20%/ mean |  |
| 7. Adult mental health – settled accommodation |  |
| 8. Progress 8 (school academic standard KS2-KS4) | N/A |
| 9. KS1 (reading, writing and maths). | N/A |

Medway does not compare favourably with national performance

- | | |
|---|---|
| 1. Children's social worker posts perm (Nat & S East) |  |
| 2. KS4 English and maths (National & S East) |  |
| 3. Primary schools judged good/better |  |
| 4. Smoking at the time of delivery |  |

4. PERFORMANCE: COUNCIL PRIORITIES AND WAYS OF WORKING

4.1 This table summarises the 13 programmes which support our priorities and outcomes. It also shows the three overarching ‘ways of working’ which we use to deliver all of the above. Section 5 provides detailed progress reports on each of 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

Summary of the 3 measures of success for this council priority are included in Appendix 1.

- 2 out of 3 measures of success were on target
- 2 out of 3 measures improved compared with last quarter
- 1 out of 3 measures 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

Community Wardens

The Community Wardens attended 12 PACT meetings (Partners and communities together) this quarter at which 40 issues of public concern were raised. 20 of these (50%) were resolved by the Warden Service and the remainder referred to other departments or partner agencies.

Community Wardens patrol known hotspots every morning to remove offensive or hazardous litter. This quarter they removed 273 items (drug related litter) and 45 items (sex related). This intelligence is reported to the Police.

Fly tipping

Environment Enforcement Officers take a proactive approach to fly-tipping. All fly tips are investigated and where evidence can be obtained, the council take enforcement action. During Q3 the service dealt with 367 reported fly tips of which evidence was retrieved in 113 cases and were referred for further investigation. (100% were removed by the team within one working day. In addition the team removed a further 667 fly tips proactively, i.e. they were gone before the public could report them.

Court fines

62 Fixed Penalty Notices were issued for littering, dog fouling and other offences (42 littering, 12 fly tipping and 8 trade waste). 3 fly tipping, littering and waste related cases were prosecuted at Medway Magistrates Court for Q3, resulting in fines and costs totalling £6,441.

Chatham centre public realm improvements

Work started on site on 19 June, with a ground breaking ceremony. Works are complete outside St John's Church, Railway Street, with the exception of the new railings, which will be completed by the end of March. The works have progressed well along Railway Street towards the station and are complete in front of the former

fire arches on New Cut. Work will continue up to the station boundary, at St John's square and have started along the pedestrian route on Railway Street in January. Updates are available at www.medway.gov.uk/yournewchatham.

Parks and open spaces

The Council maintains 1,900 ha (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.

BMX track

To improve Medway's estate, the Greenspace Development team are developing Medway's first BMX pump track at the Queen Elizabeth Playing Fields, Gillingham. This scheme started with negotiations in November and is aiming for completion by summer 2018.

Landscape masterplans

The Council has developed two landscape masterplans for The Esplanade and Jackson's Recreation Ground. The Strand landscape masterplan is being developed and will be completed by the end March 2018. 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.

Green Flag

The Council achieved Green Flag status for seven sites in July 2017. Work now continues with Members and community representatives for 2018 judging of the seven sites at Great Lines Heritage Park, Broomhill Park, Hillyfields, The Vines, Capstone Farm Country Park, Riverside Country Park and Gillingham Park. The deadline for submission was 31 January 2018 with judging taking place in spring 2018.

Wetland birds

The Council continues to work on its Strategic Access Management and Monitoring Scheme (SAMMS). SAMMS is a bird focused mitigation project, which is funded by s106 funding to operate across north Kent. Covering five districts, SAMMS is supported by a wider board. The board is chaired by The Leader of Medway Council and attended by the Deputy Leader and Portfolio Holder for Housing and Community Services. The board agrees a programme of projects that seek to reduce the impact of increasing recreation on the wetland birds that visit the Thames, Medway and Swale estuaries.

Medway Council hosts the SAMMS project and employs two members of staff to deliver a range of projects focused on awareness raising and practical actions. Developers have worked with local authorities and environmental groups to develop SAMMS to ensure new housing can come forward without having to undertake

expensive and time consuming ecological appraisals. In 2017 the SAMMS staff have developed social media, identified key works sites and put in place measures to ensure the flow of s106 from Canterbury, Swale, Gravesham and Ebbsfleet Development Corporation. In 2017 SAMMS has generated over £160,000 and in 2018 this figure is set to double.

5.2.2 **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.

Thinking Place

The project to create a place brand for Medway is making good progress. Industry leaders, Thinking Place were appointed in October 2017 to create a narrative and visual brand and create a place marketing plan for Medway. During the quarter they have carried out extensive background research into Medway, our background and strategic plans and completed reconnaissance visits. Planning was completed for the next phase of extensive stakeholder research which includes one to one visits, workshops, focus groups and an online survey. More than 100 stakeholders will have been consulted through these events and at the time of writing more than 300 responses had been received to the online survey. We are on track to launch the new brand in April 2018. Thinking Place have also recently completed a comprehensive piece of research for Visit Kent to help us define our tourism offering.

An easy to carry 'Medway on a page' flier has been created, also known as our 'elevator pitch', for Medway champions to give out to promote Medway and the great things taking place here. This has been very well received, particularly by members of the Medway Place board who are using it.

London MIPIM (The world's leading property market conference)

Medway had a presence at two major events this quarter. With other members of the North Kent Enterprise Zone (NKEZ), we exhibited at London MIPIM (The world's leading property market conference) in October, the national showcase for developers. We spoke to 180 developers on the NKEZ stand and attracted a 57% increase in visits to the NKEZ website as a result.

Business to Business (B2B)

The Council sponsored the first Medway B2B event organised by the Invicta Chamber at the Dockyard on 7 November. The event was a great success attracting up to 600 visitors and 50 business exhibitors. The Council took the opportunity to showcase both the large number of regeneration projects underway, but also the wide range of services we provide to support local businesses in Medway. Our Public Health team had a particularly successful day signing up new businesses to provide health services for.

National media

Articles continue to appear in national media promoting Medway as a great place to move to, to escape the London overheating factor – there were two excellent pieces in the Metro and BBC online in this quarter.

On 21 November we took part in the LGA's annual tweetathon to showcase the many different services we provide for our residents and communities. We put out more than 70 tweets from @medway_council covering the huge range of services we provide and our tweets achieved a reach of around one million during the day which was excellent as the entire reach for all councils taking part was 34 million.

Funding opportunities to develop innovative public service solutions

In Q3 the Council successfully secured £150,000 from One Public Estate to fund feasibility works at Britton Farm site Gillingham, old Police station Chatham and land disposal of parts of the Medway Hospital site. This could lead to privately funded redevelopment creating 152 homes and 383 jobs.

During Q4 the Council will be informed if it has been successful for the following bids:

- **The 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 Land Release Fund** (DCLG), which if successful will add an additional £5.8 million to our Regeneration project at Strood Riverside. The funding will help us to extend our flood defence scheme to unlock land for development and bring forward 445 homes on a prime waterfront site.

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.

Dickens 2020

An internal cultural officer group has been set up to further develop plans and activities for Dickens 2020, which will include discussions with external tourism businesses via the Medway Tourism Association early in the 2018. Discussions have been held with London Partners and the Charles Dickens Museum in London to ascertain plans further afield. It is planned that there will be a bid for external funding to support the activities during 2020.

Eastgate House

Eastgate House hosted a Victorian Father Christmas over the Christmas period and has programmed some Dickensian activities in early 2018 including Tea with Dickens. Plans are apace to develop a play within the house for Christmas 2018 focussing on a Christmas Carol (2018 being the 175th anniversary of its publication).

Linked to the house, a meeting is being held with the Heritage Lottery Fund to further develop plans for a bid to restore Dicken's Chalet so that it benefits Eastgate House and its gardens as a visitor attraction.

Medway Archive Centre

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. Two major community events took place at the Centre in November and December which helped boost awareness of the new facility. Q3 saw a 4% increase on Q2 with 958 visitors as opposed to 917 in July-September. 45,000 digitalised City Ark images were transferred over to a new digitalised system called Adlib in Q3, 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

During Q3, Dickensian Christmas took place on 2-3 December and the Christmas Market on 25-26 November, 1-3 December and 8-10 December.

Feedback from satisfaction surveys:

- 70% were satisfied/very satisfied – all events (128 out of 184)
- 79% were satisfied/very satisfied – Christmas markets (52 out of 66)
- 64% were satisfied/very satisfied - Dickensian Christmas (976 out of 1,180)

6. PRIORITY: MAXIMISING REGENERATION AND ECONOMIC GROWTH

6.1 Measures of success: summary

A summary of the 11 measures of success for this Council priority are included in Appendix 1.

- 8 out of 11 measures of success were on target
- 5 out of 11 measures have improved compared with last quarter
- 5 out of 11 measures has improved compared with average of the previous 4 quarters

6.2 Service comments

The Council wants to ensure that Medway's regeneration drives economic development to encourage new and existing businesses to grow in Medway, following recent engagement with 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 have been successful in Q3 by securing new inward investments. Pacadar, are now located at Thamesport, a Spanish company that will be manufacturing concrete tunnel segments for Thames Tideway Tunnel and will create 100 jobs over the next year. Fiscale, an accountancy company specialising in research and development credits, have established a South East Office at the Innovation Centre in addition to offices in Stoke-on-Trent and Lincolnshire.

Development of Rochester Airport Technology Park

On 15 March 2017, Planning Committee approved the phase 1a planning application, for the development of the airport operator's new hangars. This application excluded the development of the new runway and control tower while supporting documentation is prepared ahead of its scheduled submission 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 funding has been secured, which will be used to develop the enabling infrastructure for the airport site.

During Q3 work continues on the ecology survey of the whole site. The Council consultant, Litchfields will produce a draft market appraisal of the airport site in Q4. The planning application for hard surface runway and airport infrastructure upgrades was submitted in September 2017. LGF funds were awarded for Local Development Order of £160k and tendering is currently in progress. Building works have commenced by Kent, Sussex & Surrey Air Ambulance on their new facility at the airfield.

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 have been allocated across a number of services to deliver key actions in 2017-18.

The Overview and Scrutiny Task Group on Employment Opportunities for 18 -25 year olds has taken place. It draws on the key messages and five long term goals in the 16-19 Strategy. The recommendations have been considered by both the Children and Young People and Regeneration Culture and Environment Overview and Scrutiny Committees and was considered by the Cabinet on 6 February. In addition, the recommendations will also be considered by Medway Skills Board.

Medway Skills Board

In addition to supporting the work of the Task Group the Council is establishing a Medway Skills Board and skills development programme for all ages. The Skills Boards comprise of an Officers' and Members' Board. The Officers' Skills Board, chaired by Neil Davies met on 25 September, and received presentations setting out the cross cutting importance of skills. The Members' Skills Board met on 28 November 2017 in shadow form and refreshed the five skills priorities and identified four key partners to assist in future development. The next shadow Members' Board was held on 12 February 2018. A draft skills plan for Medway was shared at the Q3 Officers' Board.

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

Medway Adult Education (MAE) continues to offer a wide ranging programme of free courses for local people looking to improve their work skills, retrain for a different career or return to employment. The key components of the programme are:

- Skills for work – a programme of courses helping people to learn new industry standard skills and providing pathways to higher professional qualifications.
- English & Maths courses from beginners through to GCSE.
- English for speakers of other languages (ESOL) and English as a foreign language (EFL).

The service works closely with the local jobcentre and has a weekly whole day surgery at the Chatham Job Centre to promote its offer and liaise with Job Centre Plus advisors on opportunities to upskill clients and improve their employment prospects. The service has further recently worked closely with Employ Medway on the customisation of its basic skills offer to meet the particular needs of the long term unemployed that service will be working with under the new Health and Well Being Programme.

Learners with Learning Difficulties and / or Disability (LLDD) account for 22% of MAE's offer. A new supported learning partnership with Vanquis and Mencap for Supported Learning provides three further LLDD Skills for Work courses which are followed by an LLDD Independent Living Skills & Preparation for Employment course.

Volunteers

The Service's volunteer programme continues to grow and it is currently working with 27 volunteers, many of whom are volunteering as part of their journey back to work after long term unemployment. All Volunteers receive comprehensive training before

entering the classroom, e.g., Safeguarding, Prevent and Data Protection, and each is offered the opportunity to qualify as a Learning Support Assistant.

6.2.3 **OUTCOME: PREVENTING HOMELESSNESS**

Programme: Preventing homelessness

The Housing Options Team continues to operate a preventative approach towards homelessness. During Q3 2017/18 the Council has achieved 142 homelessness preventions, a 95% increase on Q3 2016/17 (73 preventions), minimising the amount of new applicants having to go in to temporary accommodation. Q3 2017/18 has seen a further increase in the number of homeless applications taken by the Council, 240 in comparison to 154 in Q3 2016/17.

Work continues to prepare the service for implementation of the Homelessness Reduction Act 2017 from 3 April 2018. This has included splitting the function of the team to provide dedicated focus on homelessness prevention and introducing personalised housing plans.

Ongoing work is taking place 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 worker at Kingsley House. This project provides a "quick win" support to offer a short term intervention to help prevent homelessness.

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

In quarter 3 the Council worked with 2056 households to help them sustain their accommodation or to prevent homelessness. This was achieved by working with landlords in the Private Rented Sector to improve housing conditions, negotiating with landlords and giving timely advice in order to prevent the loss of accommodation. Additionally, via our accommodation based housing related support services and floating support services, we have helped individuals to live independently and prevented homelessness.

To support people and vulnerable families to access housing

At the end of Q3 there were 377 applicants residing in temporary accommodation provided by the Council in line with its statutory responsibilities. This is an increase from the 354 households that were accommodated at the end of Q2 2017/18.

Latest available benchmarking figures from September 2017 identify that the rate of households in temporary accommodation is currently 3.05 per 1000 households, this is slightly lower than the national rate of 3.37 and significantly lower than the rate seen in London of 14.97. Further benchmarking has been undertaken this quarter to identify how Medway compares with other similar sized unitary authorities. In September the numbers in temporary accommodation in Brighton was at a rate of 13.11 households per 1000 and Milton Keynes had a rate of 5.65 households per 1000.

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.

New affordable homes

For the financial year to date, 32 affordable homes have been delivered in Medway. A further 140 homes are expected to be delivered throughout the program this year. There are currently 477 units of affordable homes under construction across Medway. Notable developments currently under construction include 125 units of Extra Care accommodation being delivered across two sites on St Mary's Island and Horsted Park. Delays to the programme have been caused by the retrofitting of sprinklers in two extra care blocks and a delay in the connection of utilities at another site in Chatham.

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 has been assessing potential sites to form preferred options on development allocations in the next stage of consultation on the Local Plan. Work continues on compiling the evidence base to support the proposed development strategy and supporting policies. An updated programme for producing the Local Plan is set out in the Local Development Scheme.

Consultation is planned on the next stage of the Local Plan from March 2018.

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.

The Council has created a Housing Company, the Medway Development Company Limited and appointed a Head of Operations to lead the initial work of the organisation. The Deputy Leader and Portfolio Holder for Resources have been appointed to the Board and two other non-executive board members are in the process of been appointed. The purpose of the company is to build housing for profit.

This will also mean improving the number of affordable homes available in Medway. The company has a 5 year plan of sites for development with the delivery of approximately 600 units planned.

Architects have been appointed to undertake a third phase of Housing Revenue Account (HRA) new build housing. In terms of other initiatives, officers are in discussions concerning the potential for reviewing estate for regeneration and enhancement potentially with the support of a partner.

The second option involves a full regeneration of St Albans Close, based on a model being undertaken by Mears PLC via a joint venture. Members preferred this option, as it addressed the issue of regenerating the whole estate. There are no funding challenges to this option and further in-depth work will be undertaken to analyse the rental income streams and viability model. Officers are now exploring the financial and procurement aspects of this joint venture and will produce a further Board report.

Officers have identified a number of other 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 received permission to grant planning on the 25 October 2017. The s106 is still in the process of being agreed and was planned to be completed in January 2018. Countryside have begun their marketing campaign for the site and licences have been agreed to allow them to start on site with various surveys for their infrastructure requirements. The official opening ceremony for Rochester Riverside was held on 22 February 2018.

Strood Waterfront

The planning application for the flood defence works was approved at planning committee in November 2017. It is planned for the works contractor to begin their site land set up on the former Civic site February/March 2018. Works will start March/April 2018, for a period of approximately 60 weeks on the Civic site and Riverside site on Canal Road.

A communications plan to keep residents, business and stakeholders updated and informed of progress is being developed with the contractor. The demolition of the former Civic building, and the diversion of associated utilities should be complete in January 2018.

The Cabinet meeting in November gave approval for the refreshed Strood Waterfront masterplan and development brief to go to public consultation from 4 December 2017 until 29 January 2018. There were 2 public consultation events at the Strood Community Hub on 11 and 20 January.

Chatham Waterfront

Notices have been placed on site to complete the acquisition of the remaining areas of the site which are currently not registered. This process should be complete in February 2018.

Agreement was received for the Housing Company to develop the site. Various de-risking works have also been agreed for the site to resolve a number of issues prior to disposing of the site to the Housing Company.

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 and learn.

Medway Council is committed to enable citizens, visitors and business to move around Medway's road network easily and in the way they choose, i.e. car, public transport, cycling and on foot; encouraging sustainable transport where possible. The connectivity of transport hubs, leisure, shopping and health facilities is at the forefront of our planning so that there is an integrated approach to travel throughout Medway.

Maintain roads through the successful implementation of the new Highways Contract in 2017

The Highway Infrastructure Contract was awarded to Volker Highways in 2017. Mobilisation activity delivered during Q3 has focussed on:

- Planned resurfacing programmes for carriageways and footways - totalling 3,892 linear metres completed and on target to complete the patching programme (Department of Transport Pot Hole action Fund) by the end of the financial year.
- Successfully commenced the Road Marking Programme - Strood North Ward completed along with 372 individual task order requests (principally for Parking Services) for road markings completed since the commencement of the contract.
- On target to complete the cyclic drainage cleaning programme - a total of 9,389 gullies have been inspected and 8,221 cleaned since contract commencement.
- Partnership Opportunity Board was established to identify an annual programme of service improvements to be delivered through the Highways Infrastructure Contract (HIC).
- Volker have commenced recruitment to 3 Apprenticeship Posts for the HIC Contract. Aim to have all appointments in post by the end of this financial year.
- Successfully commenced the Winter Gritting Programme with minimal disruption to the Highway Network - 25 precautionary gritting runs have been undertaken (mainly to the primary network).

Transport and public realm improvements for Strood completed by March 2019

During Q3, work has continued on the technical design of Commercial Road Car Park with construction due to commence in Q4. Work on the technical design (RIBA Stage 4) of Phase 2 of the scheme will continue in Q4. Consultation with traders and retailers will commence when a final works programme has been agreed with contractors in Q4.

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 new station building at Strood Train Station was completed as scheduled and opened on 11 December 2017. An official opening event is due to be held in Q4.

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. This has been resolved and Medway is supporting Network Rail to recoup some of this extended time. The programme has slipped slightly and will not be complete by the end of March. The revised programme is yet to be confirmed with Network Rail but it is unlikely to be complete before the end of Q2 2018/19.

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

7.1 Measures of success - summary

Summary of the 25 measures of success for this council priority are included in Appendix 1; however for 2 of these, data is not expected until after this report is published.

- 11 out of 23 measures were on target
- 12 out of 22* measures have improved compared with last quarter
- 12 out of 22* 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

Medway has been cited in a national publication, demonstrating how local authorities are taking a whole system approach to obesity

<https://www.local.gov.uk/sites/default/files/documents/15.6%20Obesity-05.pdf>. This

publication highlights the work of the Medway Health Network and the role that the annual Summit plays in bringing partners together and creating a platform to learn from each other, move projects forward and recruit further partner support.

With many partner organisations in the planning cycle for 2018/19 annual objectives, the network organisers have been working with core partners to champion for obesity, healthy eating and physical activity promoting projects to be included in core annual objectives and work plans. Work is also underway to ensure key local strategies, policies and contracts have the Supporting Healthy Weight agenda, heavily referenced. This includes the soon to be refreshed Joint Health and Wellbeing Strategy, Medway Local Plan and re-design and re-tender of the Clinical Commissioning Group (CCG) commissioned Community Health Services contracts.

7.2.2 OUTCOME : RESILIENT FAMILIES

Programme: Together we can - Children's Services

Looked after children

The rate of Looked after children (LAC) per 10,000 population remains below the target of 67, at 64.8. This represents 413 children. Although this is a slight increase on the number at the end of Q2, it is still within target. Medway is now much more in line with the 2016-17 national benchmark of 61 LAC per 10,000, having been an outlier in both 2014-15 and 2015-16.

Similarly the rate of child protection (CP) cases per 10,000 population has risen over the quarter and now stands at 54.2, but remains under the 65.3 target. Rates of CP are above both the national level (43.3) and the South East level (41.3). National rates of CP per 10k have remained largely stable over the last 3 years, Medway has seen a more volatile profile, with rates peaking in 2015-16 at 85.3.

Adoption

Progress in reducing the length of time taken between a child entering care and moving in with an adoptive family continues to be made. The 3 year average is now 501 days. This continues the long term downward trend which has seen the average number of days drop from 728 in 2014. Medway is now taking less time than the 558 day national average.

ChAT

A Promoting Practice group has been convened. This comprises all elements of children's services and is initially focused on ensuring that Medway is in a position to deliver its statutory obligations within the updated framework and maximise outcomes for children. The use and development of the Children's Services Analysis Tool (ChAT) will help inform the Self Assessment and annual conversation.

Disability Service

The 0-25 Disability team has now moved into the division, from Adults Social Care. It will now be part of an integrated Special Educational Needs (SEN) and Disability Service which will allow joined up working on complex cases and again, improve outcomes for children and families.

Programme: The best start in life

Healthy Child Programme

Health Visiting Service

Health Visiting performance continues to improve significantly since transition to the Local Authority and the service is engaging and supporting more families across Medway month-on-month as a result. This was demonstrated by Public Health England that Medway has had the biggest improvement in coverage since transition of any authority in the South East. Four of the five mandated 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 10% short of the 80% target we are aiming for.

School Nursing Service

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 reception (year R) which support early identification of health problems.

MASH

Public Health and the 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 and be in place by April 2018.

Child Health Service

A preferred supplier for the new integrated model of 0—19 Child Health Services (including Public Health and CCG services) has been identified and approved by Cabinet and Governing Body and the award of the new contract was completed in January 2018. Public Health England commented on the model as being “exciting and innovating” and the aim is to deliver a more integrated offer for families in Medway and the new service will be in place from April 2018.

The Child Health Team continues the strong engagement with schools with all 17 Secondary schools working with us on the Personal, Social and Health Education (PSHE) Health agenda and two thirds of the Primary schools also signed up. A new task and finish group has been set up with partners to look at the emerging issue of self-harm and brand new resources produced in conjunction with the PSHE association to support schools with issues around gangs was released in Jan 2018.

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

A “feel good Christmas” campaign ran over the Christmas period on social media to raise awareness of support available around social isolation and mental wellbeing and with tips to help residents stay connected.

The Men in Sheds programme continues to deliver at least 5 sessions a week. A film showing the qualitative impact of the service has been developed.

The Social Isolation Chapter of the Joint Strategic Needs Assessment has been updated.

A social isolation pilot with the fire and rescue service has now been completed. Individuals identified as socially isolated received a visit from a volunteer to discuss and signpost to support available. Throughout the pilot, 63 staying connected booklets were provided to older people. A further 34 people were referred to receive further support. The most requested services by individuals participating in the pilot were befriending and transportation. Qualitative case studies identified a range of support which older people were signposted to for help staying connected through the pilot, including telephone befriending and support with meals.

Medway Plus are leading on submitting a Reaching Communities bid which includes initiatives to tackle social isolation. Public health have supported the development of the bid.

Adult Social Care – 3 Conversation model

Following the successful ‘go live’ of the Adult social Care restructure the transition to the 3 Conversations Model, by the Early Help and Prevention Teams continues. From the latest analysis (Conversations started in October 2017) 85% of started conversation ones have been completed. Of the completed Conversation 1s, almost two thirds went no further, about a third progressed to a conversation 2 and 5% went directly to a long term service.

Independent living

Helping residents remain independent in their own homes for as long as possible is a fundamental aim of the Service. So far this year there have been 14 admissions to residential and nursing care from the 18-64 age group. This is compared to 12 at the same time last year. Whilst currently within target, a further 5 admissions would see this missed. Similarly admissions in the 65+ age group are marginally higher than this time last year, 173 compared to 163. Again, the levels of admissions for 65+ are within target a further 88 admissions this year will see the target missed. Almost 76% of 65+ clients were at home 91 days after being discharged from hospital. This is a small increase over the 71% at the end of quarter 2, indicating improved success of Reablement. However, the target of 85% is still some way off.

Delayed transfer of care

The most recent Delayed transfer of Care data is for November 2017. This showed that 1.7 delays per 100,000 population were attributable to adult social care. This is in line with the last 6 months. The proportion of delays attributable to adult social care, as a percentage of total delays (23.6%) remains broadly in line with the 24% seen at the end of quarter 2.

Assistant Director of Adult Social Care

Following the departure of Linda Jackson, Chris McKenzie been appointed to and started as the permanent, full time, Assistant Director of Adult Social Care. Chris brings a wealth of experience and know-how to the role from the work he has led on the Adult Social Care Transformation Programme.

7.2.4 OUTCOME: ALL CHILDREN ACHIEVING THEIR POTENTIAL IN SCHOOLS

Programme: Raising aspiration and ambition

Finalised results for Key stage 1 and 2 have now been published. Results for Key stage 4 and 5 remain provisional.

KS1

At the Early years stage the results of Medway pupils are above the national level, with almost 5% more children achieving a good level of development than nationally. The gap in attainment between the lowest 20% and the mean has also closed, in Medway, again. Nationally the gap is 31.7% and is on an upward trend. The local result for the 2016-17 academic year is 28.2%.

Phonics results were 82%, again above national but Medway did drop against last year's 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.

At Key stage 1 considerable success has been achieved.

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%	58 th	+1pp	79%	21 st	+3pp
Writing	68%	43 rd	+3pp	73%	8 th	+5pp
Maths	75%	42 nd	+2pp	79%	18 th	+4pp

	Reading		Writing (Teacher assessment)		Mathematics	
	Medway	National	Medway	National	Medway	National
2017	79	76	73	68	79	75

Medway has shown an improvement of 5% over the previous year for Reading. This is a greater improvement than national which has improved by 3%. Medway has shown a rank improvement of 37 places rising to 21st nationally.

Medway is ranked eighth out of all authorities for Writing, showing a rank improvement of 35 places. Medway has shown an improvement of 9% over the previous year. National has shown a smaller improvement of 5%.

Medway has shown an improvement of 5% over the previous year for Mathematics. Medway has shown greater improvement than national which has shown an improvement of 3, Medway risen to 18th in the LA rankings, an improvement of 24 places.

KS2

At Key stage 2 Medway remains behind the national levels of attainment, but is closing the gap.

	Medway		National	
	2016	2017	2016	2017
RWM	49	58	54	62
Reading	62	68	66	72
Writing	74	76	74	77
Maths	65	71	70	75
GPS	67	70	73	78

Medway has shown an improvement of 18% over the previous year for the aggregated Reading, Writing and Mathematics measure. This is compared to the national increase of 13% for the second year running Medway has climbed the LA ranking by 8 places and are now ranked 115th.

Medway has shown better progress than national, over the previous year, in the disaggregated Reading and Mathematics measures. Nationally there has been an increase of 9% for Reading and 7% for the Mathematics measure, Medway pupils have achieved an increase of 10% and 9% for Reading and Mathematics, respectively.

KS4

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 4.1percentage points (6.5%) below the national level. Medway has dropped 52 places down the rankings to 109th of 152 LAs.

Progress 8

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.

Ofsted

Across all schools in all phases 83.5% have good or better Ofsted ratings. This is a slight drop on last quarter. The table below illustrates how this is made up.

	Outstanding	Good	Requires Improvement	Inadequate	Total	% Good or better
Primary	8	53	7	5	73	83.6
Secondary	4	10	3	0	17	82.4
Special	3	1	0	1	5	80.0
Pupil Referral Unit	1	1	0	0	2	100.0
ALL	16	65	10	6	97	83.5

In the primary phase 78% of Academies are judged good or better compared to 90.4% of LA maintained schools. The School Improvement Team continue 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.

Exclusions

The focus on reducing exclusions remains high. So far this academic year there have been 15 permanent exclusions, a drop on the 22 recorded at this point last academic year. As such this indicative data, which is subject to change, suggests an improvement. No Children with Education, health and Care Plan (EHCP) or statements have been excluded in the current academic year, however there have been (between 1 and 5) children who receive SEN Support have been excluded. So far this academic year there have been 17 exclusions which have been retracted, so did not result in a pupil being expelled. 12 of these were resolved with a managed transfer.

In Quarter 3 provisional data shows there were 2386.5 days lost, across all schools, to fixed term exclusions (FTE). This is considerably higher, 64%, than the same period last year, when 1447 days were lost. This is driven by exceptionally high levels of exclusions in November, when over 1000 days were lost. The table below shows that for the quarter, significant increases on the numbers of pupils receiving FTE were seen, with large proportional increases over the same quarter last year seen for Secondary, Special and Pupil Referral Units. Almost 5% of pupils with an EHCP/Statement and of pupils receiving SEN support were subject to fixed term exclusion. This is significantly more than the 1% of children with no SEN.

School type	Number of pupils receiving a FTE Q3 2017-18	Number of pupils receiving a FTE Q3 2016-17	Variance (numbers)	% Variance
Primary Maintained	28	33	-5	-15%
Primary Academy	91	67	24	36%
All Primary	119	100	19	19%
Secondary	472	319	153	48%
Special	25	9	16	177%
PRU	36	14	22	157%
Total All Schools	652	442	210	48%

This rise in FTE may be a result of the drop in permanent exclusions and the rise in the number of permanent exclusions that were retracted. Often the LA is not

informed about fixed term exclusions until some time after the event so is unable to challenge schools or support parents.

8. WAYS OF WORKING: GIVING VALUE FOR MONEY

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.

8.1 Contracts

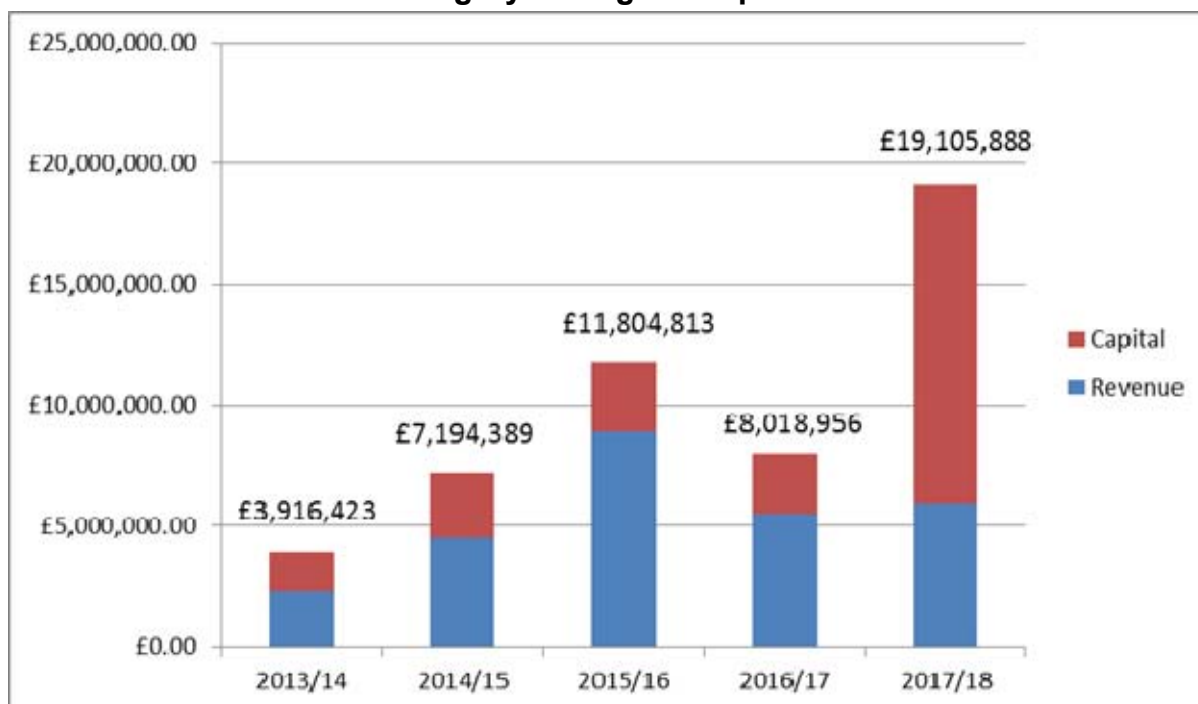
We are achieving significant value for money as a result of the contracts we have recently awarded. The Council spends roughly £360 million each year buying goods, services and works for the community. We aim to secure the best value for money when we buy (procure) from suppliers.

In the last five years (2013 – 2017), we have achieved £50 million whole life benefits (i.e: benefits across the full term of all contracts). This includes revenue and non-revenue benefits.

During 2017/18:

- we have achieved £19.1 million whole life benefits (£13.1 million non revenue, £6 million revenue).
- 30 contracts awarded during this period where whole life benefits identified.







Category management performance







8.2 Citizen Panel

The following table summarises the results from two Citizen Panel rounds carried out in August and November 2017.

How satisfied are you with the way the council runs its service?

	Q2 2017/18 Aug	Q3 2017/18 Nov 433 respondents	Success is	Short Trend
Very or fairly satisfied	63.2%	66.2%		
Very satisfied	13.5%	14.1%		
Neither satisfied nor dissatisfied	21.3%	24.7%	N/A	N/A
Very or fairly dissatisfied	13%	7.9%		

Do you agree that the council provides value for money services?

	Q2 2017/18	Q3 2017/18	Success is	Short Trend
Agreed with statement	50.8%	55%		
Disagreed with statement	11.4%	12%		
neither agreed or disagreed	31.1%	31.2%	N/A	N/A

Reasons for satisfaction and dissatisfaction

The quarter 2 Citizen Panel questionnaires asked **why** respondents were satisfied or dissatisfied. The results are summarised as follows:

Questions	Satisfied	Dissatisfied
<p>How satisfied are you with the way the council runs its services?</p>	<p>Most frequent reasons:</p> <ul style="list-style-type: none"> • efficiency • doing a good job with limited resources in a time of austerity • value for money • doing a good job in comparison to other areas <p>Other reasons:</p> <ul style="list-style-type: none"> • refuse/recycling collections, household waste and recycling centres • street cleaning/fly tipping • parks and open spaces. 	<p>Most frequent reasons:</p> <ul style="list-style-type: none"> • not dealing with queries/requests/complaints • council tax too high; • poor use of budget; money wasted on re-organisations • difficulty contacting the council • issues regarding specific departments <p>Other reasons:</p> <ul style="list-style-type: none"> • litter/street cleaning/fly tipping including neglected alleyways • poor workmanship by the road cleaning services • parks and open spaces including the need for cutting grasses /hedges/open spaces

Questions	Satisfied	Dissatisfied
		more frequently <ul style="list-style-type: none"> • issues with trees • poor play facilities • issues within local parks..
<p>Do you agree that council provides value for money services?</p>	<p>Most frequent reasons:</p> <ul style="list-style-type: none"> • good customer service • efficiency • doing a good job with limited resources in a time of austerity • council tax • doing a good job in comparison to other areas. <p>Other reasons:</p> <ul style="list-style-type: none"> • refuse/recycling collections • household waste and recycling centres • street cleaning • parks and open spaces. 	<p>Most frequent reasons:</p> <ul style="list-style-type: none"> • poor customer service • poor use of budget <p>Other reasons:</p> <ul style="list-style-type: none"> • litter/street cleaning including fly tipping • neglected alleyways • poor workmanship by the road cleaning services • road and pavement maintenance • car parking including increased parking charges and street parking

8.3 Complaints





Performance on responding to stage 1 corporate complaints within 10 working days has again exceeded target and is continuing to improve year on year.

The Q3 trend over the last three years is as follows:

2017/18	93.7% (target 80%)
2016/17	85.5%
2015/16	86.2%

There were 100 fewer stage one complaints raised during Q3 compared to Q2. This is expected at this time of year, following the busy summer months, and reflects a similar picture to the trend seen in previous years.

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

	Q.2 2017-18	Q.3 2017-18	Timeliness performance compared to Q2 2017-18
Corporate Stage 1			
Volumes received	448	348	 4.4%
Responses issued	447	379	
Responses within 10 working days	399	355	
% responses within deadline	89.3%	93.7%	
Corporate Stage 2			
Volumes received	39	46	 0.6%
Responses issued	41	46	
Responses within 15 working days	35	39	
% responses within deadline	85.4%	84.8%	
Children's Social Care Stage 1			
Volumes received	29	28	 13.2%
Responses issued	20	34	
Responses within 20 working days	15	21	
% responses within deadline	75.0%	61.8%	
Adult Social Care			
Volumes received	26	13	 10.3%
Responses issued	23	13	
Responses within 20 working days	10	7	
% responses within deadline	43.5%	53.8%	

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 remains positive, with 93.7% of stage 1 corporate complaints being responded to in time. This is measured against our revised and increased target of 80%, and has improved by 4.4 percentage points compared to Q2, and 8.2 percentage points compared to Q3 2016-17.

Stage 2 corporate complaints

During Q3, 46 complaints were escalated to stage 2. This is a 17.9% increase when compared to Q2, and equates to an escalation rate of 13.2% when compared to the volume of stage 1 complaints received in the same quarter (348).

The response target is 15 working days. Performance has decreased slightly during Q3 but despite the increase in volumes, has remained a positive 84.8%. This is measured against the performance target of 75%.

Children's social care complaints

The response target is 20 working days, and 61.8% of responses were issued within this time frame, and the majority of these were responded to within 10 working days. This is a 13.2% decrease in timeliness compared to Q2, however it should be noted that performance data can change quite remarkably when dealing with small volumes of complaints. Children's Services have been working very hard to clear some outstanding complaints, and this has had an impact on the timeliness reported in December. At the time of writing this report however, Children's Services had no open stage one complaints.

Adult social care complaints

The response target is 20 working days. In Q3 Adult Social Care responded to 13 complaints and achieved a timeliness performance of 53.8%. This is a further increase of 10.3% when compared to Q2 (we reported an increase of 10.2% in Q2 when compared to Q1) which is a really positive trend.

Staff are settling into their new roles following the extensive adult social care restructure, and the Social Care Complaints Manager is continuing to work closely with the adult social care teams and Assistant Director to maintain this positive improvement in performance.

Local Government Ombudsman (LGO) referrals and decisions in Q.2

In Q3, 16 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 higher than 2016-17, when just 8 complaints were referred in Q3, and similar to 2015-16 when 14 complaints were referred.

A total of 12 decisions were made by the LGO in Q3. Only one decision (8%) was made to uphold the complaint (upheld, maladministration and no injustice) and one decision was not upheld, no maladministration. The 10 remaining decisions were not investigated and were closed as follows:

- Closed after initial enquiries - no further action x 6
- Closed after initial enquiries - out of jurisdiction x 2
- Premature complaint – referred back for local resolution x 2

Compliments

A total of 28 compliments were received during Q3. By far the area that received the most compliments was Waste, with a total of 14 compliments for Waste Services alone, and one compliment shared with Waste Services and one other service. Several of these compliments were around the delivery of recycling bags, and two customers were particularly happy with the standard of bin collections over the busy Christmas and New Year period.

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

9.1 Project: 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:

- Build and initial testing of the new virtual parking permit solution is now complete and subject to a further and final period of user testing and community validation, the targeted go-live date is 1 April 2018.
- Customers are now able to apply online for adult education classes.
- The new online Adult Social care financial assessment form and process is scheduled to go live in February 2018. We have designed a way for customers to be able to assess their financial situation and calculate an initial cost of their care needs via medway.gov.

Project: Website rationalisation

We are committed to the vision of becoming a digital council – making more of our services available online, using digital and technology to make the lives of our customers and staff easier, while delivering efficient services.

Our online presence is fundamental to the success of that and making it easier for customers to self serve, any time, any where.

As such, we are working to centralise our many council sites into one, medway.gov.uk. And by 1 April 2018, we will have a new medway.gov.uk which will be the single trusted source of council services and information online, be accessible to all and work on any device while upholding the council's brand online.

We are currently in the design and build phase. Building on our initial wireframes, we now have design concepts which add colour and style, balancing both transactional and engaging requirements of users and the organisation. These have recently been approved so we have our new 'look and feel' for the new site. We have redesigned the top most used tasks on the site and are finalising content with service representatives. We're about to start building this content (wording, images and documents) into templates on our new content management system (the engine which runs the website).

We are also working with the communications team to promote the new site, to staff and the public. Once all the content is in the system, we will be testing again and then preparing for go live by 1 April.

After go live, we will have a period of review where we get further feedback from users. We'll use this feedback and regularly work with services to continuously improve the site going forward."

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

A review of the Councils 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. A draft paper was presented to IT Management Board in January 2018. Once agreed a further report with recommendations will be presented to Corporate Management Teams before April 2018.

The Council is constantly reviewing the most effective solution for hosting applications and data. Medway is acting as lead partner for the Kent Connects regional cloud project which met for the first time on 3 October 2017. A final report is due to be presented to Kent and Medway Chief Executives in February 2018.

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. From February 2018 it is expected that the customer account portal will be live combined with ten online service processes which will enable residents and businesses to access their information and service requests online.

A pilot has been conducted with Children and Adults to move the Social care Workers from paper based process to full digitised process. This would move almost 400 Social Workers (almost 1/5 of the Councils staff) to use mobile devices to input directly into back office systems whilst working at home or visiting residents, including capturing electronic signature to verify the data. This will also have the benefit of delivering results to residents whilst they are with them rather than the current process of completing a large paper form, taking it back to the office for manual input, printing a copy and posting it to the residents to check and sign, and the resident posting it back to Medway. The process will be reduced from weeks to immediate. The pilot has been successful and the case for the purchase of mobile devices is being prepared.

Project: Design and deliver the council's assisted digital offer through our community hubs and libraries

Following the endorsement in September 2017 by the Transformation Board of the approach to Assisted Digital services, these principles have been mainstreamed into the design of current digital projects. Each project has a customised approach to reflect the type of new service on offer and an understanding of likely customer needs. Adult education enrolment, Blue Badge applications, and parking vouchers have been the key projects that have addressed their assisted digital needs.

Online enrolment to adult education services went live in January 2017 and has been successful, and will be more heavily marketed as the next course brochure comes out. Customers retain a paper application option here. For learners likely to need support to choose the right course for their current skill level, face to face assessments always take place and these continue as the best way to ensure the right match between skills and the qualification sought.

In the case of Blue Badge, online application is anticipated to be popular as we know that family support already plays a large part in many applications. The business

support staff who process applications will be providing hands on support to those applicants that require support, initially at Chatham Community Hub using a supported application that ensures the customer’s application is made directly into the national application database.

Any resident who wants to take advantage of new online processes can be supported in branch libraries by staff, or a volunteer computer buddy. From those first steps, they can also be signposted to other support networks, including Medway adult education.

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 3.

Table A

Covering report ref	Partnership / project
5.2.2	Partnership Opportunity Board
5.2.2	Strood railway station improvements
5.2.2	Chatham railway station improvements
5.2.3	Dickens anniversary
6.2.2.	Medway Adult Education (MAE) Learning Programme –
6.2.3	New build affordable housing
6.2.4	Rochester Riverside
7.2.1	Healthy Weight Network and Summit: NOTE: Acknowledged by LGA as excellent practice
7.2.2	Medway Multi-Agency Safeguarding Hub (MASH) -
7.2.3	Social Isolation Pilot

In addition to the partnerships listed previously, 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:

TABLE B Partnership / project	Purpose
Community Safety Partnership (CSP)	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

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.

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 3 2017/18 performance of the measures of success used to monitor progress against the Council's priorities.

14. SUGGESTED REASONS FOR DECISION

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

LEAD OFFICER CONTACT

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APPENDICES

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

BACKGROUND PAPERS

Council Plan 2016/21 (2017/18 update)

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

**APPENDIX 1:
COUNCIL PLAN PERFORMANCE MONITORING REPORT:
QUARTER 3 2017/18: MEASURES OF SUCCESS - DETAILS
CABINET**



Council priority	Number of measures
Medway: a place to be proud of	3
Maximising regeneration and economic growth	11
Supporting Medway's people to realise their potential	25
Ways of working: finding the best digital innovation and using it to meet residents' needs	1
Total	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	Q2 2017/18	Q3 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%	64.8%	66.2%	70%				70%	12-Jan-2018	<p>Satisfaction has increased to 66.2% in Q3, up from 64.8% in Q2. For respondents who said they had been to a park or open spaces satisfaction remained higher at 84.7% (out of 275 users).</p> <p>There were 433 responses to the August 2017 Citizens' Panel giving an overall margin of error of +/-4.7%, the increase in satisfaction between Q2 and Q3 is therefore not statistically significant.</p> <p>Further questions were asked about parks and open spaces in Medway during the Q2 panel survey. All respondents were asked what three things from a predetermined list could help to improve parks and open spaces in Medway. The most frequently cited issues were: improved maintenance/cleanliness (38%); improved play areas (children's or teenagers) (33%) and improved picnic/seating facilities (31%). These factors are likely to drive dissatisfaction in parks and open spaces.</p> <p>The Council are seeking to expand the number of sites awarded Green Flag over the next three years by a further three (totalling 10). The Team is working with Medway Norse to further improve their maintenance of the existing green flag sites. The continued success in securing s106 contributions will see future investment in parks and play at key destinations.</p>

Code	Short Name	Success is	2016/17	Q2 2017/18	Q3 2017/18					2017/18	Latest Note Date	Latest Note
			Value	Value	Value	Target	Status	Long Trend	Short Trend	Target		
NI 195a NEW	Improved street and environmental cleanliness: Litter		97.25%	97%	96.33%	96%				96%	12-Jan-2018	<p>Inspections are within the target set and additional monitoring by waste services officers outside of these inspections provide a robust contract monitoring programme. Waste Services officers working in partnership with Veolia promptly deal with any poor standards being achieved. Officers carry out joint site visits with supervisors to rectify any issues and contract meetings provide for resolution to larger issues.</p> <p>Medway is split into 22 wards which are inspected yearly with a total of 1,200 sites being inspected. (100 sites per month = 1,200 sites per year) Sites are different land classes: main retail and commercial, local shopping areas, residential streets, car parks, main roads, waste bins (litter, canine and combined) rural roads, alleyways, garage areas, bring sites, footbridge and subways. For Q3 300 sites were inspected and 289 were an acceptable standard.</p> <p>An area of 50 meters is visually inspected for the amount of litter present and graded: A – B (acceptable for litter, C – D (unacceptable). The sites that are at an acceptable standard are then reported as an overall % of good standard sites.</p> <p>In addition to the NI195 inspections, contract monitoring officers carry out proactive street cleansing inspections to ensure that the street cleansing contract is performing to an acceptable standard. 3 officers carry out in the region of 10 – 15 inspections per week.</p> <p>In quarters 1 - 3, 2,065 acceptable standard street inspections took place.</p>
W6 CP	Satisfaction with refuse collection - Citizens Panel result		N/A	89.9%	90.5%	85%				85%	12-Jan-2018	<p>Satisfaction has increased to 90.5% in Q3, up from 89.9% in Q2.</p> <p>There were 433 responses to the August 2017 Citizens' Panel giving an overall margin of error of +/-4.7%, the increase in</p>

Code	Short Name	Success is	2016/17	Q2 2017/18	Q3 2017/18					2017/18	Latest Note Date	Latest Note
			Value	Value	Value	Target	Status	Long Trend	Short Trend	Target		
												<p>satisfaction between Q2 and Q3 is therefore not statistically significant.</p> <p>Satisfaction with the refuse collection service is increasing, Refuse is collected weekly along with recycling and organic waste. Veolia carry out in excess of 5 million refuse collections per year and operate a quick response to any missed collections reported within the agreed 24 hours period.</p> <p>Waste Services Officers carry out regular inspections of the refuse collection service to ensure that service delivery remains high with a low number of missed collections being reported. Contract Monitoring officers and Veolia supervisors continue to work in partnership carrying out joint site visits to resolve any problems.</p>

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	Q2 2017/18	Q3 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%	90%	90%				90%	09-Jan-2018	<p>Council owned business units included in this measure are Hopewell Drive, Pier Road, Innovation Studios Strood and Innovation Centre Medway (ICM). These total 128 units for Q3 (43,160.74 sqft). Units across the sites vary in size from approx. 120 sqft to 1,500 sqft.</p> <p>At the end of Q3, there were 13 vacant units amounting to 1,882.79 sqft (174.92 sqm). To put this in context, a double garage is approximately 300 sqft.</p> <p>**To improve on this performance, we work in partnership with Locate in Kent to promote available office space. The promotion of units is also part of the job role of the Innovation Centre and Innovation Studios Manager.</p> <p>Waiting lists are maintained where demand for particular unit sizes exceeds supply, and reconfigurations of office space is considered when it is felt this could better unite supply and demand (e.g. the third floor of the Innovation Centre was subdivided in 2017 to respond to market interest)</p> <p>In addition, and since churn is an expected – and indeed desirable – feature of start-up business accommodation, officers work hard to reduce the downtime between tenancies, by for example, promptly redecorating vacant units, and issuing new licences as rapidly as possible.</p>





Code	Short Name	Success is	2016/17	Q2 2017/18	Q3 2017/18					2017/18	Latest Note Date	Latest Note
			Value	Value	Value	Target	Status	Long Trend	Short Trend	Target		
ECD13	% of square footage let at Innovation Centre Medway (ICM)		95%	96%	95%	90%				90%	11-Jan-2018	<p>The ICM has a total space to let of 17,859.34 sq ft. The empty units vary as the sites are incubators. There is always a “churn” of tenants coming and going and moving location within the building.</p> <p>The vacant square footage at the end of Q3 was 889.79 sq ft (82.6 sqm) or 10 units with nine applications pending.</p> <p>There are no specific trends in the nature of the vacant units at the ICM, and 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>During Q3, three tenants have migrated and two start ups have moved in. One of which is an inward investment from outside Medway. One existing tenant is about to expand into a second unit.</p> <p>See notes in the section above ** on how we improve performance</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	Q2 2017/18	Q3 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		N/A	3.8%	5.4%	6%				6%	11-Jan-2018	At the end of Q3 there were 382 16 and 17 year olds who are NEET. This is 5.4% of the total age group. This is higher than the rate at the end of Q3 2016, when the rate was 4.8%, which represented 337 young people. There are 5 young









Code	Short Name	Success is	2016/17	Q2 2017/18	Q3 2017/18					2017/18	Latest Note Date	Latest Note
			Value	Value	Value	Target	Status	Long Trend	Short Trend	Target		
	training (NEET)											<p>people who are Looked After Children (LAC) that are NEET. 12 of the 382 NEETS have Education, Health and Care Plans (EHC) and 7 of the 382 16 and 17 year olds are known to the Youth Offending Team (YOT).</p> <p>The rate of young people for whom their activity is not known was 3.7% in 2017, this represents 261 young people. In December 2016 it was 6.1%, representing 429 young people.</p>
LRCC4a	Number of jobs created and safeguarded (cumulative)		391	215	276	225				300	22-Dec-2017	<p>Q3 includes 40 full time equivalent jobs at new Aldi store at Gillingham Business Park.</p> <p>Pacadar, a Spanish company located at Thamesport to produce tunnel segments for Thames Tideway Tunnel created 20 jobs this quarter with a further 80 to be recruited over next 12 months. The total number of jobs to the end of Q3 is 355; against Q3 cumulative target of 225.</p> <p>To improve on this performance we hold monthly monitoring meetings with Locate in Kent where performance is analysed, and avenues for additional successes explored.</p>
MAE 2	% Retention rate Medway Adult Education (MAE)		94.38% 2015/16	94% Q4 of academi c year 2016/17	97.62% Q1 of academi c year 2017/18	94%	 Q1 of academi c year 2017/18	 Q1 of academi c year 2017/18	 Q1 of academi c year 2017/18	94%	01-Nov-2017	<p>This indicator is based on the academic year rather than financial year. Data as at 2 November 2017 for Q1 of Academic year (August - October 2017).</p> <p>Retention measures the number of learners who start a course with MAE and, at the end of the course/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.</p> <p>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> <p>Medway Adult Education's approach to improving performance is one of continuous improvement through a</p>

Code	Short Name	Success is	2016/17	Q2 2017/18	Q3 2017/18					2017/18	Latest Note Date	Latest Note
			Value	Value	Value	Target	Status	Long Trend	Short Trend	Target		
												<p>range of quality measures including monthly quality review meetings scrutinising key performance indicators KPIs, observations of teaching and learning, performance and development reviews, learner and partner evaluations, self-assessment reviews and quality improvement plans at Service and Programme level.</p> <p>This ensures the service's overall good KPI rates are maintained or exceeded as evidenced by high retention and learner satisfaction rates.</p>
MAE 3	Achievement rate (pass rate) Medway Adult Education (MAE)		96.49% 2015/16	97.36% Q4 of academic year 2016/17	100% Q1 of academic year 2017/18	96%	 Q1 of academic year 2017/18	 Q1 of academic year 2017/18	 Q1 of academic year 2017/18	96%	01-Nov-2017	<p>This measure is based on academic year (as above)</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 – Recognising and Recording Progress and Achievement (RARPA).</p> <p>Medway Adult Education's approach to improving performance is one of continuous improvement through a range of quality measures including monthly quality review meetings scrutinising KPIs, observations of teaching and learning, learner and partner evaluations, performance and development reviews, self-assessment reviews and quality improvement plans at Service and Programme level ensuring the Service's overall good KPI rates are maintained.</p> <p>MAE has maintained its Information Advice & Guidance Matrix kite mark and monitors the effectiveness of assessment processes ensuring learners needs are met through differentiation and additional learning support if required enabling learners to reach their goals and is evidenced in MAE's good pass and achievement rates and high learner satisfaction.</p>

Title
2.3 Outcome. Preventing homelessness





Title
2.3.1 Programme. Preventing homelessness

Code	Short Name	Success is	2016/17	Q2 2017/18	Q3 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	354	377	350				350	10-Jan-2018	<p>At the end of Q3 there were 377 applicants residing in temporary accommodation provided by the Council in line with its statutory responsibilities. This is an increase from the 354 households that were accommodated at the end of Q2 2017/18.</p> <p>Latest available benchmarking figures from September 2017 identify that the rate of households in temporary accommodation is currently 3.05 per 1,000 households; this is slightly lower than the national rate of 3.37 and significantly lower than the rate seen in London of 14.97.</p> <p>Further benchmarking has been undertaken this quarter to identify how Medway compares with other similar sized unitary authorities. In September the numbers in temporary accommodation in Brighton was at a rate of 13.11 households per 1,000 and Milton Keynes had a rate of 5.65 households per 1,000.</p> <p>The service maintains robust legal thresholds to keep the number of households that need assistance to a minimum. The service is now operating a placement review panel that scrutinises all placements in to temporary accommodation as well as disseminating learning points and counteractive instruction to operational staff.</p> <p>There has also been a review of the visiting programme for temporary accommodation to ensure that high risk clients are visited within a week of placement to ensure accommodation is used appropriately.</p>

Code	Short Name	Success is	2016/17	Q2 2017/18	Q3 2017/18					2017/18	Latest Note Date	Latest Note
			Value	Value	Value	Target	Status	Long Trend	Short Trend	Target		
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-Jan-2018	<p>A snapshot at the end of Q3 identified that no families were in bed and breakfast accommodation. Additionally, throughout Q3 no families were placed into bed and breakfast for more than 6 weeks.</p> <p>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.</p> <p>The Service has also reviewed its procedures to ensure that all cases with children or a pregnant woman are moved on from bed and breakfast within appropriate timescales.</p>
HC4	Number of private sector properties improved as a result of the Council's intervention		571	312	281	175				600	09-Jan-2018	<p>In Q3 2017/18, 281 private sector households were assisted in having their properties improved via Council intervention. Performance has reduced slightly from Q2 (312) however, complaints during the warmer months of the year are typically lower as most relate to heating, hot water and dampness.</p> <p>Therefore we expect number of intervention to rise further over future recording periods. Performance remains on track to exceed this year's target of 600.</p> <p>In order to continue to meet target in Q4, the Council's Private Sector Team will continue to handle and resolve complaints from tenants and landlords, inspect and licence Houses in multiple occupation (HMOs) and carry out other property inspections.</p>

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	Q2 2017/18	Q3 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		553 15/16 annual	N/A	642 16/17 annual	1,000 16/17 annual				N/A	12-Jan-2018	<p>This data has been published in the Council's Authority Monitoring Report and is available on the website.</p> <p>The main findings from the Monitoring Report include the completion of 642 dwellings in 2016/17- a 16% increase from the previous year.</p> <p>Housebuilding rates are still recovering from difficult market conditions in recent years. There are signs of growing confidence in development in Medway, such as progress seen in large regeneration schemes eg: Rochester Riverside and Kitchener Barracks.</p> <p>There are also over 800 homes known to be under construction. However, rates of development are below the council's adopted housing target of 1,000 homes a year. The development industry is also delivering significantly fewer new homes than the 1,281 dwellings per annum identified in the Strategic Housing Market Assessment as Medway's objectively assessed need for housing.</p> <p>The introduction of the proposed Department for Communities and Local Government (DCLG) standard method for calculating housing need would lift the annual figure to 1,665 homes. It is questionable if this scale of housing could be delivered by the development industry.</p> <p>The Council is working with developers to grant permissions on a number of large scale sustainable sites which will deliver a significant number of properties. This includes Otterham Quay Lane (300) Mierscourt Road (127), Bakers Field (90),</p>

Code	Short Name	Success is	2016/17	Q2 2017/18	Q3 2017/18					2017/18	Latest Note Date	Latest Note
			Value	Value	Value	Target	Status	Long Trend	Short Trend	Target		
												<p>Darland Farm (46), BAE at Hoo (232), Stoke Road, Hoo (131), Peninsula Way (130), Chatham Docks (199), Kitchener Barracks (302), Southern Water site (110). All of these are on non-allocated sites.</p> <p>The Council are the lead on the production of the Planning Protocol which is a partnership document with the development industry and is about delivering growth on Kent and Medway. This includes commitments to help deliver permissions and includes early planning presentations to members and use of planning performance agreements to pay for additional staff resources to deliver prompt planning permissions.</p> <p>The Council have regular meetings with major developers and agents to try to assist in removing obstacles to growth on appropriate sites; and is setting up its own development company.</p> <p>The Council is moving forward with its regeneration plans which has included working with HCA/Homes England and Countryside to deliver the planning permission for 1,400 homes at Rochester Riverside, a planning permission for flood protection works at Strood Riverside to unlock the development potential for that site, and granting outline planning for 115 dwellings at Chatham Waterfront.</p> <p>The Head of Planning is arranging breakfast meetings with small and medium size enterprises (SME's) to encourage their further development in Medway.</p> <p>Up until now, Medway has not built houses and the market is largely controlled nationally with 10 housebuilders building 60% of homes in the country. They control rates of build and therefore the market. Medway has 7,500 dwellings with unimplemented permissions. To try to address this, Medway is setting up its own development company to take forward development on its land on appropriate sites.</p>





Code	Short Name	Success is	2016/17	Q2 2017/18	Q3 2017/18					2017/18	Latest Note Date	Latest Note
			Value	Value	Value	Target	Status	Long Trend	Short Trend	Target		
												Authority has been granted to recruit an Implementation Officer to try and unlock the unimplemented permissions. Medway is encouraging the development of modular house building (3 sites – Peacock Rise, Southern Water and Kitchener barracks), which will speed up housing delivery. In addition, Medway is working with providers to set up a modular house building factory in Medway.

Title









2.5 Outcome. Getting around Medway













Title

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

Code	Short Name	Success is	2016/17	Q2 2017/18	Q3 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		3.45 15/16 annual	3.87 Q2 16/17	4.09 Q3 16/17	4 mins per mile				4 mins per mile	18-Jan-2018	<p>Data shown is for 2016/17 to Q3 (Oct16-Dec16)</p> <p>In 2016/17, technical issues continued with the collection of journey time data. To address this the Council explored alternative options for obtaining this information. The Council commission Basemap to monitor journey times in Medway based on Trafficmaster data released from the Department for Transport.</p> <p>Data is tied to the frequency that Department for Transport (DfT) publishes Trafficmaster data, currently twice year depending on the collation process. At present Basemap has data up to December 2016.</p> <p>At RCE O&S Pre agenda on 4 January 2018, Members requested a full breakdown of the NI167 i.e. to view all routes</p>

Code	Short Name	Success is	2016/17	Q2 2017/18	Q3 2017/18					2017/18	Latest Note Date	Latest Note
			Value	Value	Value	Target	Status	Long Trend	Short Trend	Target		
												<p>that calculate the overall measure (see below) and for officers to consider additional information that is available.</p> <p>The Basemap System has the ability to provide data on a range of journey time measures, including full/total journey times from point to point, average speed, maximum and minimum speeds, congestion "hot spots" etc.</p> <p>The biggest impact on journey times is roadworks and streetworks undertaken by utility companies and highway works companies. Officers anticipate that the Permit Scheme for streetworks will continue to have a positive impact on journey times by reducing the amount of unnecessary works on the highway, and by imposing stricter conditions on how these works are carried out.</p> <p>The biggest highway works company in Medway are Volker Highways. To help improve journey times, officers added to the new Highways Infrastructure Contract new conditions whereby Volker can be charged for overrunning streetworks. This fine/notice system will ensure that works on the highway do not encroach on the morning or evening commute when traffic in Medway is at its highest.</p>









Code	Short Name	Success is	2014/15	2015/16	Q1 2016/17	Q2 2016/17	Q3 2016/17					Latest Note
			Value	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	
NI 167a	Wainscott bypass (part A289)		2.36	2.37	3.4	3.33	3.43	4 mins per mile				The journey time for NI-167a remains below the 4 mins-per-mile 8am to 9am morning peak target.
NI 167b	Main Road Hoo to Medway Tunnel		1.58	1.50	3.15	3.15	3.20	4 mins per mile				<p>The journey time for NI-167b remains below the 4 mins-per-mile 8am to 9am morning peak target. There is an increase in time comparing 2015/16 to 2016/17.</p> <p>This could be attributed to an error in the previous data</p>





Code	Short Name	Success is	2014/15	2015/16	Q1 2016/17	Q2 2016/17	Q3 2016/17					Latest Note	
			Value	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend		
													compiled by the ANPR cameras (maintained by Kent Police) or it could be an increase in traffic in this particular route.
NI 167c	Medway Tunnel through to Will Adams Way roundabout		2.01	1.82	3.15	3.15	3.20	4 mins per mile					The journey time for NI-167c remains below the 4 mins-per-mile 8am to 9am morning peak target. There is an increase in time comparing 2015/16 to 2016/17. This could be attributed to an error in the previous data compiled by the ANPR cameras (maintained by Kent Police) or it could be an increase in traffic in this particular route.
NI 167d	A2 corridor from Rainham to New Road near Star Hill		5.24	6.81	5.21	4.15	5.58	4 mins per mile					Of the five corridors measured, this route from Central Rainham to Central Rochester encounters a much higher number of traffic signals, as such, journey times can be significantly impacted.
NI 167e	A2 corridor from Strood to New Road near Star Hill		3.56	4.72	4.93	4.87	5.23	4 mins per mile					As with NI-167d, this route into Central Rochester also includes a number of traffic signals, which can negatively impact on journey times.

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	Q2 2017/18	Q3 2017/18					2017/18	Latest Note Date	Latest Note
			Value	Value	Value	Target	Status	Long Trend	Short Trend	Target		
PH10	Percentage of people completing an adult weight management service who have reduced their cardiovascular risk		77.2%	79.1%	77.3%	75.0%				75.0%	10-Jan-2018	Data shows that out of 569 who completed within the Weight Management service or the Exercise referral programme, 440 improved their Cardiovascular risk by reducing their cholesterol levels, blood pressure or weight whilst making improvements in their activity levels.
PH14	Excess weight in 4-5 year olds		21.9% 15/16 annual	N/A	22.6% 16/17 annual	21.5%				21.5%	17-Jan-2018	<p>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 2018. 2016/17 figures for Year R show Medway is closely mirroring the plateau of national obesity figures for 4-5 year olds.</p> <p>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.</p> <p>In addition the council offers a wide range of indoor and outdoor leisure and green space opportunities, and work</p>


Code	Short Name	Success is	2016/17	Q2 2017/18	Q3 2017/18					2017/18	Latest Note Date	Latest Note
			Value	Value	Value	Target	Status	Long Trend	Short Trend	Target		
												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 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		33.5% 15/16 annual	N/A	35.5% 16/17 annual	34%	 16/17 annual	 16/17 annual	 16/17 annual	34%	17-Jan-2018	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 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	Q2 2017/18	Q3 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 GCSE English and maths		N/A	Not measured for Quarters	Not measured for Quarters					20%	10-Oct-2017	This information is expected to be published in March 2018. 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 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.

Code	Short Name	Success is	2016/17	Q2 2017/18	Q3 2017/18					2017/18	Latest Note Date	Latest Note
			Value	Value	Value	Target	Status	Long Trend	Short Trend	Target		
A1	The average number of days (over the last 36 months) between a child entering care and moving in with adoptive family		564	503	501	605				605	12-Jan-2018	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.
CSC 0004	Number of Looked After Children (LAC) per 10,000 children		61.5	62.2	64.8	67.0				67.0	12-Jan-2018	Despite a small rise from Q2, 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.
CSC 0006	Number of Child Protection (CP) per 10,000 children		49.3	53.4	54.2	65.3				65.3	12-Jan-2018	The rate of Child Protection per 10,000 population is comfortably below target despite a small rise from Q2. 54.2 per 10,000 population equates to 345 children, which is 5 more than the September 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 workers		42.87%	39%	36%	30%				28%	18-Jan-2018	The vacancy rate in Medway remains significantly above the most recent national data (published Feb 2017) which showed a National vacancy rate of 17% and 16.8% in the south East. Approval has been received to proceed to the implementation of the new recruitment and retention strategy, which will make Medway more able to compete in a very difficult market.

Title

3.2.2 Programme. The best start in life









Code	Short Name	Success is	2016/17	Q2 2017/18	Q3 2017/18					2017/18	Latest Note Date	Latest Note
			Value	Value	Value	Target	Status	Long Trend	Short Trend	Target		
CASE IEYFS Gap	Percentage achievement gap at Early Years Foundation Stage Profile between the lowest attaining 20% of children and the mean		29.7% 15/16 academic year	N/A	28.2% 16/17 academic year	29.5%				29.5%	09-Jan-2018	<p>This result is for the 2016-17 academic year. Medway has continued to make good progress in this measure and has surpassed the target.</p> <p>Nationally the gap is 31.7% having risen from 31.4% in 2016, this is a 1% increase. Medway has reduced the attainment gap between the lowest 20% and the mean by 5% on 2016. This means that, as the attainment of the Early Years Foundation Stage (EYFS) cohort is improving, we can say that the gap is narrowing due to an improvement in the attainment of the lower 20% rather than a drop in the mean score.</p>
PH16	Smoking at time of delivery		17.08	18.99% Q1 2017/18	18.12% Q2 2017/18	17.5% Q2 2017/18				17.5	10-Jan-2018	<p>Smoking At Time Of Delivery has reduced from almost 19% in Q1 to 18.1% in Q2. The acute trust have recently updated their maternity services database to include a new field to capture additional data to evidence smoking status at time of delivery. This is intended to ensure more robust data reporting.</p> <p>Community midwives continue to refer pregnant smokers to the Stop Smoking Service. However, the volume has reduced when compared to the same period last year. 357 women have been referred for the period 01.04.17 - 30.11.17 (compared to 545 referrals in 2016/17).</p> <p>The acute trust should ideally refer 60% of pregnant smokers for a Risk Perception intervention when these women attend for a scan. Q2 to date (Oct & Nov) has seen 124 women referred from a potential of 557 pregnant smokers. This represents a referral rate of 22%.</p> <p>We are continuing to work collaboratively with Medway Foundation Trust (MFT) to increase the volume of referrals.</p>













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	Q2 2017/18	Q3 2017/18					2017/18	Latest Note Date	Latest Note
			Value	Value	Value	Target	Status	Long Trend	Short Trend	Target		
ASCGBT001	% of Long term packages that are placements		N/A	31.6%	31.3%	28%				28%	15-Jan-2018	<p>The proportion of open packages that are placements continues to fall and is now at 31.3% Over the quarter the percentage peaked at 32.2% but fell in December as the number of residents in care homes fell and the number of adults dropped.</p> <p>Currently there are 837 adults in care homes and 2672 adults using long term services. The service is working to reduce both the numbers of clients in care settings and the number receiving long term support.</p> <p>Home first and 3 conversations seek to limit the use of long term packages, whilst rigorous scrutiny of the use of residential and nursing placements ensures that residents remain independent in their own homes for as long as possible.</p>
ASCOF1C(2i)	Percentage of clients receiving a direct payment for their social care service		27.6%	27.6%	28.1%	30%				30%	15-Jan-2018	<p>There are about 515 clients with ongoing long term services receiving an ongoing direct payment. The phased target for Q3 is 30% and Medway is now behind this, at 28.1% Work is being undertaken to reconcile the records on Framework i and Integra to align both systems.</p> <p>Nationally (2016-17) 28.3% of ASC clients received a direct payment, which shows Medway is largely inline. However we are behind the South East average of 30.5% The promotion of Direct Payments as the preferred method of delivery remains a key focus for all ASC teams and the speed of the financial assessment process is under ongoing review.</p>

Code	Short Name	Success is	2016/17	Q2 2017/18	Q3 2017/18					2017/18	Latest Note Date	Latest Note
			Value	Value	Value	Target	Status	Long Trend	Short Trend	Target		
												Other actions includes, Employer support training to boost confidence and awareness, Market Stimulation and ongoing work with MCG/Ocelot to increase the numbers of personal assistants, The introduction of pre paid cards, partnership work with Community Interest Concerns (WALT and wHoo Cares) as well as the introduction of a DP model for short breaks.
ASCOF 1G (n)	% of adults with learning difficulties in settled accommodation		N/A	50%	54.9%	75%					15-Jan-2018	<p>Progress continues to be made in this measure however it remains below target. although the trend is upward the rate of improvement is not fast enough.</p> <p>This measure was the subject of a focused discussion in the ASC performance forum on the 25/1/18. The 2016-17 National outturn was 76.4%, which is considerably higher than Medway. The trend in Medway, over the last 3 years is downward, which is the opposite of the national direction of travel.</p> <p>Performance of this measure was discussed at the monthly performance meeting on the 25-1-18. It was agreed that the service would initially undertake work to prioritise data quality and clients in need of a service review (clients with a review over 12 months old are not counted in the nominator), along side work continuing to support clients in finding suitable settled accommodation.</p>
ASCOF 1H	Proportion of adults in contact with secondary mental health services in settled accommodation		N/A	61% Q1 2017/18	60% Q2 2017/18	70%	 Q2 2017/18	 Q2 2017/18	 Q2 2017/18	70%	15-Jan-2018	<p>Data is produced by the DoH in arrears. The most recent data relates to September 2017. There has been a small decline in the proportion of MH clients in settled accommodation and we remain below the 70% target, at 60%</p> <p>This is in-line with national performance. B&I will be supporting the new Assistant director in reconciling this external data with internal records and planning remedial action.</p>
ASCOF	Permanent		9.3	2.9	0.6	2.75				11	15-Jan-2018	In Q3 there have been 2 admissions from this age group, so

Code	Short Name	Success is	2016/17	Q2 2017/18	Q3 2017/18					2017/18	Latest Note Date	Latest Note
			Value	Value	Value	Target	Status	Long Trend	Short Trend	Target		
2A(1)	admissions to care homes per 100,000 pop – 18-64											<p>far. Retrospective authorisation has increased the Q1 total to 8 and the Q2 total to 5. As such there has been 14 admissions so far this year. It is likely that backdated inputting will cause the Q3 figure to rise. The rate per 100k population for Q3 is, currently 0.6. For the year the cumulative total is 8.1.</p> <p>This is higher than the 6.9 per 100k (which equated to 12 admissions) at the same point last year. Our target per 100k rate is 11. This equates to 19 admissions. As such a further 6 admissions from the 18-64 age group will mean this target is missed.</p>
ASCOF 2A(2)	Permanent admissions to care homes, per 100,000 pop – 65+		525.7	142.3	98.7	150				600	15-Jan-2018	<p>In Q3 there have been 43 admissions to residential and nursing care. This is a per 100k rate of 98.7. So far, for the year there have been 173 admissions, which equates to 397.1 per 100k population. Our target is 600 admissions per 100k, which relates to 261 admissions.</p> <p>This means that a further 89 admissions will mean the target is missed. The Q1 total has, after retrospective updating and authorisations risen to 68 admissions, 156.1 per 100k population and the Q2 out turn has risen to 62 admissions, 142.3 per 100k population.</p> <p>At the end of Q3 2016-17 there had been 163 admissions, as such we have already admitted more 65+ clients than last year, with the expectation that this will rise.</p>
ASCOF 2Cii	Delayed transfers of care from hospital which are attributable to adult social care (ASC) per 100,000 population		1.1	1.8	1.7	4 per 100,000 pop				4 per 100,000 pop	15-Jan-2018	<p>The most recent published data is for November. December's data will be published in February. At the end of November 1.7 delayed transfers per 100k population was attributable to Medway ASC, compared to 7.2 per 100k for all delayed transfers.</p> <p>As such the proportion of delays attributable to ASC as a percentage of all delays is falling. It is currently 23%, down from 24% in Q2 and 26% in Q1.</p>




Code	Short Name	Success is	2016/17	Q2 2017/18	Q3 2017/18					2017/18	Latest Note Date	Latest Note
			Value	Value	Value	Target	Status	Long Trend	Short Trend	Target		
ASCOF 3B	ASCOF 3B Overall satisfaction of carers with social services		34.7%	Not measured for Quarters	Not measured for Quarters					44%	15-Jan-2018	The carers survey is a biannual collection and there is no survey this year. The last survey (2016/17) showed 34.7% of carers were satisfied.





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	Q2 2017/18	Q3 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.		57.8% 2015/16 annual academic year	N/A	59.4% 2016/17 annual academic year	6% 2016/17 annual academic year		N/A	 2016/17 annual academic year	65%	10-Jan-2018	<p>Finalised KS4 results for the 2016-17 academic year have now been published.</p> <p>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 its target for this measure (standard pass, grade 9-4) and has also fallen behind the national level, which was 64.2% and the south East result which is 66.5%.</p> <p>This means that Medway is 6.5% behind national attainment and 9.8% behind the South East. Last year, in an indicative comparison with the numbers passing Maths and English at GCSE (under a different marking scheme) Medway was 2% above national. 41.1% of Medway pupils achieved the Grade 9-5 (strong pass) in 2017.</p> <p>This is 4.2% behind national (42.9%) and 10% behind the south east (45.8%). Although Medway has only 1 secondary</p>

Code	Short Name	Success is	2016/17	Q2 2017/18	Q3 2017/18					2017/18	Latest Note Date	Latest Note
			Value	Value	Value	Target	Status	Long Trend	Short Trend	Target		
												<p>school under LA control it maintains a role in scrutinising and holding all providers to account vis he Regional Schools Commissioner.</p> <p>In the headline Progress 8 measure Medway achieved a score of +0.03, this is 0.02 points down on last year but still 0.06 points above the provisional national result of -0.03.</p> <p>Medway pupils archived an average Attainment 8 score of 45.7 This is down 3.7 points or 7.5% on last year. Medway is behind the provisional national result by 0.7 points or 1.5% Where as in 2015-16 Medway was 1 point or 2% behind national. This shows that although Attainment 8 scores have dropped Medway has reduced its gap with national attainment.</p>
CA13	The percentage of children permanently excluded from school (upheld only)		0.15%	0.01%	0.02%	0.02%				0.06%	18-Jan-2018	<p>In Q3 11 permanent exclusions have been upheld, bringing the total for the academic year to 15. There are a further 5 exclusions where the outcome has not yet been decided. At this point last year there had been 22 permanent exclusions upheld. As such indicative data, which is subject to change, suggests we are potentially in a better position than last year. In the financial year 2016-17, at the end of Q3 there had been 45 permanent exclusions.</p> <p>This financial year there have been 35. Again this indicative data, which is subject to change, suggests that there is an improvement in this difficult area.</p> <p>No Children with Education, Health, Care Plans (EHC)P or statements have been excluded in the current academic year, however there have been (between 1 and 5) children who receive SEN Support have been excluded.</p> <p>So far this academic year there have been 17 exclusions which have been retracted, so did not result in a pupil being expelled. 12 of these were resolved with a managed transfer.</p>

Code	Short Name	Success is	2016/17	Q2 2017/18	Q3 2017/18					2017/18	Latest Note Date	Latest Note
			Value	Value	Value	Target	Status	Long Trend	Short Trend	Target		
CASE IKS4 Ofsted	The percentage of secondary sector schools in Medway judged to be good or better		80%	82.4%	82.4%	88.2%				88.2%	10-Jan-2018	<p>There have been no new inspections published for Secondary schools this quarter.</p> <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.</p> <p>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>
CASE ISPEC Ofsted	The percentage of special schools in Medway judged to be good or better		80%	80%	80%	80%				80%	10-Jan-2018	There have been no new inspections of Special schools this quarter. 3 Schools remain Outstanding, 1 is good and 1 is inadequate.
EDU3(b)	The percentage of children who were persistently absent (PA)from school		N/A	N/A	6%	5.5%			N/A	5.5%	10-Jan-2018	<p>This data refers to term 1 of the 2017-18 academic year. it is calculated from a voluntary collection, which 78% of schools responded. In Q3 2017 the PA result was also 6%, but from a smaller sample of schools. This means that the 2018 result is more accurate. PA rates in returning primary schools were 5.9% and 5.5% in participating secondary schools.</p> <p>This is a decrease from the same time last year in primary, of 0.5pp (8%) and and increase in secondary PA against the same point last year of 0.7pp (14.5%) Special schools reported PA of 18%, up 6.5pp (56%) on the same point last year and PRUs reported PA of 26.9% against 40.8% last</p>

Code	Short Name	Success is	2016/17	Q2 2017/18	Q3 2017/18					2017/18	Latest Note Date	Latest Note
			Value	Value	Value	Target	Status	Long Trend	Short Trend	Target		
												<p>year, a 14pp, (34%) drop.</p> <p>Absence rates are also possibly adversely affected by a rise in fixed term exclusions. There has been a 64% rise in the number of days excluded (Q3 2017-18 vs Q3 2016-17), AASSA work closely with School, targeting children likely to hit the PA indicators as well as coordinating with the inclusions team to ensure a joined up approach to maximising pupil attendance.</p>
SE KS2	The percentage of children who the required standard or above in Reading, Writing and Mathematics at KS2		49%	Not measured for Quarters	58% 17/18 annual	53%	 17/18 annual	 17/18 annual	 17/18 annual	53%	10-Jan-2018	<p>Finalised results have now been published. 58% of Medway Children achieved the required standard or above in the aggregated Reading, Writing and maths measure (RWM). This was 4 percentage points (7%) behind the national result of 62% Last year the gap between national attainment and Medway was 6pp (11%).</p> <p>As such, Medway has closed the gap to national by about a third. Medway has climbed 8 places in the LA rankings compared to 2016 and is now ranked 115th.</p>
SE2 OEPr	The percentage of primary sector schools in Medway judged to be good or better		82.9%	85%	83.6%	85%				85%	10-Jan-2018	<p>The number and percentage of primary schools graded good or better has dropped compared to Q2. In Q2 there were 7 Outstanding and 55 Good schools. At the end of Q3 there were 8 Outstanding and 53 Good schools. This means the 85% target is being missed by 1.4 percentage points.</p> <p>There are now 12 schools graded below good, compared to 11 at the end of Q2. 90.6% of LA maintained schools with are good or better, with 4 Outstanding and 25 Good. This compares to 78% of academies that are Good or better (4 Outstanding and 28 Good). Nationally 90.4% of Primary schools are rated Good or Better.</p>

Title													
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	N/A	10-Jan-2018	Reporting will commence in 2018/19.