

## Overall Council Performance: QUARTER 3: 2017/18 (excluding performance under remit of Business Support Overview and Scrutiny Committee)

### 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.

### 2. BACKGROUND

- 2.1 This report focuses on where we have achieved or exceeded our targets, and how we are tackling underperformance.
- 2.2 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.

- 2.3 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 (status against Medway target) |  |
| 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. PRIORITY: MEDWAY: A PLACE TO BE PROUD OF**

### **4.1 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

### **4.2 Service comments**

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

#### **4.2.1 OUTCOME: A CLEAN AND GREEN ENVIRONMENT**

##### **Programme: Public realm and street scene**

##### **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](http://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.

#### 4.2.2 **OUTCOME: MEDWAY ON THE MAP**

##### **Programme: Medway: A great place to live, work, learn and visit**

A combined programme is being prepared around Medway's physical regeneration, cultural strategies and projects.

##### **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)

## **5. PRIORITY: MAXIMISING REGENERATION AND ECONOMIC GROWTH**

### **5.1 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

### **5.2 Service comments**

The Council wants to ensure that Medway's regeneration drives economic development to encourage new and existing businesses to grow in Medway, 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.

#### **5.2.1 OUTCOME: A STRONG DIVERSIFIED ECONOMY**

##### **Programme: Business investment**

Medway Council is pursuing a range of projects and associated funding packages from a variety of sources, including the Government's Local Growth Fund, Growing Places Fund, Coastal Communities Fund and Housing Infrastructure Fund. These

will assist to facilitate the creation of new business opportunities, such as Enterprise Zone status at Rochester Airport Technology Park, with the associated tax and planning benefits, to help secure a strong diversified local economy.

### **Facilitating the delivery of the Inward Investment Strategy**

The Council 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.

## **5.2.2 OUTCOME: RESIDENTS WITH JOBS AND SKILLS**

### **Programme: Jobs, skills and employability**

In 2015 the Government published its strategy for raising UK productivity “Fixing the Foundations” which sets out clear objectives to raise skills levels.

Medway’s Council Plan to 2021 has clear priorities, which all relate to bettering our economic position. Through economic delivery, Medway will be “a place to be proud of”, enable “Medway’s people to realise their potential”, and “maximise regeneration and economic growth”.

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

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

The 16-19 Strategy is now embedded into Council policy. Resources 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.

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

The Medway Local Plan is progressing in line with its delivery timescales, as set out in the 2015 Local Development Scheme. This aims for submission of the draft Local Plan to the Planning Inspectorate by mid-2018. The Local Plan will establish a housing target for Medway up to 2035. The Council is progressing a number of individual projects across the area, particularly along the waterfronts of Strood, Rochester and Chatham that will help in delivering the housing needed for Medway's growing population and realising the area's regeneration potential.

#### **Preparation of the new Medway Local Plan**

The Planning Service 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.

#### **5.2.4 OUTCOME: GETTING AROUND MEDWAY**

**Programme: Tackle congestion hotspots by transport and public realm improvements**

The future prosperity of Medway depends on the prospect of continuing economic growth. The provision of adequate infrastructural investment of new and improved roads is fundamental to enable economic development to come to Medway. In conjunction with these infrastructure developments is the need to meet the challenge of social and environmental objectives of cleaner air and providing a pleasant environment in which to live, work 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.

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

### **6.1 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

### **6.2 Service comments**

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

#### **6.2.1 OUTCOME : HEALTHY AND ACTIVE COMMUNITIES**

##### **Programme: Improving everyone's health and reducing inequalities**

##### **Supporting Healthy Weight**

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.

## 6.2.2 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 bench mark 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.

## **6.2.3 OUTCOME: OLDER AND DISABLED PEOPLE LIVING INDEPENDENTLY IN THEIR HOMES**

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

### **Social isolation**

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 has 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.

## **6.2.4 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 <sup>th</sup>	+1pp	79%	21 <sup>st</sup>	+3pp
Writing	68%	43 <sup>rd</sup>	+3pp	73%	8 <sup>th</sup>	+5pp
Maths	75%	42 <sup>nd</sup>	+2pp	79%	18 <sup>th</sup>	+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 21<sup>st</sup> 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 18<sup>th</sup> 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 115<sup>th</sup>.

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 109<sup>th</sup> 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
<b>ALL</b>	<b>16</b>	<b>65</b>	<b>10</b>	<b>6</b>	<b>97</b>	<b>83.5</b>

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 permeant 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%
<b>All Primary</b>	<b>119</b>	<b>100</b>	<b>19</b>	<b>19%</b>
Secondary	472	319	153	48%
Special	25	9	16	177%
PRU	36	14	22	157%
<b>Total All Schools</b>	<b>652</b>	<b>442</b>	<b>210</b>	<b>48%</b>

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.