

## **CABINET**

**12 JUNE 2018**

### **COUNCIL PLAN PERFORMANCE MONITORING REPORT QUARTER 4 AND END OF YEAR 2017/18**

Portfolio Holder: Councillor Adrian Gulvin, Resources

Report coordinated by: Phil Watts, Chief Finance Officer

Contributors: Children and Adults – Directorate Management Team  
Regeneration, Culture, Environment and  
Transformation – Directorate Management Team  
Public Health  
Business Support

#### **Summary**

Medway's Council Plan 2017/18 sets out the Council's three priorities. This report summarises how we performed in 2017/18 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. An annual refresh of the performance measures was agreed in February 2017.
- 1.2 This report summarises the performance against the Council's measures of success for 2017/18. This will be presented to:

Regeneration, Culture and Environment Overview & Scrutiny	14 June
Health and Adult Social Care Overview & Scrutiny	19 June
Business Support Overview & Scrutiny	05 July
Children and Young People Overview & Scrutiny	31 July

#### **2. BACKGROUND**





- 2.1 This report focuses on where we have achieved or exceeded our targets, and how we are tackling underperformance. Detailed background information supporting this report can be found at:

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

### 3. SUMMARY OF PERFORMANCE

#### 3.1 Council Plan measures of success – Summary

3.2 There are 40 measures of success in total for 2017/18, however for Q4 we are reporting on 35 as 5 will not be available until after the report has been issued.

- 65.7% (23 out of 35) were on target. 
- 5.7% (2 out of 35) were just below target 
- 28.6% (10 out of 35) were significantly below target 
- 76.5% (26 out of 34\*) improved over long term (compared with the average of the previous 4 quarters) 

\*where data available

#### 3.3 Corporate Peer Challenge

3.4 The Leader invited the Local Government Association (LGA) to Medway to undertake a Corporate Peer Challenge in November 2017. The team was very complimentary about the massive regeneration programme we are undertaking in Medway, recognising the transformation which has already taken place in Medway as 'truly remarkable' and 'positioning Medway as one of the most promising growth areas in the UK'. It also praised Medway's strong commitment to, and many successes achieved through, partnership working. The report also recognised that the council is 'ambitious and passionate' about supporting its communities.

3.5 The reviewers made a number of recommendations that could help us build on our success covering areas including transformation, our commercial strategy, IT and the skills agenda. The Corporate Management Team has welcomed these recommendations and is working on an action plan to address them.

#### 3.6 Performance highlights 2017/18: Medway a place to be proud of

- £4,360,000 external funding awarded for various skills related projects
- 1,128 drug related items removed by Community Warden Patrols
- 25,000-35,000 attended Medway in Flames finale June 2017
- 7 Green Flags awarded for our country parks

#### 3.7 Performance highlights 2017/18: Maximising regeneration and economic growth

- £3.7 million external funding awarded for Rochester Airport infrastructure
- £150,000 One Public Estate funding successfully secured – various feasibility studies
- £200,000 Controlling Migration Funding (enhancing services in areas with high numbers of migrants) successfully secured
- Eastgate House opened
- Medway Archive Centre opened
- New Strood railway station building opened
- 29 fewer families in temporary accommodation compared with Q3
- UK Housing Awards 2018 – Landlord of the year finalist
- 26,593 gullies cleaned since the new Highways contract started in August

### **3.8 Performance highlights 2017/18: Supporting Medway's people to realise their potential**

- Permanent exclusions among Medway Looked After Children pupils has remained at zero for the sixth year running
- Total Absence and Persistent Absence for all schools is below national levels
- 93% of Local Authority maintained primary schools are rated good or better by Ofsted
- The Multi Agency Safeguarding Hub (MASH) went live on 3 April
- Provisional data indicates the rates of admissions to residential and nursing care for both 18-64 and 65+ adults are below target
- 27.3% of Delayed Transfers of Care are attributable to Adult social Care, compared to 36.8% nationally
- Healthy Weight Summit – 4th annual event delivered
- Staying Connected – Public Health booklet on reducing social isolation updated
- Emotional and Wellbeing School Conference – First event delivered
- The 2.5 year Health Check has improved by 20% over the last six months
- Health Visiting performance - Medway has had the biggest improvement in coverage since transition of any authority in the South East
- KS2 – 18% improvement since last year

### **3.9 Performance highlights 2017/18: Ways of working**

- £20.1 million whole life benefits achieved as a result of 36 contracts awarded across all services
- 95.9% stage 1 complaints responded within target at Q4
- 61.7% satisfied/very satisfied with the way the Council runs its services (Citizen Panel Dec 2017)
- 52.2% agree that the Council provides value for money (Citizen Panel Dec 2017)
- Medway's Website relaunched

### 3.10 Highlights 2017/18: Benchmarking

Performance Measure	Compares favourably with national performance?
Temporary accommodation	✓
Obesity 4-5years	✓
Average days to adoption	✓
Number of looked after children per 10k	✓
No. of child protection per 10k (South East)	✓
Achievement gap/ early years/ lowest 20%/ mean	✓
Adult mental health – settled accommodation	✓
Progress 8 (school academic standard KS2-KS4)	✓
KS1 (reading, writing and maths)	✓
Children’s social worker posts permanent (National and South East)	✗
KS4 English and Maths (National & South East)	✗
Primary schools judged good/better	✗
Smoking at 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. Sections 5 onwards provide detailed progress reports on each of these programmes.

<b>WAYS OF WORKING</b>		
<b>Giving value for money</b>		
<b>Finding the best digital innovation and using it to meet residents' needs</b>		
<b>Working in partnership where this benefits our residents</b>		
<b>PRIORITIES</b>		
<b>Medway: A Place to be proud of</b>	<b>Maximising regeneration and economic growth</b>	<b>Supporting Medway's people to realise their potential</b>
<b>OUTCOME A clean and green environment</b>	<b>OUTCOME A strong diversified economy</b>	<b>OUTCOME Healthy and active communities</b>
1 Public realm and street scene	4 Business investment	9 Improving everyone's health and reducing inequalities
2 Replacing Medway's street lights	<b>OUTCOME Residents with jobs and skills</b>	<b>OUTCOME Resilient families</b>
<b>OUTCOME Medway on the map</b>	5 Jobs, skills and employability	10 Together we can – Children's services
3 Medway: a great place to live, work, learn and visit	<b>OUTCOME Preventing homelessness</b>	11 The best start in life
	6 Preventing homelessness	<b>OUTCOME Older and disabled people living independently in their homes</b>
	<b>OUTCOME Delivering new homes to meet the needs of Medway's residents</b>	12 Improve support for vulnerable adults by working with partners and communities
	7 Delivering new homes to meet the needs of Medway's residents	<b>OUTCOME All children achieving their potential in schools</b>
	<b>OUTCOME Getting around Medway</b>	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**

5.2 Details of the 3 measures of success for this priority are included in Appendix 1.

- 66.7% (2 out of 3) were on target
- 100% (3 out of 3) improved compared with last quarter
- 100% (3 out of 3) improved compared with average of the previous 4 quarters

### **5.3 Service comments**

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

### **5.5 Outcome: A clean and green environment**

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

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

5.8 The Community Wardens attended 33 PACTs this year at which 143 issues of public concern were raised. 91 of these (65%) were resolved by the Warden Service and 87 were referred to other departments or partner agencies.

5.9 The Community Wardens patrol known hotspots every morning to remove particularly offensive or hazardous litter. This year they removed 1,128 items of drug related litter including needles and 233 items of sex related litter. This intelligence is reported to the Police.

5.10 Environment Enforcement Officers support the Council's commitment to taking a proactive approach to fly-tipping. All fly tips are investigated and where evidence can be obtained, the council takes enforcement action. During Q4 the Service dealt with 200 reported fly tips of which evidence was retrieved in 178 cases, and were referred for further investigation. Of these, 200 fly tips (100%) were removed by the team within one working day. In addition the team removed a further 616 fly tips proactively, meaning that they were gone before the public could report them.

5.11 171 Fixed Penalty Notices were issued for littering, dog fouling and other offences during 2017/18 (113 littering, trade waste 31, 24 fly tipping, 2 community protection notice and 1 dog fouling). 15 fly tipping, littering and waste related cases were prosecuted at Medway Magistrates Court for 2017/18, resulting in fines and costs totalling £25,198.

### **5.12 Chatham centre public realm improvements**

5.13 Work started on site on 19 June 2017 with a ground breaking ceremony. During Q4 work has progressed along Railway Street and New Cut up to the station boundary with the laying of the new paving and etched granite kerb stones. The

construction of the new steps at St Johns, adjacent to Wetherspoon's public house, has been delayed due to utilities and site topography.

- 5.14 This area is now expected to be complete by the end of June 2018, with the rest of the scheme being delivered at the beginning of July; the lost time was a result of the severe weather and frozen ground conditions in February. The purchase of the old fire station is complete, and designs for the fit out of the interior are underway. Once let, the site will greatly contribute to the town centre gateway. Updates are available at [www.medway.gov.uk/yournewchatham](http://www.medway.gov.uk/yournewchatham).
- 5.15 **Parks and open spaces**
- 5.16 The Council maintains 1,900 ha (the equivalent of 13 Hyde Parks) of open space for the enjoyment of all. This includes 148 urban parks, two country parks and 48 countryside areas that are managed for their wildlife and conservation value. Medway has over 125 play areas, skate parks and multi-use games areas, offering a wide range of activities for children and teenagers. The Council will work to maximise the use of Medway's green spaces for health and wellbeing, place making and support people's interaction with nature.
- 5.17 To improve Medway's estate, the Greenspace Development team are implementing Medway's first BMX pump track at the Queen Elizabeth Playing Fields, Gillingham. This scheme started with negotiations in November aiming for completion by summer 2018. During Q4 work has started on the design and the Council are out to tender for a BMX consultant.
- 5.18 As part of our greenspaces S106 rolling programme, the Council has brought forward two landscape masterplans for The Esplanade and Jackson's Recreation Ground. The Strand landscape masterplan has been completed. 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 to be completed in 2018/19.
- 5.19 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 2018 application was submitted in January 2018 with judging taking place in May.
- 5.20 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 (acting in an independent capacity) and attended by the Deputy Leader and Portfolio Holder for Housing and Community Services. The board agrees a programme of projects that seeks to reduce the impact of increasing recreation on the wetland birds that visit the Thames, Medway and Swale estuaries.
- 5.21 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.

- 5.22 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. SAMMS is a win-win. In 2017/18 the SAMMS staff have developed a brand for the project called 'Bird Wise' with a dedicated website and social media platforms. A strategy document has been developed and a business plan 2017/22 is currently out for consultation with the SAMMS Project Board.
- 5.23 **Outcome: Medway on the map**
- 5.24 **Programme: Medway: A great place to live, work, learn and visit**
- 5.25 A combined programme is being prepared around Medway's physical regeneration, cultural strategies and projects.
- 5.26 The Thinking Place Project to create a place brand for Medway has made significant 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. The Council is now moving towards a final narrative and visual for Medway.
- 5.27 In January local community engagement took place with a wide range of stakeholders. 100 people took part in interviews and focus groups and 800 people responded to an online survey. The results of each stage have been fed back to the Place Board. The next steps will be to develop a place marketing plan and launch. The Council is also developing future governance arrangements through the Place Board and ambassador programmes to encourage ongoing stakeholder ownership and leadership of the Medway Place marketing.
- 5.28 During 2017/18 an easy to carry 'Medway on a page' flier was 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.
- 5.29 A large version of the pitch was installed on the wall at Gun Wharf reception and an electronic copy has been sent to all members of staff. The Council will be using elements on its website and the design has also been carried through into our new Medway 2035 document (Regeneration Plan).
- 5.30 During Q4 plans have been developed to support a Council wide project to celebrate 20 years of Medway Council during 2018. A logo has been created that will be used widely across everything the Council does this year including use on all marketing materials and publications e.g. livery on vehicles, letterhead, events banners etc.
- 5.31 Medway 20 launched at the English Festival on 21 April 2018. There was a Medway 20 stand with images of the past 20 years and a film studio set that invited visitors to be interviewed against a backdrop about their Medway memories and what they love about Medway.



### 5.32 Medway 20 plans also include:

- A summer exhibition similar to the Britain from the Air exhibition, showing how Medway has transformed over the past 20 years as well as some of the future plans.
- Four new festivals in May and September; these will be celebrating the local community and also involve Cozenton Park, Hook Meadow, Northcote and High Halstow. The first one will take place in Cozenton in May.
- River Festival on 16 June to celebrate the 400th anniversary of the Historic Dockyard Chatham.
- Anniversary themed talks with subjects including the Dockyard, Huguenot, 175 years since A Christmas Carol and 100 years since the end of the First World War.
- Recruiting Medway 20 ambassadors from young achievers (e.g. in sports), businesses, community groups, councillors and staff who will act as advocates for Medway.

### 5.33 **To seek funding opportunities to develop innovative public service solutions**

5.34 In 2017/18 Medway Council secured £4,360,000 of external funding through bids with 64% of bids made being successful (9/14 bids). This includes leading a £2m bid on behalf of the Social Work Teaching Partnership (Skills agenda) and £1.6m Work and Health Programme contract for Employ Medway (Skills agenda). Social Work Teaching Partnership will prepare the next generation of Social Workers and help to retain their skills and expertise in Kent and Medway.

5.35 Work and Health Programme will provide employment support to those furthest from the labour market to get and keep a job. One Public Estate provided £150k feasibility funds for sites owned by the public sector including Britton Farm.

5.36 During Q4 the Housing Infrastructure Fund bid progressed through to stage 2 business case. This is a £170m opportunity to transform Medway's transport infrastructure and unlock housing development to achieve our Medway 2035 vision and Local Plan to 2035.

### 5.37 **To increase visitor numbers**

5.38 Independent research using the Cambridge Model of Economic Impact for Tourism (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.

5.39 The Council is planning a series of activities and events to commemorate Dickens 2020. During Q4 a Council officer group met to develop a draft action plan. A meeting has been planned with key partners from across Medway i.e. Cathedral, Dockyard to share ideas and consider options for funding.

5.40 The Council has met with the Heritage Lottery Fund to create an application for the refurbishment of Dickens' Chalet located in Eastgate House Gardens. The aim is to conserve and restore the chalet and use it to enhance the Eastgate

House offer as a visitor attraction. Over 2017/18 the Council has engaged with London Partners and the Charles Dickens' Museum in London to ascertain plans further afield.

- 5.41 A variety of planned activity relating to Dickens has taken place at Eastgate House since it opened in July 2017. A Mystery of Edwin Drood was installed on the second floor where visitors try and solve the unfinished novel. The House hosted a Victorian Father Christmas over the Christmas period and programmed some Dickensian activities in early 2018 including A Tea with Dickens. Plans are now in place to develop a play within the house for Christmas 2018 focussing on a Christmas Carol (2018 being the 175th anniversary of its publication).
- 5.42 The new state of the art Medway Archives Centre (MAC) was opened by the Deputy Leader and Portfolio Holder for Housing and Community Services, Councillor Howard Doe on 3 July 2017 and includes new archive racking and a strong room, a new archive viewing room and improved visitor areas. Strood History Day took place in here, and since opening in July 2017 the Archives Centre has had over 2,700 visitors.
- 5.43 The new online catalogue for Archives was launched to the public at the end of February and provides a platform on which researchers can search for historical documents at MAC and Guildhall Museum artefacts. Over 20 new collections of archival documents have been accepted by the archivist since January and 80% of these records have already been catalogued onto the new system (Adlib) and will be publicised by our partners including the Kent History Forum and Friends of Medway Archives.
- 5.44 **Deliver the 2017 Festival and Events Programme**
- 5.45 2017 marked the 350th anniversary of the Battle of Medway, commemorating the occasion when the Dutch fleet attacked the British while they were moored, resulting in the burning of a number of key naval ships. The celebrations took place between 8 and 17 June 2017. This historic event involved the visit of Prince Maurits of Holland to Upnor Castle; an official Civic event with a parade by the Royal Marines Band and the Netherlands Marine Band at Historic Dockyard, and concluded with a spectacular finale on the River Medway.
- 5.46 Key partners involved in developing and delivering the celebrations with the Council were Chatham Historic Dockyard Trust, Royal Navy, Peel Ports, the Dutch Embassy, the Lieutenancy of Kent and many more. Funding was secured from the events budget and sponsorship contributions.
- 5.47 It is estimated that between 25,000 and 35,000 people watched the finale, which was also watched online from across the world. It is intended that a documentary film is produced as a legacy to the event.
- 5.48 The Council also delivered the following events programme during 2017; English Festival, The Sweeps Festival, Castle Concerts, Will Adams Festival, the Capstone Festival and Dickensian Christmas which took place on 2-3 December 2017 and the Christmas Market 25-26 November, 1-2 of December and 8-10 December 2017. A total of 765 surveys were completed this year with 630 responded either rated the events as very or fairly satisfied (82%).

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

### **6.1 Measures of success: summary**

6.2 Details of the 11 measures of success for this Council priority are included in Appendix 1.

- 81.8% (9 out of 11) were on target
- 63.6% (7 out of 11) improved compared with last quarter
- 72.7% (8 out of 11) improved compared with average of the previous 4 quarters

### **6.3 Service comments**

6.4 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.

### **6.5 Outcome: A strong diversified economy**

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

6.7 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 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.

#### **6.8 Project - Facilitating the delivery of the Inward Investment Strategy**

6.9 Medway Council has a joint contract with Kent County Council for Locate in Kent to deliver inward investment services for Medway and Kent. The contract commenced in August 2016 for 3 years and has recently been extended for an additional year to the end of July 2020.

6.10 This year Locate in Kent has had 7 successful projects in Medway including 2 foreign investments from China and Spain. In total these 7 companies are expected to create 319 jobs and protect 45 over the next 3 years. Economic Development attend regular contract review meetings with KCC and Locate in Kent.

#### **6.11 Project - Development of Rochester Airport Technology Park**

6.12 Rochester Airport Ltd submitted a planning application for hard surface runway and airport infrastructure upgrades in September 2017. Further information has been requested and the application will be reported to the Planning Committee once a full assessment, including consultation has been undertaken.

6.13 The draft market appraisal and development options report was received in Q3; this was refined and resubmitted in Q4. LDA Design Consulting Ltd was procured in Q4

to produce a refreshed masterplan for the site. They are working closely with Lichfields to incorporate the development options into the final masterplan proposal.

- 6.14 Building works are continuing for the Kent, Sussex & Surrey Air Ambulance facility on the site.
- 6.15 A Delivery Board has been established following Cabinet approval in December 2017, to oversee development at the Rochester Airport site and receive updates on key issues relating to the delivery of the site as part of the North Kent Enterprise Zone. The first meeting of the Delivery Board will be held in Q1 2018/19.
- 6.16 **Outcome: Residents with jobs and skills**
- 6.17 **Programme: Jobs, skills and employability**
- 6.18 In 2015 the Government published its strategy for raising UK productivity “Fixing the Foundations” which sets out clear objectives to raise skills levels.
- 6.19 In 2017 the Government published its Industrial Strategy – Building a Britain Fit for the Future, which promoted 10 pillars to realise greater productivity – specifically in high Gross Value Added Sectors. Two pillars are of particular relevance to 2.1 which were Develop Skills and Cultivating World Leading Sectors. Also, the government launched its National Careers Strategy calling for greater opportunity for the educational establishment and businesses to work together.
- 6.20 The Medway Skills Board was established to prioritise skills development in target sectors and to ensure that all residents benefit from growth through working in partnership with local schools, universities, colleges and training providers to develop clear pathways and opportunities for the people in Medway and its employers, in particular where there are skills gaps and priority sectors’.
- 6.21 The Skills Board (Members and Officers’ Boards) is responding to national, regional and local policy in its work to establish Medway’s five skills priorities. Working with the SELEP’s Skills Advisory Group and the Kent and Medway Skills Commission, the Board is ensuring that Medway’s skills priorities are embedded in wider policy development. The five skills priorities focus effort on:
1. Securing meaningful apprenticeships,
  2. reducing NEETS (Not in Employment Education and Training),
  3. Targeting careers information advice and guidance,
  4. Managing supply and demand and
  5. Supporting skills development for Looked After Children.
- 6.22 To communicate and plan Members’ commitment to driving up the skills profile a Skills Plan for Medway will be drafted in 2018. This Plan will form the basis of Medway Skills Summit, bringing partners (suppliers, demanders and users) together to champion best practice and to monitoring skills joint working. A skills workshop involving Members and targeted partners will further explore skills delivering, ensuring a focus on priorities and deliverability.
- 6.23 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”.

- 6.24 **Project - Development of a 16-19 Strategy (including apprenticeships) – Children and Adults Directorate**
- 6.25 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.
- 6.26 During 2017/18 the Overview and Scrutiny Task Group on Employment Opportunities for 18 -25 Year Olds has taken place and draws on the key messages and five long term goals in the 16-19 Strategy in the formulation of its findings and recommendations. These recommendations, which were agreed by the Cabinet on 6 February 2018, then led to the draft Skills and Employment Strategy that was reviewed by Medway Skills Board on 12 February 2018.
- 6.27 The suite of recommendations from the Task Group have been considered by the Medway Skills Board. The February 2018 Board meeting, chaired by the Portfolio Holder for Inward Investment, Strategic Regeneration and Partnerships, Councillor Rodney Chambers OBE, explored work to amalgamate the 20+ recommendations down to eight. The Task Group recommendations were also aligned to the emerging five skill priorities. This was done in order to 'test' the relationship between the two – i.e. strategic fit. This demonstrated that the majority of the Task Group recommendations fitted well with skill priorities and could therefore be accommodated in the Skills Plan for Medway. Those that did not align were agreed not to be the focus of the Board.
- 6.28 **Project – Medway Adult Education (MAE) learning programme to boost local skills level for those furthest from employment**
- 6.29 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).
- 6.30 The service has made links and established projects with a number of new community based organisations to increase the targeted community learning offer and to re-provision the loss of targeted Community Learning starts following People plus failing to gain the new Department of Work and Pensions (DWP) contract.
- 6.31 Eight new partnerships have been developed and a series of short workshops and taster sessions are planned to gauge interest and needs from learners. The work is at a very early stage of development but will establish a wider and more diverse targeted community learning offer over the rest of this academic year and 2018/19. Programmes aim to support the Council's vision of Medway a place to be proud of,

embed British values and English and Maths whilst improving learner's social skills and employability.

6.32 In response to the change to the DWP contracts, the Workskills Programme Manager and Information Advice and Guidance Coordinator have met with Employ Medway to plan and re-develop the Council's offer for the new Work & Health Programme clients. The first pilot programme was delivered in April 2018 for this new learner group. To service existing unemployed referrals from Employ Medway and Job Centre Plus an intensive delivery model will be piloted.

6.33 **Outcome: Preventing homelessness**

6.34 **Programme: Preventing homelessness**

6.35 The Housing Options Team continues to operate a preventative approach towards homelessness. During Q4 2017/18 the Council has achieved 156 homelessness preventions, a 77% increase on Q4 2016/17 (88 preventions in 16/17), minimising the amount of new applicants having to go in to temporary accommodation. Q4 2017/18 has seen a further increase in the number of homeless applications taken by the Council, 184 in comparison to 163 in Q4 2016/17.

6.36 Work has been completed to prepare the service for implementation of the Homelessness Reduction Act 2017 that came in to force on 03 April 2018, this has included splitting the function of the team to provide dedicated focus on homelessness prevention and introducing personalised housing plans.

6.37 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.

6.38 **Project - Working with landlords and agents to support households to sustain their accommodation and prevent homelessness**

In Q4 the Council worked with 1,936 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.

6.39 **Project – To support people and vulnerable families to access housing**

6.40 At the end of Q4 there were 348 applicants residing in temporary accommodation provided by the Council in line with its statutory responsibilities. This is a decrease from the 377 households that were accommodated at the end of Q3 2017/18.

6.41 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.

6.42 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. The service maintains robust legal thresholds to keep the number of households that need assistance to a minimum.

6.43 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. 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.

6.44 **Project - Help Medway's people get a foot on the housing ladder**

6.45 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.

6.46 For 2017/18 132 affordable homes have been delivered in Medway. There are currently 400 units of affordable homes under construction across Medway across 11 sites ranging from 1 bedroom to 4 bedroom properties. Delays to the programme led to approximately 110 units slipping in to next year. These delays 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.

6.47 **Outcome : Delivering new homes to meet the needs of Medway's residents**

6.48 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 in 2019. The Local Plan will establish a housing target for Medway up to 2035.

6.49 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.

6.50 **Project - Preparation of the new Medway Local Plan**

6.51 The Local Planning Authority has assessed all the responses to the last Regulation 18 development options consultation undertaken in Spring 2017. These were collated and reported to Cabinet in January 2018. Further evidence based work has been undertaken over the year and this informed the next stage of the Local Plan, which is a new Regulation 18 consultation on the Development Strategy, which sets out four potential development scenarios for Medway.

- 6.52 This Strategy was reported to Cabinet in March 2018 and it was agreed that consultation could take place between 16 March and 11 May 2018. This was subsequently extended to 25 June 2018.
- 6.53 A revised Local Development Scheme reflecting this additional consultation was agreed by Cabinet in January 2018.
- 6.54 **Project - Oversee the process for the promotion of Lodge Hill Sustainable Community**
- 6.55 Defence Information Organisation has withdrawn its planning application for the sustainable community development. The land has now been transferred from the Defence Information Organisation to Homes England. Work continues with Homes England with respect to promoting the site through the Local Plan and in support of the development of a new application for a smaller scheme.
- 6.56 **Project - Encouraging the delivery of homes through investigation of new financial models and release of Council owned sites.**
- 6.57 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 Housing and Community Services 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 quality housing for profit and support area based regeneration with a focus on creating sustainable communities that will support economic development and prosperity.
- 6.58 This will also mean improving the number of affordable homes available in Medway and the company has a 5 year plan of sites for development with the delivery of approximately 600 units planned. Plans are now being prepared and are in the first planning draft stage for the first development site in Chatham which will comprise of approximately 120 units and these are expected to be completed within 18 months.
- 6.59 **Project - Rochester Riverside**
- 6.60 The Rochester Riverside S106 was signed on 31 January 2018. A Ground Breaking Event was held by Countryside and Hyde on 22 February 2018. Countryside have now started piling on site and are working with Medway Council and Homes England to take transfer of the first phase of the site as they are currently working under a licence until this has been agreed.
- 6.61 Countryside are planning to have the marketing suite open by the end of 2018. They have currently created a temporary entrance to the multi-story car park to enable them to raise the levels of Cory's Road, this should be in place until May 2018. The middle section of the river walk is also temporarily closed whilst they complete works to this area. Updates are available at [www.rochesterriverside.co.uk](http://www.rochesterriverside.co.uk).
- 6.62 Countryside are seeking Crowd Funding to promote local residents' activities and events; an initial meeting took place on 17 April 2018.



### 6.63 **Project - Strood Waterfront**

6.64 The South East Local Enterprise Partnership (SELEP) Accountability Board approved the final business case for the £3.5m funding for the Civic flood defence works on 16 March 2018. The project was recommended for approval as it offered high value for money with high assurance that the outcomes would be delivered, and was low risk.

6.65 The contractor started the enabling works for the flood defences in April 2018.

6.66 The demolition of the former Civic buildings are complete.

6.67 The public consultation for the refreshed Strood Waterfront Masterplan and Development Brief is now complete; the comments are being reviewed and the final Masterplan will be adopted as a Supplementary Planning Document in June.

### 6.68 **Project - Chatham Waterfront**

6.69 The official notices to acquire the remaining small parcels of the site have been placed on site and are being checked, the notices are also being advertised locally in the paper, the objection period for these expired on 16 April 2018.

6.70 The Council has appointed an architect to complete the concept design for the site as well as review options for the flood defences. The Council is working with the Medway Development Company Ltd in regards to the design and to determine the best time for them to take over the site. A Members' meeting took place on the 19 April 2018 to review the initial designs.

### 6.71 **Outcome: Getting around Medway**

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

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

6.74 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.

### 6.75 **Project - Maintain roads through the successful implementation of the new Highways Contract in 2017**

6.76 The Highway Infrastructure Contract was awarded to Volker Highways (current Term Contractor) and mobilisation period commenced on 1 August 2017. The Highway Infrastructure Contract will replace the existing separate Term

Maintenance Contracts for Highway Maintenance and Street Lighting with one prime contractor that also includes provision for Highway Construction Projects, Structures and Professional Services.

- 6.77 The Highway Infrastructure Contract uses the NEC3 Form of Contract and except for fixed Preliminary Costs is essentially a call-off contract with Medway Council determining the level of contracted spend principally through the annual budget setting process.
- 6.78 Mobilisation activity delivered during Q4 has focussed on:
- Planned resurfacing programmes for Carriageways and Footways - totalling 6,850 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.
  - Implemented the cyclical drainage cleaning programme with a total of 26,593 gullies inspected and cleaned since contract commencement.
  - Volker have hosted two quarterly closures for Medway Tunnel to programme and budget with a noticeable improvement in cleansing standards.
  - Successfully delivered the Winter Gritting Programme with a total of 90 gritting runs on both Primary and the Secondary Network undertaken during this quarter, principally in response to the Beast from the East.
  - Volker's have employed 2 out of the 3 Apprenticeship Posts for the Highway Infrastructure Contract.
- 6.79 **Project - Transport and public realm improvements for Strood completed by March 2019**
- 6.80 During Q4 work has continued on Commercial Road car park. A pre-construction letter has been issued to retail units in the vicinity advising them of works starting on Tolgate Lane in April.
- 6.81 The Council await a response from the previous design consultant (Project Centre) before completing the signal ducting survey and Stage 2 Road Safety Audit. The Council await recommendations from Project Centre to complete the design of Commercial Road/Knight Road. An event to mark the official re-opening of the market is being planned.
- 6.82 **Project - Support the development of Strood railway station**
- 6.83 As part of the Strood town centre Local Growth Fund project, plans were 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.
- 6.84 The new station building at Strood Train Station was completed as scheduled and opened on 11 December 2017. An official opening event was held in Q4.

## 6.85 **Project - Support the development of Chatham Railway Station**

6.86 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.

6.87 Network Rail is leading on this project and there continues to be delays to the approval of the structures design due to Network Rail's internal verification processes. Medway is supporting Network Rail to recoup some of the lost time; the construction works should be complete by the end of 2018.

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

### 7.1 **Measures of success – summary**

7.2 Details of the 25 measures of success for this council priority are included in Appendix 1; however for Q4 we are reporting on 21 as 4 will not be available until after the report has been issued.

- 57.1% (12 out of 21) were on target
- 38.1% (8 out of 21) improved compared with last quarter
- 75% (15 out of 20\*) improved compared with average of the previous 4 quarters

\*where data available

### 7.3 **Service comments**

7.4 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.

### 7.5 **Outcome : Healthy and active communities**

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

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

7.8 Public Health and wider partner activity is ongoing on the healthy weight agenda. Some highlights include:

- The prevention workstream of the Sustainability Transformation Partnership has identified obesity as a priority area. Plans are being developed to increase existing activity within Medway and Kent.
- Medway Council are planning a large Sugar Smart Medway campaign, raising public awareness of the problem with consuming large volumes of sugar and how to make small changes to reduce it.
- A 'Tri For You' family fun day took place in April, inviting children and their parents to Medway Park to participate in fun games and sports, cookery taster sessions and many more healthy activities.
- The 0-19 Child Health contract mobilisation is underway with the new contract having numerous healthy weight related Key Performance Indicators (KPIs) to ensure the provider, Medway Community Healthcare (MCH), prioritises this agenda. For instance, MCH will be taking on and further developing the Breastfeeding Peer Support network, ensuring that parents and infants get a high quality peer support service. The contract also includes specific KPIs, to

ensure referral rates to weight management services for children identified above a healthy weight remain high.

## 7.9 **Outcome : Resilient families**

### 7.10 **Programme: Together we can - Children's Services**

#### 7.11 **MASH**

7.12 The Children's safeguarding Multi Agency Safeguarding Hub (MASH) went live on 3 April, with colleagues from Health and the Police in place to support better, faster and more cooperative decision making. Over the coming weeks the MASH will grow to include a digital portal, data analysis and video conferencing. This will support improved outcomes for children by promoting improved and better informed decision making and shared accountability.

#### 7.13 **Peer review**

7.14 In March this year the LGA undertook a peer review under the title of "Children's Safeguarding Practice Diagnostic." The overall purpose was to act as a "Critical friend and provide an external view about the quality of safeguarding practice "on the ground" and areas requiring improvement. The key messages included:

- The recently introduced Promoting Practice Programme is focused on the right things and having an impact.
- The POD structure provides a sound platform for effective management and practice.
- Staff are positive.
- Political leadership is active.
- There needs to be more challenge on behalf of Children and a louder "voice of the Child."
- Planning is event driven.
- Scrutiny and action are needed to address inconsistent performance.

7.15 The reviewers were very encouraging in their feedback regarding many aspects of practice, including:

- The experience and stability of the First Response team.
- Referral processes.
- Thresholds being appropriate and applied consistently.
- Cross agency information sharing.
- The use of the Mind of My Own (MOMO) app.
- The training regarding Looked After Children (LAC) that the Principle Social worker has started.
- Support social workers receive from their managers.
- Group supervision.
- Robust Audit process.

7.16 The following were identified as some of the areas for consideration and improvement:

- Timeliness of statutory visits and children being seen alone.
- Evidence of the impact of Early Help.

- Case drift post referral and the pace of plans.
- Consistency of the Independent Reviewing Officer's practice.
- Consistency of information provided by the police.
- Permanence planning for Looked After Children.
- Management oversight in supervision.
- Some audits were too generous.

- 7.17 The areas identified for consideration and improvement will be targeted and monitored via the Promoting Practice Group and the actions included into the Children's Service divisional and service plans.
- 7.18 The rate of social worker vacancies remains high, at 37%, as at January 2018. This is over double the national (17%) and South East (16.8%) levels. The new recruitment and retention strategy has been launched and received well by current staff. The service continues to work closely with the recruitment team. A subgroup of the Promoting Practice Group, chaired by The Head of Safeguarding, has been convened, focussing on recruitment.
- 7.19 The rate of LAC per 10,000 population remains below the target of 67, at 64.1. This represents 405 children. There has been a small drop on the quarter 3 rate of 64.8 (413 children) Medway is now much more in line with the 2016-17 national bench mark of 62 LAC per 10,000, having been an outlier in both 2014-15 and 2015-16.
- 7.20 Similarly the rate of Child Protection (CP) cases per 10,000 population has dropped, slightly, over the quarter and now stands at 53.8. It 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.
- 7.21 At the end of quarter 4 there were 224 16 and 17 year olds recorded as NEET. This is 3.2% lower than the 3.9% for the same period last year. This represents a decrease of about 50 young people.
- 7.22 In the 2017/18 year 36 children have been adopted, which is an impressive 21% of those leaving care and continues our success on securing adoption for older children and sibling groups. Part of this success was supporting the adoption of one child by their foster carer after many years in care. Unfortunately, the successful outcome for this one child increased the 3 year average, for all 93 children adopted across the period, from 499 days to 542 days. Although this sudden increase in the average is a disappointing outcome of the excellent work by the adoption service, the performance does remain under the most recent country wide average of 558 days.
- 7.23 There are 5 LAC young people who are NEET and only 8 of the NEETs have Education, Health and Care (EHC) Plans, a 25% reduction on the last quarter. 6 of the NEET 16 and 17 year old are known to the Youth Offending team (YOT), a 14% reduction on last quarter. There has also been a reduction in the number of NEET young people recorded in the troubled families programme, from 121 in quarter 3 to 81 in quarter 4. This represents a 33% reduction. Work is underway with education partners, including Mid Kent College, to maximise the effectiveness, consistency and use of data, so as to maximise support and opportunities for young people.

7.24 The rate of young people whose activity is unknown is high, at 19.8%. This will reduce now that the Youth Services team have appointed to the 'Tracker' positions. Medway Youth Services have been working closely with colleagues in Kent youth Services to develop mutually supportive working practices, reduce duplication and maximise efficiencies. These will lead to improved outcomes for young people

## 7.25 Outcomes for looked after children (LAC)

7.26 The Outcomes for Children Looked After Statistical First release was published on 28 March 2018. This shows the academic outcomes for children who are looked after by Medway in any school in the country. It does not include children who are in Medway schools but are looked after by another authority.

	LAC				All Pupils			
	Medway 2016	Medway 2017	National 2016	National 2017	Medway 2016	Medway 2017	National 2016	National 2017
Reading	47	<b>37.5</b>	41	45	62	<b>68</b>	66	72
Writing	53	<b>58.3</b>	46	47	74	<b>76</b>	74	77
Maths	37	<b>45.8</b>	41	46	65	<b>71</b>	70	75
RWM	32	<b>29</b>	25	32	49	<b>58</b>	54	62

7.27 In the headline Key stage 2 aggregated reading writing and maths measures the percentage of LAC achieving the expected standard which has dropped from 32% in 2015-16 to 29% in 2017-18. This is contrary to the national trend which has seen an upward movement, with results rising from 25% to 32%. Progress is measured by comparing achievement at the end of KS2 against the achievement at the end of KS2 for children at a similar level of attainment at the end of KS1.

7.28 The indicative disaggregated progress results would suggest that progress at KS2 has worsened in Medway for all three subject areas (reading, writing and maths). This reflects the national trend in reading, but the change is notably more acute in Medway. In writing and maths the national trend is indicating an improvement in progress.

	LAC				All Pupils			
	Medway 2016	Medway 2017	National 2016	National 2017	Medway 2016	Medway 2017	National 2016	National 2017
Reading Progress	-0.5 (-3.6 to 2.5)	<b>-1.8</b>	-0.5 (-0.7 to 0.2)	-0.7 (-0.9 to 0.4)	-0.9 (-1.1 to 0.7)	<b>-0.8</b> (-1.0 to 0.6)	0	0
Writing Progress	0.3 (-2.7 to 3.3)	<b>-0.19</b>	-1.0 (-1.2 to 0.8)	-0.9 (-1.1 to 0.7)	0.2 (0 to 0.4)	<b>-0.1</b> (-0.3 to 0.1)	0	0
Mathematics Progress	-2.0 (-4.6 to 0.5)	<b>-2.28</b>	-1.3 (-1.5 to 1.1)	-1.1 (-1.3 to 0.9)	-0.8 (-1.0 to 0.6)	<b>-0.9</b> (-1.1 to 0.7)	0	0

\*Parenthetical figures are confidence intervals. The lack of published local confidence intervals means comparisons are indicative only.

7.29 At key stage 4 the progress 8 measures for Medway LAC pupils would suggest a decline in performance which reflect, but is sharper than, the national decline. Progress 8 has fallen from -0.6 to -0.97. However, it remains above national which has moved from -1.14 to -1.18.

- 7.30 The cohort used for attainment data is small and as such results are volatile. The proportion of children with Special Educational Needs and Disabilities (SEND), Free School Meals (FSM ) and the type of school attended (i.e. Pupil Referral Unit/Grammar) will heavily impact the results.
- 7.31 Data on exclusions for Looked After Children is published up to the 2015-16 academic year. Although suppressed in the Statistical First Release (SFR), local information tells us that no looked after children received a permanent exclusion, which matches the previous two academic years.
- 7.32 In Medway the rate of children with at least one fixed period exclusion is 10.6%, lower than the national rate of 11.4%. The trend over the last 3 years published data is marginally upward for Medway reflecting the national rise. However, nationally the rate is rising faster. Rates of absence amongst Medway LAC are lower than nationally, (3.8% vs 4.35), as are rates of persistent absence (9.2% vs 10.0%).
- 7.33 The secondment of a new, full time, Virtual Head and the finalisation of the move of the Virtual School into the Provider Services Service has allowed for a refocusing of the LAC attainment strategy. this will include: a review of the quality and content of Personal Education Plans (PEP), with a move toward “SMART” targets aimed at the next level of learning; training for all key professionals involved in the child’s education is to be reviewed and will include attachment training for schools; use of the Fischer Family Trust system (FFT) a proven tracking and targeting system, to support the Virtual School across all year groups; a review of the Virtual School so as to meet the requirements of changes to legislation and the ongoing drive to ensure that looked after children attend school and are engaged with education remains.
- 7.34 **Programme: The best start in life**
- 7.35 **Healthy Child Programme**
- 7.36 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 (PHE) 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 and we continue to improve coverage and standards of service each year.
- 7.37 The 2.5 year check is still an outlier but has been a particular area for improvement in the past six months improving by over 20% but still remains approximately 8% short of the 80% target we are aiming for.
- 7.38 The School Nursing service delivered 91.9% coverage of the National Child Measurement programme in 2016/17 which is an improvement on the previous academic year. The service also had an increase of take up of health screens for year R which support early identification of health problems.
- 7.39 Public Health and the Clinical Commissioning Group (CCG) have co-funded a new health post to sit in the new Medway Multi-Agency Safeguarding Hub (MASH). The post will be hosted by Medway Community Healthcare and be in place by quarter 2 2018/19.

- 7.40 Medway Community Healthcare (MCH) have been awarded the new integrated model of 0—19 Child Health Services (including Public Health and Clinical Commissioning Group services) and following a successful mobilisation period, the Council element of the new contract commenced on 1 April 2018. PHE commented on the model as being “exciting and innovating”. The aim is to deliver a more integrated offer for families in Medway and the new integrated service will be in place from June 2018.
- 7.41 The Child Health Team continues the strong engagement with schools with all 17 Secondary schools working with us on the Personal Social Health and Economic (PSHE) health agenda. 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. Brand new resources which have been produced in conjunction with the PSHE association to support schools with issues around gangs will be released in Spring 2018.
- 7.42 **Outcome: Older and disabled people living independently in their homes**
- 7.43 **Programme: Improve support for vulnerable adults by working with partners and communities**
- 7.44 **Social isolation**
- 7.45 An Task Group on social isolation is planned. The first meeting will be held with members in May. The review is planned to conclude in the autumn.
- 7.46 One social isolation awareness training session was held this quarter, with 14 attendees (representing 11 organisations/departments). Participants gave a range of examples of how they would use this training in their roles and in the wider community.
- 7.47 A social isolation network meeting was held with 21 attendees, representing 14 departments / organisations, who share best practice and opportunities for joint working around social isolation.
- 7.48 The “Staying Connected” booklet (resources to support the over 55s to stay connected and reduce social isolation) has been refreshed and distribution to a range of Council services, partners and GPs will start shortly.
- 7.49 Public Health has provided input to a funding application for a Strood “Big Lunch” event to promote community connectedness. The bid has been submitted.
- 7.50 **Adult Social Care Strategy**
- 7.51 Adult Social Care in Medway is continuing to embed an innovative approach to needs assessment and care planning called “3 conversations”, which focuses primarily on people’s strengths and community assets. There are plans within the first quarter of 2018/19 to continue to test this new approach, before rolling it out across the service in quarter two. This approach aims to support people to remain independent in their own homes and to reduce the number of people requiring long term care and support. This approach is consistent with the Care Act principles of reducing, delaying and preventing need.



- 7.52 The provisional number of clients that have received long term services is 3,408 a 5% drop on the 3,583 recorded last year. There are also fewer clients receiving services as of 31 March 2018 than on 31 March 2017. This has dropped from 2,723 to 2,614 a 3.6% drop. The numbers in residential and nursing care as at March 31 2,018 are 821, down from 841 (2.4%) on the number in care at 31 March 2017.
- 7.53 The overall proportion of long term clients that are placements is 31.4%, an improvement on the 33% at the start of this year. This is an important measure, as it gives an indication of whether we are achieving our vision for the service which aims to support people to remain independent in their own homes, for as long as possible.

Age group	Medway admission rate per 100k 2016-17	Medway admission rate per 100k 2017-18 (provisional)	National admission rate per 100k 2016-17
18-64	11.7	10.4	12.8
65+	545.8	555	610.7

- 7.54 Provisional data indicates that there have been 10.4 admissions to residential or nursing care, from the 18-64 age group, per 100k population. This equates to 18 individuals. The target of 11 admissions per 100k allows for 19 admissions. As such, this target has been met and Medway has performed better than the latest (2016-17) national outturn. Similarly, the provisional admission rate of 555 per 100k population in the 65+ age group means that the 600 per 100k target has been achieved. This is also a better performance than the (latest) 2016-17 national outturn. The target rate allowed for 261 admissions, this year the provisional number of admissions is 242.
- 7.55 The promotion of choice and independence over how service users receive their care is key to ensuring that Adult Social Care Services are personalised. Direct payments are one way of ensuring that people have choice and control in the way their care and support needs are met. Whilst the stretching target of 32% has not been met, there has been an increase in the proportion of clients receiving a direct payment from 26.6% in 2016/17 to 28.8% in 2018/19. This is also better than the national outturn (2016-17) of 28.3%.
- 7.56 Work continues to shape the market so as to create a deeper pool of Personal Assistants that clients can employ via a direct payment. This includes, employer support training to boost confidence and awareness as well as the introduction of a Direct Payments model for carers' breaks. The project to launch prepaid cards continues and is working towards a launch date in mid 2018-19.
- 7.57 Strong progress has been made by the service in investigating and completing adult safeguarding concerns. At the start of the year over 70% of concerns were open for longer than 60 days. This has reduced to 52% as at year end.
- 7.58 Whilst there is still considerable pressure on the Service relating to Deprivation of Liberty Safeguards (DoLS) assessment work, good progress has been made in improving the throughput of authorisations. For the first 8 months of this year there were on average 100 outstanding assessments requiring authorisation. Since widening the pool of authorisers through comprehensive training (in November 2017) this has reduced to an average of just over 50 in the last 4 months.
- 7.59 The rate of delayed transfers of care (DToc) attributable to adult social care, per 100k population has significantly improved in the last 12 months as a result of

strong partnership working with health colleagues. This means that less people are waiting in a hospital bed to access support in the community. Medway's story of improvement in this area has been nationally recognised as an example of good practice. Data to February shows that on average, each month, just over 1.8 DToCs per 100k population are attributable to Medway Adult Social Care against a target of 4 and on average there are 7.4 DToCs attributable in the LA. Nationally 55.3% of delays are attributable to the NHS and 36.8% attributable to social care. In Medway 27.3% of all delays are attributable to Adult Social Care.

- 7.60 Medway continues to manage safeguarding in partnership with Kent, under the Kent and Medway Safeguarding Adults Board (KMSAB). Medway leads the KMSAB Business Group and we have formed the Medway Safeguarding Adults Executive Group to ensure a full focus on local issues.
- 7.61 In December 2016 adult safeguarding in Medway was peer reviewed. To address recommended improvements, an action plan was developed, focusing on senior oversight and robust multi-agency working. Of the 25 actions, 12 have been completed. The remaining 13 have all been assigned an amber RAG rating, because an achievable plan is in place and 9 are on course to be completed by September 2018.
- 7.62 The current KMSAB adult safeguarding training programme focuses on Making Safeguarding Personal and the number of Medway staff attending courses has increased.
- 7.63 **Outcome: All children achieving their potential in schools**
- 7.64 **Programme: Raising aspiration and ambition**
- 7.65 During the last quarter the Annual Schools report has been finalised and has been considered by the Children and Young People Overview and Scrutiny committee. This report gives detailed summaries of the make up of our school population, the attainment, attendance and inclusivity of Medway pupils. It also contains more information on Medway priorities for improvement, these are:
- 7.65.1 Improve achievement at Key Stage Two in all subjects to close the gap with national. Medway schools achieved 58% against the national 62% in the combined reading, writing and maths. The gap continues to narrow.
- 7.65.2 Improve the performance of disadvantaged pupils to close the gap with national for all groups. There has been improvement and the gap is narrowing but focus must remain.
- 7.65.3 Improve the performance of pupils with a statement/Education, Health and Care Plan (EHCP). Medway is below national average. Following the Ofsted Inspection SEND operational and Strategic boards have been created to oversee and implement this work.
- 7.65.4 Reduce the number of Permanent and Fixed Term Exclusions. 2015 / 16 data identified Medway as the 9th worst nationally across primary and secondary schools and the worst nationally for primary fixed term exclusions. Since then improvements have been evident.

7.65.5 Work with the Regional Schools Commissioner (RSC) to improve the performance of academies at all stages and reduce exclusions.

7.66 The performance of Medway's primary academies remains below maintained schools. Exclusions are particularly high from academies. The Medway / Department for Education inclusion programme gets underway in April to support schools with improved inclusion provision.

7.67 Key Stage 4 Medway's Progress 8 value, whilst statistically inline with the national average, is above the national state funded value and remains stable in light of the overall South East decline. Work remains to be done in Attainment 8 and the proportion of children reaching the expected standard in English and Maths, where Medway pupils are behind the national attainment level

## 7.68 Ofsted Inspections

Across all schools in all phases 84% have good or better Ofsted ratings. This is a slight improvement on last quarter. The table below illustrates how this is made up.

	Number Outstanding	Number Good	Number Requires Improvement	Number Inadequate	Number Total	% Good or better	% Good or better National
Primary	8	53	6	5	72	85	89.7
Secondary	4	10	3	0	17	82	80.3
Special	3	1	0	1	5	80	NA
Pupil Referral Unit	1	1	0	0	2	100	NA
ALL	16	65	9	6	96	84	88.2

7.69 Whilst the percentage of secondary schools judged good or better is above the national benchmark, the all schools and primary measures are below the national level.

7.70 In the primary phase 79% of Academies are judged good or better compared to 93% of Local Authority maintained schools. This increases in the proportion of LA maintained schools judged good or better is a result of Maundene School converting to an academy and as such coming out of the Local Authority cohort. The School Improvement Team continues to work with all partners, including the Regional Schools Commissioner (RSC), to raise standards; by focusing on Senior Leadership Capacity, methods and support for inclusion and attainment at KS2.

## 7.71 Exclusions

7.72 In Quarter 4 there were 12 permanent exclusions upheld, three less than the 15 in Quarter 3. This is also 8 less than in the same quarter last year. So far, this academic year, 31 pupils have been permanently excluded. This is 11 less than the 42 in the same period last year.

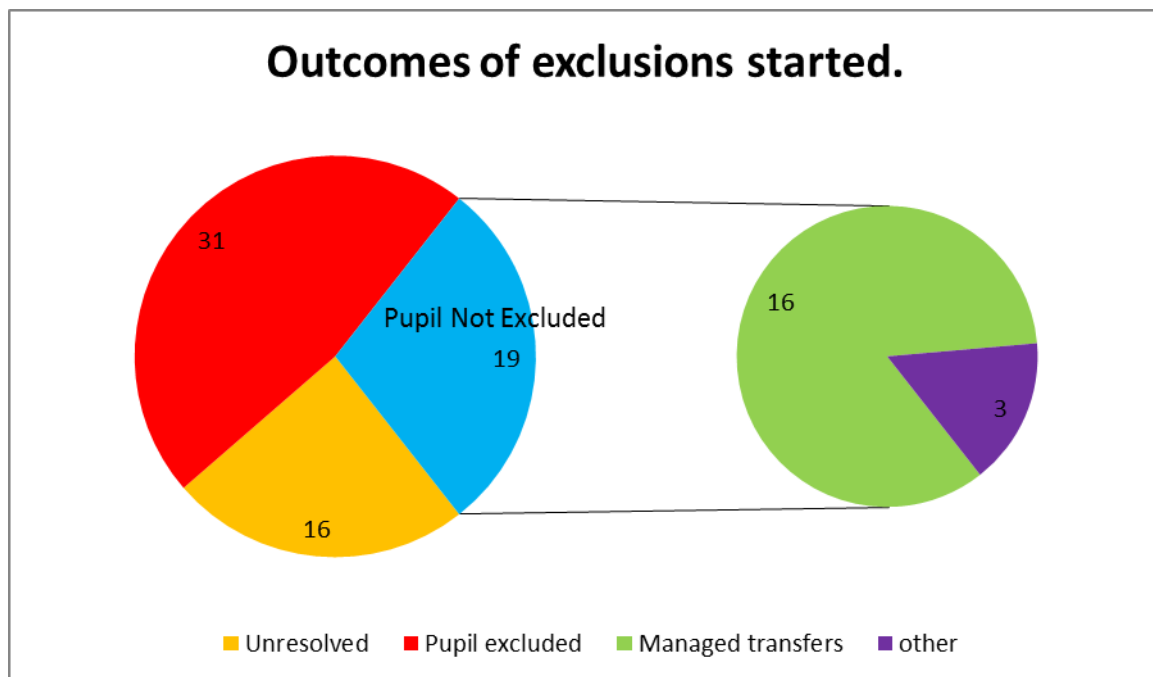
7.73 In the 2016-17 financial year, 65 students were permanently excluded. For the 2017-18 financial year, this number is 51. However, it should be noted that there are 16 exclusions pending outcomes. As such, the maximum number of exclusions are 47 (academic year- 5 more than last year) and 67 (financial year- 2 more than last year).

7.74 Since September the permanent exclusion process has been started 66 times. Allowing for the 16 cases awaiting an outcome, there have been 50 processes concluded. Of these, 31 (62%) resulted in the pupil being permanently excluded and 19 (38%) saw the pupil not excluded with 12 (63% of these 19) resolved via a managed transfer.

7.75 It is important to note that financial costs are incurred in supporting excluded pupils as soon as the process is started, so a drop in upheld exclusions may not translate in to a reduction in financial expenditure. No children with an education, health or care plan (EHCP) or Special Educational Needs (SEN) Statement have been permanently excluded and 17 children receiving SEN support have been excluded.

Permanent Exclusions Q4 2017-18	Permanent Exclusions Q3 2017-18	Permanent Exclusions Q4 2016-17	Permanent Exclusions academic year to date	Permanent Exclusions academic year (to March) 2016-17	Permanent Exclusions financial year 2017-18	Permanent Exclusions financial year 2016-17
12*	15	20	31*	42	51*	65

\*NB there are 16 cases awaiting outcomes.



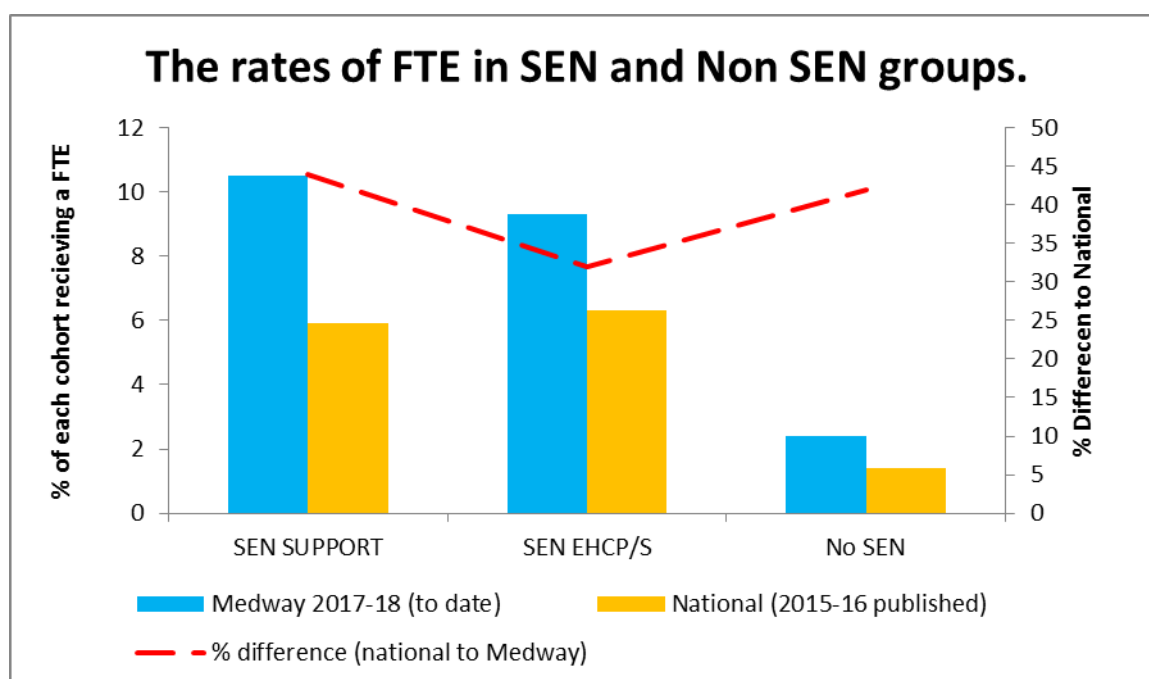
7.76 The levels of fixed term exclusions (FTE) are rising and exceed last year. The data reported is provisional as schools need to inform us of the exclusion by the end of the term following the term the exclusion happened in. This means the data is always in arrears.

7.77 The table below indicates the numbers of pupils who received one or more fixed term exclusions. Primary schools have excluded 16% more than last year and secondary schools 14%. The number of exclusions in special schools is over 2.25 times last year's final figure. So far a total of 7720.5 days have been lost to FTE across all schools this is 141.5 fewer than last year (7862) indicating that more children are being given shorter exclusions. The average length of exclusion in 2016-17 was 4.4 days; this year (provisionally) it is 3.7 days. This be a factor of the reduction in permanent exclusions, where by schools use FTEs to manage behaviour.

School type	Number of pupils receiving a FTE Financial year 2017-18	Number of pupils receiving a FTE Financial year 2016-17	Variance(numbers)	% Variance
Primary Maintained*	104	129	-25	-19%
Primary Academy*	353	265	88	33%
<b>All Primary</b>	<b>457</b>	<b>394</b>	<b>63</b>	<b>16%</b>
Secondary	1456	1281	175	14%
Special	55	24	31	129%
PRU	140	91	49	54%
<b>Total All Schools</b>	<b>2108</b>	<b>1790</b>	<b>318</b>	<b>15%</b>

\*Disaggregated academy and LA maintained schools are not directly comparable due as the acadamisation of primary schools has altered the number of schools in each cohort.

- 7.78 For the current academic year (2018-19) 10.5% of pupils with SEN support and 9.3% of pupils with and EHCP/Statement have received at least 1 fixed term exclusion. Only 2.4% of non SEN pupils have received fixed term exclusion.
- 7.79 This means that a child with SEN is approximately 4.3 times more likely to receive a FTE than a pupil with no SEN. Nationally (as at the latest published figures, 2015-16) the proportion of SEN EHCP/Statemented pupils receiving an FTE is 6.3% this is 32% less than in Medway and the proportion of SEN support children with at least 1 FTE is 5.9%, this is 43.8% less than in Medway.
- 7.80 Nationally 1.4% of non SEN pupils receive a FTE, almost half the rate in Medway. As shown in the chart below. Nationally a pupil with any form of SEN is 4.3 times more likely to receive a FTE than a pupil without SEN. This is the same as the rate in Medway, however whilst the overall proportionality may be the same the percentages of the individual cohorts are larger in Medway.



## 7.81 **Absence**

- 7.82 Absence figures for the academic year 2016/17 have now been published. The rate of overall absence for All Schools has dropped from 4.8% in 2015-16 to 4.7% in 2016-17. This is compared to a national rise from 4.6% to 4.7% in the same period. This has led to Medway rising 33 places to 78th of 152 Local Authorities. Medway primary schools have recorded an overall absence of 4.2%, the same as 2015-16. This is 0.2 percentage points above the national level (4.0%).
- 7.83 Medway primary absence ranks at 100th out of all Local Authorities, up from 104th in 2015-16. Medway secondary schools have seen absence rates drop from 5.4% to 5.3% in 2016-17 against a national upward movement, where secondary absence has risen from 5.2% to 5.4%. As such Medway secondary absence now ranks 63rd, up from 98th, against all Local Authorities.
- 7.84 For the same year (2016/17) the level of persistent absence dropped to 11.4% from the 2015-16 level of 11.8%. This is compared to an increasing national level of Persistent absence. Nationally the rate rose from 10.5% in 2015-16 to 10.8% in 2016-17. This narrowing of the gap led to Medway rising 24 places to 100th out of all Local Authorities. It should be noted that the full year published return includes all schools unlike our in year (termly) return which is voluntary and sees approximately 80% of school participate.
- 7.85 Persistent Absence (PA) at the end of term 3 (current academic year), as measured in our voluntary collection, is at 7% for all schools, down from the Term 2 result of 7.9%. This is an improvement on last year where the term 3 figure (which was more volatile due to fewer schools participating) was 8.1%. This year primary persistent absence (term 3) is at 7.9% and secondary at 4.5%. These are both reductions on last year's T3 results where primary PA was at 8.1% and secondary PA at 7.0%. The current rate of Looked after children who are PA is 0.03%, down compared to last year's comparative result of 0.07%.
- 7.86 The Attendance Advisory Service to Schools and Academies (AASSA) are a fully trade service working closely and supporting with all but 7 of Medway's schools and Academies to monitor and improve attendance.
- 7.87 Where possible, pupils are identified where absence is a cause for concern and clinics are held at the schools inviting parents/carers to discuss those concerns and seek appropriate help and advice if appropriate. Attendance and persistent absence is closely monitored and home visits and correspondence sent or referrals made to other agencies for support.
- 7.88 Medway Council issue penalty notices on behalf of schools and academies if required to do so and where appropriate, action has been taken and 10 or more unauthorised absences have been recorded. Prosecution is also considered where unauthorised absence is a serious cause for concern but court action against parents/carers is used as a last resort.

## 8. **WAYS OF WORKING: GIVING VALUE FOR MONEY**

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

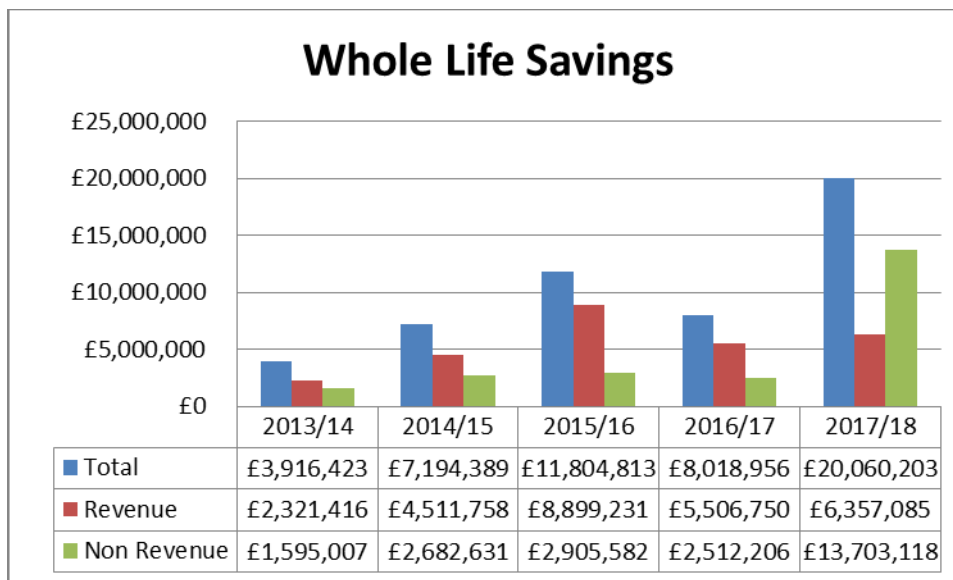
## 8.2 Contracts

8.3 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.

8.4 In the last five years (2013 – 2017), we have achieved £51 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 £20.1 million whole life benefits (£13.7 million non revenue, £6.4 million revenue).
- 36 contracts awarded during this period where whole life benefits identified.

### Category management performance

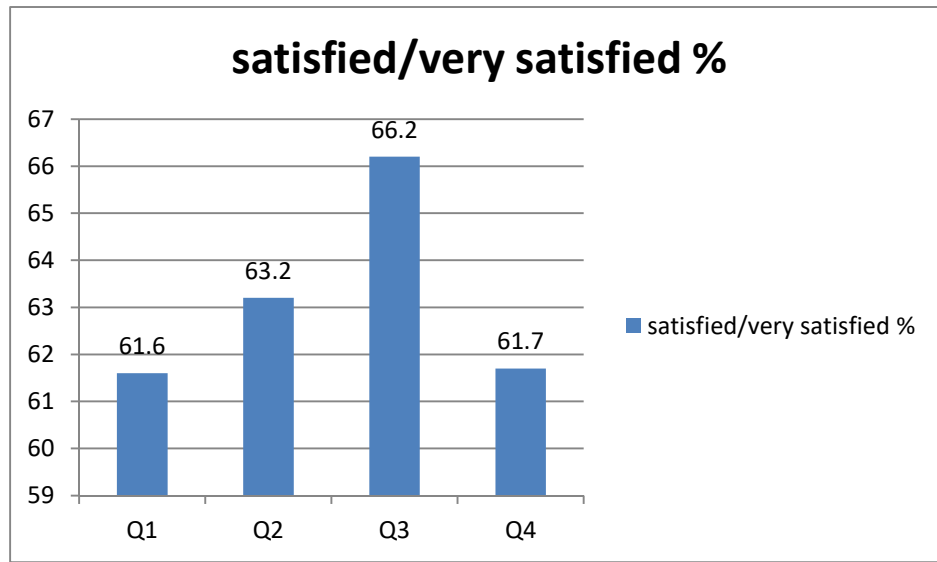


## 8.5 Citizen Panel

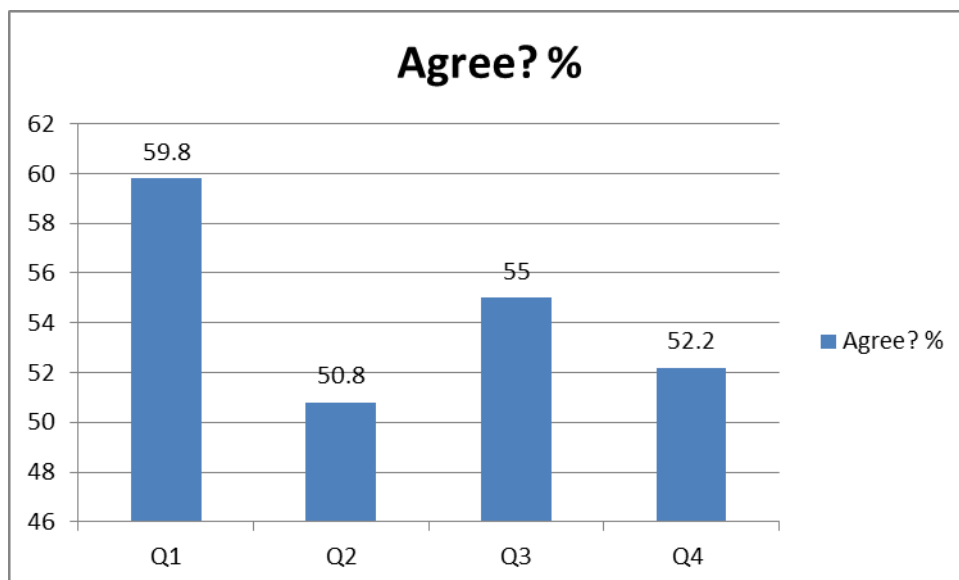
### 8.6 Summary of Citizen Panel results

8.7 The following graphs summarise the results from the four Citizen Panel surveys completed during 2017/18. The total number of responses were 458 (Q1), 437 (Q2) and 433 (Q3 and Q4):

#### How satisfied are you with the way the council runs its services? 2017/18



#### Do you agree that the council provides value for money services? 2017/18









## 8.8 Complaints

8.9 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 Q4 trend over the last three years is as follows:

2017/18	95.90% (target 80%)
2016/17	92.86%
2015/16	92.84%

8.10 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.3 2017-18	Q.4 2017-18	Timeliness performance compared to Q3 2017-18
<b>Corporate Stage 1</b>			
Volumes received	353	409	 <b>2.2%</b>
Responses issued	379	390	
Responses within 10 working days	355	374	
% responses within deadline	93.7%	95.9%	
<b>Corporate Stage 2</b>			
Volumes received	46	43	 <b>11.3%</b>
Responses issued	46	34	
Responses within 15 working days	39	25	
% responses within deadline	84.8%	73.5%	

<b>Children's Social Care Stage 1</b>			
Volumes received	28	15	 <b>1.8%</b>
Responses issued	34	11	
Responses within 20 working days	21	7	
% responses within deadline	61.8%	63.6%	
<b>Adult Social Care</b>			
Volumes received	13	22	 <b>23.8%</b>
Responses issued	13	20	
Responses within 20 working days	7	6	
% responses within deadline	53.8%	30.0%	

## 8.11 Stage 1 corporate complaints

8.12 Performance for stage 1 corporate complaints remains extremely positive, with 95.90% of stage 1 corporate complaints being responded to within 10 working days, against our target of 80%. This has improved once again by 2.2 percentage points compared to Q.3, and 3.04 percentage points compared to Q.4 2016-17.

8.13 Year end performance is 91.99%

#### 8.14 **Stage 2 corporate complaints**

8.15 During Q.4, 43 complaints were escalated to stage 2. This is an 8.7% decrease when compared to Q.3, and equates to an escalation rate of 10.3% when compared to the volume of stage 1 complaints received in the same quarter (409).

8.16 The response target is 15 working days. Throughout January, several overdue complaints were responded to which impacted the timeliness performance on what has otherwise been a good year. Performance for the quarter was 72.73%, but the year has ended with a positive performance, which has met our target of 75%.

8.17 Year end performance is 81.99%

#### 8.18 **Children's social care complaints**

8.19 The response target is 20 working days, and 63.6% of responses were issued within this time frame. This is a 1.8% increase in timeliness compared to Q3. At the time of writing this report, Children's Services had only three open stage one complaints.

8.20 An action plan, detailing agreed actions resulting from complaints, is kept by the Customer Relations Team, and discussed at monthly management meetings.

8.21 Year end performance is 71.11%.

#### 8.22 **Adult social care complaints**

8.23 We recognise that teams have worked hard during Q.4 to clear outstanding complaints. Volumes of Adult Social Care complaints increased during Q4 to 22, compared with 13 in Q3. Adult's Social Care timeliness performance for Q4 was 30%.

8.24 The response target is 20 working days, however legislation permits up to six months where additional time is required, for example when a complaint is complex, or where consent must be obtained in order to share information with other service providers. In total 20 complaints were responded to during Q4; six of these were issued within 20 working days, and 7 complaints were complex, spanning across various services.

One of the overdue complaints had been placed on hold pending a police investigation, and two further complaints were delayed due to gaining consent to share their complaint external agencies. Where volumes of complaints are low, this can have a significant impact on timeliness performance.

8.25 Year end performance is 39.47%

#### 8.26 **Local Government Ombudsman (LGO) referrals and decisions in Q.4**

8.27 In Q.4, 15 cases were referred to the council by the LGO. This is the same as 2016-17 and similar to Q.4 of 2015-16 when 14 complaints referred.

8.28 A total of 17 decisions were made by the LGO in Q.4. Three decisions (17.6%) were made to uphold the complaint (upheld, maladministration and injustice) and four decisions were not upheld, no maladministration. The 10 remaining decisions were not investigated and were closed as follows:

- Closed after initial enquiries - no further action x 5
- Closed after initial enquiries - out of jurisdiction x 2
- Premature complaint – referred back for local resolution x 1
- Incomplete or invalid complaint x 2

## 8.29 Compliments

8.30 A total of 34 corporate compliments were received during Q.4. The area that received the most compliments was again Waste Services, with a total of 12 compliments, followed by Highways, Maintenance and Parking Services who received 5 compliments. Many compliments related to the continuation of good service delivery throughout poor weather.

8.31 Three compliments were received for Social Care; one compliment was about the professionalism of a social worker who was arranging care for a child, one was to thank Adult Social Care for ensuring housebound people received food during the period of bad weather, and the third was about how well an occupational therapist conducted an assessment, and continued to support the client along with social work colleagues.

8.32 Compliments for both social Care and Corporate Services equate to approximately 8% when compared to the volumes of complaints received.

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

9.1 Measure of success – summary

### 9.2 Project – Deliver the service and digital roadmap

9.3 The transformation programme is changing how Medway Council delivers its services.

- a new online enrolment offer for adult education
- a new and improved online application process for blue badge
- following an independent review of the programme, a new roadmap and working practices for the transformation team are being defined by the Transformation Programme Manager and RCET programme lead.
- digital priorities for 2018/19, linked into the transformation programme, include creating an improved central website – medway.gov.uk - for all our services (phase 1), with integration and back office workflow as part of phase 2 (2018/19).

### 9.4 Project – Website rationalisation

9.5 “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.

- 9.6 Our online presence is fundamental to the success of that and making it easier for customers to self-serve, anytime, anywhere.
- 9.7 A new customer focussed medway.gov.uk went live on 28 March 2018. With an improved look and user focused navigation and content, new medway.gov.uk gives us the opportunity to centralise the council's online services into one user-friendly, mobile responsive platform where customers can transact with the council 24/7.
- 9.8 Alongside making the new site live, we are reviewing other council sites to identify the roadmap for centralisation, starting with those which offer the greatest saving and improved user experience.
- 9.9 **Project – Deliver the technical roadmap to support the Council's transformation programme**
- 9.10 A review of the Council's desktop equipment (Thin client, PC or laptop) started in September 2017 with the objective of ascertaining the most cost effective desk top environment for Medway Council. Thin client has been installed at Medway for four years and many changes in service provision have occurred in that time. Office 365 and a move to cloud computing will have an impact on how Medway staff consume ICT services and therefore a review of current desktop systems is appropriate at this point in time.
- 9.11 Second draft report was presented to ICT management board in March detailing the use of Thin Client and alternative options appraisals for desktop deployment. This formed part of the outcome from external ICT review and was reported to appropriate boards in May 2018.
- 9.12 **Project - Design and deliver the council's assisted digital offer through our community hubs and libraries.**
- 9.13 Assisted digital is an essential part of our transformation programme, ensuring quality digital services are accessible to all. Our principles for assisted digital now form part of our current and future service design programmes. 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.
- 9.14 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. Further work with the Council's Welfare Reform Group, including staff training will provide support for residents when Universal Credit goes live in May.
- 9.15 A key work stream for the Transformation Programme is to reduce telephone and face-to-face contact through the introduction of digital access to Council services. This will provide the following benefits to the residents of Medway:
- Access to all Council services via a single website 24 hours a day, 7 days a week.
  - A "My Council" account will be available where customers can access all relevant information about them.

- Ability to not only report items to Medway Council (e.g. pot holes) but also see if the item has already been reported.
- Receive pro-active updates on reported items with information about what is happening and when.
- Quicker response times with services designed to fulfil customer's needs.

9.16 The transformation team will focus on areas that are not currently available online and the services that currently generate a high volume of telephone contact to the Council. The objective is to make digital and self-service channels so effective we will drastically reduce the number of telephone and face-to-face contact transactions.

9.17 Diversity Impact Assessments will be completed to assess the impact of the channel shift on residents and to ensure appropriate assisted digital processes are in place.

## 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.

10.2 Table A below lists the partnerships which have been referenced in this report because they have been actively involved in delivering our work programme during quarter 4. The list also includes other strategic partnerships which are delivering ongoing work programmes but have not been specifically referenced in this performance report.

Table A

Section ref	Partnership / project
5	Battle of Medway partnership
6	Locate in Kent
6	Medway Adult Education (MAE) Learning Programme
6	New build affordable housing
6	South East Local Enterprise Partnership (SELEP) Strood waterfront
6	Medway Development Company Ltd - Chatham waterfront
6	Rochester Riverside
6	Chatham railway station improvements
6	Strood railway station improvements
7	Healthy Weight Network and Summit
7	Medway Multi-Agency Safeguarding Hub (MASH)
No ref	Community Safety Partnership (CSP)
No ref	Kent Resilience Forum
No ref	Kent Voluntary Sector Emergencies Group
No ref	Medway Safeguarding Children Board (MSCB)
No ref	Kent and Medway Safeguarding Adults Board (KMSAB)
No ref	Medway Safeguarding Executive Group (MSAEG)
No ref	Kent and Medway Sustainability and Transformation Partnership
No ref	Thames Gateway Kent Partnership
No ref	Medway Place Board
No ref	Medway Clinical Commissioning Group (CCG)
No ref	Medway Foundation Trust (MFT)
No ref	Medway Community Health Care (MCHC)
No ref	One Public Estate Board (OPEB)

## **11. Risk management**

- 11.1 Implementation of a performance management framework allows the council to evidence how successful it is in achieving against its stated objectives, and for residents it provides genuine accountability in how successfully the council is administering its resources.
- 11.2 Arrangements are in place to ensure that the risk of inaccurate data being reported to Members is minimised and assurance can be placed on the accuracy of data used to assess performance. By reporting to Members and ensuring all Members are able to access the Council's performance management system, the risk of poor performance not being identified or addressed is minimised.

## **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 4 and end of year 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**

Susan Olney, Corporate strategy, performance and improvement officer  
ext.1490 [susan.olney@medway.gov.uk](mailto:susan.olney@medway.gov.uk)

### **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/ieListDocuments.aspx?CId=122&MId=3359>