

CHILDREN & ADULTS OVERVIEW & SCRUTINY COMMITTEE

1 MARCH 2011

QUARTER 3 COUNCIL PLAN MONITORING

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Summary

This report presents Members with quarter three performance update against indicators and actions agreed in the Council Plan.

1. Budget and Policy Framework

1.1 This document reports quarter 3 performance against the Council Plan 2010-11, which is a key part of the budget and policy framework.

2. Background

2.1 In February 2010 council agreed the Council Plan 2010-13, setting out the key outcomes and actions to be achieved in the medium term, together with the key indicators and associated targets which will be used to measure achievement. This report allows Members to review progress in achieving the outcomes agreed. It demonstrates performance against objectives and provides analysis where performance does not meet the standard required. Although the tables are an 'exception report' the narrative briefly demonstrates, the positive difference made in specific areas and highlights issues which have impacted on current performance, or may impact on future performance. By reviewing and analysing performance in this way the council is able to be clear about key challenges and the activities required to deliver improved performance for our residents.

3 Summary of performance in quarter 3

3.1 Appendix 1 provides a narrative summary of performance for this quarter against the priority "Children and Young people having the best start in life", but also includes relevant actions and indicators from other priorities where they affect outcomes for children. Appendix 2 is an exceptions report and sets out the performance achieved against individual detailed actions and

performance indicators relating to this priority where performance is below target (i.e. RAG rated as red or amber, and indicators that are rated data only where reporting is pertinent to this quarter).

- 3.2 Against the 'children and young people having the best start in life' priority, we have rated our achievement of planned actions and outcomes this quarter as 'green'. Performance on 12 key performance indicator measures of success can be reported this quarter – 7 (58%) have achieved or performed above target (rated green) and 5 (42%) have performed below the target and are rated red.

4 Risk Management

- 4.1 The purpose of this performance report is to enable Members to manage the key risks identified to the council delivering the priorities set out in the council plan. This provides the opportunity to review any remedial action required to ensure effective performance is delivered during 2010/11.

5 Financial and legal implications

- 5.1 The report and its attached appendices summarises performance for quarter 3 ending 31 December 2010. There are no new financial or legal implications to report.

6 Recommendation

- 6.1 Members consider performance for Quarter 3 2010/11 reviewing outcomes achieved against priorities and identify areas for remedial action.

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Background documents

Council Plan 2010-11

Priority 3: Children and young people having the best start in life

How well are we doing?

Outlined below is performance against the 4 outcomes set out in the council plan under the 'children and young people having the best start in life' priority. The rating for our achievement of planned actions and outcomes this quarter is 'green'.

Performance on 12 key performance indicator measures of success can be reported this quarter – 7 (58%) have achieved or performed above target (rated green) and 5 (42%) have performed below the target and are rated red.

Outcome: Children and young people are safe & cared for

Ofsted's annual assessment of Medway's Children's Services was published in December. The assessment covers all inspected and regulated services and settings for children and young people, arrangements for ensuring children are safe and stay safe and performance against national targets. Ofsted rated Medway Council as 'performing well', an improvement on the 2009 assessment of 'adequate'. Ofsted found that overall, the large majority of services, settings and institutions inspected by Ofsted to be good or better. National measures of performance show that the majority of outcomes were in line with or above comparator areas. Areas for improvement were the quality of childcare as only half of childminder settings were rated good or better, and reducing health inequalities.

There continues to be increased pressure on the children's care Integrated Area Teams as the number of referrals continued to rise for the first 2 months of the quarter reaching an all time high of 365 in November. Not only is this increase impacting on the timeliness of assessment, but numbers of looked after children (LAC) and children with a child protection plan have also increased. At the end of this quarter there were 387 LAC (13% higher than last year), 264 children with a child protection plan (17% higher than last year) and 28 children in care as a result of becoming homeless over the age of 16 through the Southwark judgement compared to 5 children at the same time last year.

To address these demand issues and to meet recommendations from the Social Work Taskforce and the Laming review, a consultation on proposed structural changes to the Children's Care Integrated area teams took place during the quarter. As a result a new structure consisting of two teams, based at Woodlands and Redvers comes into effect on 17 January.

Adverse weather in December impacted on timescales for assessments and reviews. With a number of reviews postponed and assessments delayed as road conditions made it difficult to visit family's homes, an integral part of the assessment process. NI 67 Percentage of child protection cases reviewed within required timescales has dipped further this quarter to 91%. Four reviews (involving 17 children) were held out of the timescale in December. A review to identify how to make the Child Protection Conference process more effective and efficient has been completed and will be presented to MSCB in January.

Provisional data on the percentage of initial assessments carried out within 10 working days shows 70% for this quarter, compared to 79.4% the previous quarter. The biggest drop was in December when 63.4% of initial assessments were completed on time.

NI 60 Percentage of core assessments for children's social care that were carried out within 35 days of their commencement has dipped to 71% this quarter, performance

is still better than last year despite the sustained increases in referrals to the Integrated area Teams. It is anticipated that the restructure of the Integrated Area Teams should address some of the issues impacting on performance and that performance will improve.

During this quarter 14 looked after children's reviews out of a total of 254 reviews, were held out of timescale therefore performance this quarter of 89.9% is below the annual target of 95%. December's weather conditions resulted in 3 of these reviews being late, but a more significant pressure is the continued increase in the numbers of children coming into care and the impact this is having on workload. There has been an 11% increase in the overall number of LAC reviews held in this financial year to date compared to the same period the previous financial year. The independent reviewing service are working with children's care to ensure the most vulnerable children's cases are reviewed on time and, where necessary, early, to manage risk effectively.

The Old Vicarage children's residential home was re-inspected in December and the "Outstanding" performance rating was reconfirmed demonstrating the teams commitment, determination, dedication and hard work in achieving the best possible outcomes for those LAC that reside at the unit.

Outcome: Children and young people succeed in learning

The School Improvement team have used the 2010 results to set and evaluate priorities for action necessary in schools in order to raise standards and attainment. Schools causing concern meetings have been re-started ensuring that key partners involved in the school improvement process share knowledge and information. The School Improvement service is currently being restructured in response to national policy changes which impact on council responsibilities towards schools and funding arrangements.

The Early Years Foundation Stage Profile data for 2009-10 results show that the proportion of children achieving at least 78 points, and scoring at least 6 points in Personal, Social and Emotional Development and Communication, Language and Literacy is up 2.5pts to 54.5%, there has also been a 1point reduction in the gap between the lowest achieving children and all children. Analysis of the gender gap shows boys doing comparatively better in Medway than nationally in all areas of personal, social and emotional development, but there is still significant gap in writing attainment. Measures taken to improve primary school per Supporting headteacher performance management and target setting in schools so that there is focused action to raise achievement for all groups of pupils Interactive training sessions for senior leaders and governors in the use of Raise online and Fischer Family Trust to enhance their use of data and assessment when evaluating their school's needs. Focused deployment of consultancy to schools causing most concern.

The national performance tables for Key Stage 2 (KS2), were released during the quarter. Children are expected to achieve at least a level 4 in English and Maths by the end of primary school. There have been some improvements to attainment at KS2. The percentage of children achieving at least L4 in both English and Maths has improved by 2 points to 67%, while this is 6 points below the national average the gap has narrowed from 2009. L4+ English is up 1 point to 76%, which is 4 points below the national average and Mathematics is also up 1 point to 74% (5 points below the national average). There has been significant improvement in the percentage of children making 2 levels of progress in English by 4 points to 82%, the percentage of children making 2 levels of progress in mathematics is up 1 point to 77%. Measures taken to improve primary school performance include supporting

headteacher performance management and target setting in schools so that there is focused action to raise achievement for all groups of pupils, Interactive training sessions for senior leaders and governors in the use of Raise online and Fischer Family Trust to enhance their use of data and assessment when evaluating their school's needs and focused deployment of consultancy to those schools causing most concern.

The national performance tables for KS4 (GCSE and equivalents) show that, overall, Medway schools have improved in all measures. The percentage of young people gaining 5+A*-C including English and mathematics is 53.6%, 2 points up on 2008/09 (this figure includes Academy data). The percentage of young people with special educational needs (SEN) achieving 5+A*-C including English and Maths has also improved to 21.3%, a 5 point increase. The attainment gap between SEN pupils and all pupils has closed by 3 points. The percentage of LAC attaining 5+A*-C including English and mathematics increased to 17%. The National Challenge was a programme introduced by the Department for Education & Schools to ensure that at least 30 per cent of pupils in every maintained secondary school and Academy in England achieves at least 5A*-C GCSEs including English and maths by 2011. Medway had 5 schools who, historically, failed to meet this threshold. However all 5 schools improved their performance in 2010, with four of the five schools achieving results above the 30% 5+A*-C including English and mathematics threshold. As at 1 September 2010 Medway had no maintained secondary schools below the threshold level.

Attainment in Key Stage 5 is at its highest levels ever with average point score per entry increasing from 204 to 212 and the average point score per pupil increasing from 771.4 to 807.

This quarter, two schools have been removed from special measures and 1 school moved from notice to improve to being judged as good. However, 1 primary school was placed in special measures and a further primary school was given a notice to improve.

Arrangements for admissions to secondary schools in September 2011 began this quarter with the Medway test and all associated activity taking place in September 2010. All went well with the exception of a timing error at one site, which unfortunately resulted in high numbers of complaints.

Outcome: Children and young people thrive

We have continued to assist young people to access safe, suitable and affordable housing that meets their needs. 83 vulnerable young people have been successfully housed in permanent affordable housing this quarter. The number of young people placed in B&B accommodation has reduced slightly again this quarter to 35. The average length of stay for those aged 25 and under in B&B accommodation has increased this quarter from 7.69 days to 23.42 days against a target of 11 days. This is due to a combination of delays in Children's Services assessments and finding suitable alternative move-on accommodation once the young people are ready. In order to respond to this a joint assessment process has been introduced between Housing and children's social care to ensure those, who can, return home and to move those, who cannot, into suitable accommodation with support as quickly as possible.

The Family Intervention Project (FIP) has begun to demonstrate positive impact with young people and families, Police are reporting fewer calls relating to young people involved with FIP. A local evaluation of the service will be completed during quarter 4.

Connexions data show that 6.6% of 16 to 18 year olds were not in education, employment or training with the number of status unknown was 4.9%, while there was a significant increase in September Connexions have worked effectively to reduce this. 83% of 16-18 year olds are in learning compared to 73.8% last year. YOT data shows that 81.3% of young offenders are in suitable employment.

NI 148 – Care leavers in education, employment or training. 100% was achieved this quarter, all 6 young people turning 19 this quarter were in education, employment or training. However, the year to date figure is 56% (10 out of the group of 18 who had turned 19 in this period) against the target of 60%. Although a small cohort makes performance on this indicator volatile it is hoped that the sustained support being provided to looked after children and care leavers will maintain and improve end of year performance.

Outcome: Ensure that the CT board is effectively focusing on the priorities agreed in the CYPF and is achieving its agreed targets and outcomes

Since writing the 2009/11 Children and Young People's plan there have been a number of changes nationally, as a result new challenges have emerged for the year ahead. The Medway Children's Trust is committed to continuing to work together and respond to the changing needs and priorities of Medway's children, young people and their families as they are expressed in the new social, economic and political context.

Children and Young People Now magazine published an article on the excellent progress made by Medway in improving the health of looked after children. The article cites the support from social services in promotion of health assessments and extra investment from the local primary trust to employ additional LAC nurses as the key drivers of the improvements.

Planning for a single point of referral for high risk domestic abuse cases being established within the Integrated Area teams in partnership with the Police and Health has been taken forward this quarter. The aim is to improve the multi agency response to these vulnerable families.

Putting our customers at the centre of everything we do

Preparations have been made for the restructure of the Integrated Area Teams into two teams based at Woodlands and Redvers that comes into effect on 17th January. The restructure will bring many benefits including improving service delivery, addressing difficulties in staffing the Duty teams which was judged an 'area for development' in the unannounced Ofsted Inspection earlier in the year, and meet the anticipated recommendations of the Social Work Task Force and the Munro review on safeguarding.

Giving Value for Money

The efficiencies resulting from the restructure of the Integrated Area Teams will enable the creation of 6 additional social work posts which will assist with meeting the increasing demands placed on this service.

CIPFA released data benchmarking our costs against all other local authorities who have submitted data to them. Medway's average placement cost for LAC is one of the lowest in the country (28% less than the average). This is because Medway has a higher proportion of children in foster care and lower proportion in residential care than the average authority in the benchmarking group. When looking at unit costs alone, Medway's average placement cost is 14% below the average for the 57 authorities who have submitted data.

Priority 1: A clean and green environment

Outcome: Make Medway a place where open spaces and outstanding natural beauty are available to everyone

Cozenton Wheelpark was formally opened on 21st November. Since its opening the Park has been well used and no major incidents of anti-social behaviour have been reported. The annual audit review on the BIG Play Programme, completed in December was positive with no significant recommendations made regarding project compliance.

The Department of Education completed the funding review of the Playbuilder scheme and a revised grant application, 63% of the original grant award, was received in November. After taking into consideration existing provision, socio-economic factors and residents' feedback, sites were identified at Allhallows, Barnfield, Bayswater Drive, Borstal Recreation Ground, Broomhill Park, Cuxton, Gillingham Park, Luton Recreation Ground, Princes Park and Cliffe and project implementation will commence in quarter 4.

Priority 2: Safer communities

Outcome: reduce substance misuse

Five underage test purchase operations were carried out this quarter on 40 premises, making 16 operations on 155 premises conducted since 1st April 2010, against the year end target of 12 operations. New underage sales web pages have been written and are due to be published shortly.

Outcome: build strong communities by improving community cohesion

Medway's programme of community cohesion in support of the integration of new migrants and to help with an understanding of the protocols of daily living, remains on track for delivery. EU funding, via the AIMER project has been secured to enable Luton Road Junior School to employ a specialist English as an Additional Language tutor to support teachers. The AIMER project has also enabled a new programme of language classes for Roma migrants to be launched and has also supported the creation of the new Czech-Slovak community association. A number of these projects benefit the community as a whole, they include a youth development project, an information pack and advice and support to private landlords.

Through project ACCESS, 30 local parents and 7 families from Wayfield are benefitting from a new parenting skills cross-border programme with French partner organisations from Greater Dunkerque. This is in addition to the 30 young people and 5 vulnerable adults from Brook-Lines accessing the Creativity Without Borders arts personal development programme.

A multi agency pilot project has been set up to establish ways to improve the co-ordination and impact of services that agencies offer in Luton and Wayfield.

Priority 5: People travelling easily and safely in Medway

Outcome: keep people safe on our roads and reduce the number killed and seriously injured in road crashes

The Good Egg Guide car seat clinics (for in car child safety) ran for 4 days in October. Out of the 101 seats that were checked only 19% were correctly fitted. Information leaflets are being distributed to all expectant mothers via local midwives and further car seat clinics are being considered for the summer.

Priority 6: Everyone benefiting from the area's regeneration

Outcome: Quality jobs for local people

Unemployment in Medway has fallen by 22% since January 2010, which puts Medway amongst the top 14% of local authority areas nationally in terms of performance. Youth unemployment in the area has fallen by 30%, the seventh highest fall of any tier one local authority in the country.

Outcome: Culture & leisure for all

The Modern Pentathlon World Cup, held in Medway in July, has been awarded the Best Promoted Event of 2010 by the International Federation of Modern Pentathlon. The competing athletes also voted Medway their favourite competition of the year. Medway Park has been selected to host a National League weekend for Great Britain wheelchair rugby. This is the first national disability sport competition to be hosted in Medway and is a key part of Medway Park's development as a fully accessible centre of sporting excellence.

The development of community sporting opportunities for disabled people has received a boost with six new disability sports clubs to be launched in Medway during February. The sports are: athletics, boccia, goalball, judo, wheelchair basketball and wheelchair rugby.

Customer at the centre of everything we do

In order to Put Our Customers at the Centre of Everything We Do, it is essential that we understand both their needs and their expectations of council services, and this is the principle of the Customer Insight programme. This programme helps services gain a better understanding of who is accessing their services, what their level of need is, and making sure the interaction is as efficient as possible, both for the customer and the council. Currently eight services are analysing their customers in this way (including libraries, benefits, council tax collection, parking, castle concerts and education) and recommendations will be made for service improvement during quarter 4.

Core Value: Giving Value for Money

The changing financial climate

On 20 October 2010 the results of the government's Comprehensive Spending Review (CSR) were announced together with the proposed changes to central government spending over the next 4 years. This was followed by the provisional local government settlement on 13 December 2010, enabling the Council to identify a funding gap of £23.5m for the financial year 2011/12. On 21 December 2010 Cabinet instructed Directors and Assistant Directors to commence formal consultation with staff in respect of the financial implications of the Local Government Settlement considered as part of a report on the settlement. Further details on how the settlement will impact on services will be considered by Cabinet on 27 January 2010.

The budget set for 2010/11 was robust and less prone to financial risk than previous years. However, the challenge now is for the Council to deliver significant savings in a short period of time whilst ensuring that the impact on the services delivered to residents are minimised as far as possible. This critical financial situation is predominantly as a result of the council losing £11.6million in its main funding from central government (called 'formula grant funding', which is a reduction of 11.9 per cent on the previous year), together with a further £9 million cut in other government grants. This followed in-year government cuts for 2009/10 of £6m which resulted in, for example, cuts to transport projects.

The savings will need to be made against the background of a historically low council tax compared to other authorities and in the face of challenges such as increases in demand for services (including housing and social care). This is a tough situation and the scale of the cuts being made to public services mean that all authorities are having to rethink the services they provide.

Improve efficiency and deliver value for money for our residents

The 'achieving better for less' programme seeks to achieve better outcomes in services at lower cost. The principles underpinning this work are:

- Put our customers at the centre of everything we do
- Give value for money
- Handle all initial customer contact and assessment through a dedicated customer contact team
- Maximise first time resolution of enquiries and issues
- Simplify, standardise and share processes
- Establish and share internal services in a flexible way
- Build organisational resilience by reducing reliance on individuals
- Be an intelligence-led organisation

As reported in the second quarter, nine cross-cutting processes have been identified for review with the objectives of improving the customer experience and performance. Two of these areas are being progressed first whilst the council is also undertaking two other strands of work around challenging next year's budgets and restructuring management.

- A review of administration – is looking at creating more efficient administration and business support that improves support to services. It also improves professional and career development for staff working in the administration and business support areas, whilst ensuring that specialist staff are not having to spend time on non-specialist tasks.
- Transformation of customer contact and assessment – is looking to improve customer contact and the initial assessment process for customers. This will improve the customer experience at the same time as reducing costs.
- Budget challenge savings – to consider a number of initiatives proposed to reduce expenditure in a range of services. These will be reflected in the budget proposals to be put to members in February.
- Management restructuring - looking at the management structure of the entire council for the first time, to ensure consistent organisational structures for management across the organisation to improve our effectiveness and potentially generate financial savings.

We expect a number of further initiatives to follow as part of the Better for Less programme, including delivery of the remaining six outline business cases. A review of our procurement activity will be key given the scale of money the council spends with contractors. The other business cases, while smaller in scope and significance than the administration and customer contact/assessment projects, remain an important element of delivering a transformed organisation fit for the challenges of the future. Over the next few months the Council will be progressing its work on these which include better performance and strategy, better staff management, better financial management and better information technology.

Appendix A

Council Plan Monitoring Report (Quarter 3, 2010/13)



Exception report: This report includes RAG ratings for all outcomes. It contains all PIs and actions 'by exception' (those rated red or amber). 'Data only' measures (where no target has been set and no RAG rating applied) are also included.

Action Status	PI Status	Trend Arrows*
Completed / progressing towards completion to schedule.	This PI is significantly below target.	The performance of this PI has improved.
Slightly off target but mitigating actions in place.	This PI is slightly below target.	The performance of this PI has worsened.
Off track and no clear remedial action in place.	This PI has met or exceeded the target for the year.	The performance of this PI is similar to previous data.
	This PI is data only.	
	N/A – Rating not appropriate / possible.	<i>*This is the long-term trend measured against the previous two years' performance.</i>

Name	Rating
3. Priority: Children and Young People having the best start in life	

Name	Rating
3.1. Outcome: Children and young people are safe and cared for	

Name	Rating
Ensure all safeguarding practices meet/exceed national requirements by:	

Code	Action	Latest Note	Status
C10_03.01.01.04	Ensuring all child in need, child protection and care plans identify targeted interventions to limit risk and support sustainable family resilience	While the 1st batch of new raise assessment templates have been produced ready for testing, there will be insufficient time for auditing to identify improved practice within the current year.	

Name	Rating
Improve access to services, information and advice for parents of disabled children	

Code	Action	Latest Note	Status
C10_03.01.02.03	Improve the transition arrangements so that children moving from children's to adult services receive a continuum of care and support that is appropriate for their needs	A transition Strategy has been agreed. It includes developing a transition pathway and protocol; establishing a transition database, developing a 'virtual team' approach and improving governance arrangements	

Performance Indicator	2008/09	2009/10	Q1 2010/11	Q2 2010/11	Q3 2010/11	2010/11	Target 2010/11	Unitaries AVG 2008/09	Unitaries BOTTOM 2008/09	Unitaries TOP 2008/09	Progress Update	Trend	Status
BV162 NI 67 Percentage of child protection cases which were reviewed within required timescales	98.0%	95.5%	100.0%	99.0%	90.6%	90.6%	100.0%				During quarter 3, 4 review child protection conferences were held out of timescale- all due to poor weather in December. These affected 17 children. Throughout the year, a total of 6 Child Protection Conferences have been held out of timescale affecting 19 children. Since April 2010, CISRS have chaired 408 concerning 820 children. In the first 9 months of this year, an increase of 22.5% of all conferences has been observed on the same period last year; There has been an increase of 26% in the number of initial child protection conferences which consider whether a child needs a child protection plan, indicating a continuing rise of children subject to plans.		
NI 59 Percentage of initial assessments for	73.4%	78.1%	37.5%	26.9%	19.1%	27.9%	74.0%	71.0%	63.2%	78.8%	Although performance appears to have dropped over the year there has been a sustained increase in referrals coming into the teams. Staff have focused		

Performance Indicator	2008/09	2009/10	Q1 2010/11	Q2 2010/11	Q3 2010/11	2010/11	Target 2010/11	Unitaries AVG 2008/09	Unitaries BOTTO M 2008/09	Unitaries TOP 2008/09	Progress Update	Trend	Status
children's social care carried out within 7 working days of referral (LAA)											on completing assessments within the 10 day window for the new measure.		
NI 59L Percentage of initial assessments for children's social care carried out within 10 working days of referral	N/A	N/A	82.3%	79.4%	70.0%	77.3%					No target currently exists for this indicator following the statutory window for the completion of an IA being extended from 7 to 10 days on the 1 April 2010. Results for the quarter were down on previous quarters with snow causing significant delays to completing assessments (visiting the family in their home is an important part of the assessment).		
NI 60 Percentage of core assessments for children's social care that were carried out within 35 working days of their commencement (LAA)	80.8%	68.3%	78.8%	76.7%	70.9%	75.9%	80.0%	76.9%	73.0%	86.0%	Performance for the year continues to be below the 80% target, but represents a significant improvement on the previous year. With the continued high levels of referrals, the duty teams are continuing to struggle to meet the target. Results for the quarter are down following poor performance in November which was immediately addressed.		
PAF-CF/C68 NI 66 Looked after children cases which were reviewed within required timescales	93.2%	92.1%	96.8%	92.4%	89.9%	89.9%	95.0%	91.4%	88.4%	98.4%	Between April and December, CISRS have chaired a total of 834 reviews for 367 looked after children. Of these 367 children, 37 have been reviewed outside of statutory timescale. During the month of December, 4 reviews were late (1 was an initial review). Three were late due to poor weather conditions. We have observed a continued increase in the overall number of LAC reviews held in the first 9 months of the year compared to the first 9 months of the previous year, as well as a 33% increase in the number of initial LAC reviews. There are increased numbers of children coming into care. The target is not being met due to high volumes of work and the need to prioritise child protection conferences. We are working closely with children's		

Performance Indicator	2008/09	2009/10	Q1 2010/11	Q2 2010/11	Q3 2010/11	2010/11	Target 2010/11	Unitaries AVG 2008/09	Unitaries BOTTO M 2008/09	Unitaries TOP 2008/09	Progress Update	Trend	Status
											care to manage risks and ensure most vulnerable young people's reviews are held on time and to increase frequency if this is required.		

Name	Rating
3.2. Outcome: Children and Young people succeed in learning	

Name	Rating
Improve educational outcomes for children in care and narrow the gap between their achievement and Medway Results as a whole	
Improve outcomes for children with Special educational needs	

Name	Rating
Increase and enhance provision within Medway, including	

Name	Rating
Improve performance at Foundation Stage and further narrowing the gap between the average and the lowest achieving 20%	
Raising achievement at GCSE, specifically on 5+ GCSEs at A*-C including Maths and English	
Raising achievement at Key Stage Two	

Name	Rating
3.3. Outcome: Children and young people thrive	

Name	Rating

Name	Rating
Ensuring young people are appropriately engaged in employment, education and Training	
Improving our sexual health services by:	
Increase the number of places to go and things to do for young people in Medway	
Reduce obesity levels through delivery of the healthy schools programme and increased participation in sport and leisure	

Name	Rating
Tackle youth homelessness	

Code	Action	Latest Note	Status
C10_03.03.08.04	The Youth Offending Team will coordinate the actions needed resulting from the new Youth Rehabilitation Orders	Insert update	

Name	Rating
The Child and Adolescent Mental Health Service Implementation Plan 2009-10 will deliver the recommendations of the Fundamental Review of CAMHS commissioned jointly by the Council and the NHS Medway to improve CAMHS services. This will be achieved by:	

Performance Indicator	2008/09	2009/10	Q1 2010/11	Q2 2010/11	Q3 2010/11	2010/11	Target 2010/11	Unitaries AVG 2008/09	Unitaries BOTTOM 2008/09	Unitaries TOP 2008/09	Progress Update	Trend	Status
NI 113a Prevalence of Chlamydia - Part 1 - Percentage of resident 15-24 population accepting screens/tests (LAA)	15.6%	24.1%	4.7%	11.5%		11.5%	35.0%	14.4%	11.8%	17.4%	Quarter 3 data is not yet available		

Name	Rating
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Name	Rating
3.4. Outcome: Ensure that the CT board is effectively focusing on the priorities agreed in the CYPP and is achieving its agreed targets and outcomes	

Name	Rating
Monitor the impact of the Children's Trust partners by developing a system for reviewing and identifying needs and outcomes and establishing an effective multi-agency performance management framework.	

Name	Rating
1. Priority: A Clean and Green Environment	

Name	Rating
1.2. Outcome: Make Medway a place where open spaces and outstanding natural beauty are available to everyone	

Name	Rating
Stewardship: preserving and enhancing Medway's heritage, green spaces and public realm for the enjoyment and benefit of current and future generations:	

Name	Rating
2. Priority: Safer Communities	

Name	Rating
2.2. Outcome: Reduce antisocial behaviour, criminal damage and youth crime	

Name	Rating
2.5. Outcome: Reduce substance misuse	

Name	Rating
5. Priority: People travelling easily and safely in Medway	

Name	Rating
5.1. Outcome: Limit the growth of traffic and tackle congestion, responding to the travel demands resulting from regeneration	

Name	Rating
Continue our success at tackling travel to school to minimise the impact of the school run on all travellers	

Name	Rating
5.2. Outcome: Keep people safe on our roads and reduce the number killed & seriously injured in road crashes	

Name	Rating
6. Priority: Everyone benefiting from the area's regeneration	

Name	Rating
6.5. Outcome: Culture & leisure for all	

Name	Rating
Engagement: Increase active engagement and satisfaction with cultural activities to increase quality of life, providing the essential place-making for the significant regeneration that is taking place in Medway.	
Health and Wellbeing: Increase active participation to address obesity, mental health and spiritual health, promoting active minds, bodies and lifestyles.	

Name	Rating
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Name	Rating
Stewardship: preserving and enhancing Medway's heritage, green spaces and public realm for the enjoyment and benefit of current and future generations	

Name	Rating
7. Core Value: Putting our customers at the centre of everything we do	

Performance Indicator	2008/09	2009/10	Q1 2010/11	Q2 2010/11	Q3 2010/11	2010/11	Target 2010/11	Unitaries AVG 2008/09	Unitaries BOTTOM 2008/09	Unitaries TOP 2008/09	Progress Update	Trend	Status
LX4cCSC Number of complaints received by Children's Social Care		44	16	13	21	50					2010/11 Target will not be set as the council uses Social Care complaint levels as a service monitoring tool		