

## **CABINET**

**2 AUGUST 2011**

### **QUARTER 1 COUNCIL PLAN MONITORING 2011/12**

Portfolio Holder: Councillor Alan Jarrett, Deputy Leader and Finance

Report from: Stephanie Goad, Assistant Director, Communications, Performance and Partnerships

Author: Research & Review Team, Communications, Performance and Partnerships Division

#### **Summary**

This report sets out quarter 1 performance against the Council Plan objectives for 2011/12 for Cabinet's consideration.

#### **1. Budget and Policy Framework**

- 1.1 This document is a report outlining quarter 1 performance against the Council Plan 2011-12, which is a key part of the budget and policy framework.
- 1.2 This report will also be submitted to Business Support Overview and Scrutiny Committee on 4 August, Regeneration, Community and Culture Overview and Scrutiny Committee on 10 August, Health and Adult Social Care Overview and Scrutiny Committee on 18 August and Children and Young People Overview and Scrutiny Committee on 27 September.
- 1.3 The Cabinet is asked to accept this report as urgent to enable Cabinet to receive and consider the latest performance monitoring information at the earliest opportunity.

#### **2. Background**

- 2.1 The Council Plan is refreshed annually and following changes to the national policy framework and self-regulation agenda the authority has implemented a much streamlined Council Plan for 2011/12 onwards.
- 2.2 The changes to this year's plan reflect the abolition of the national indicator set. Due to the significant changes being proposed to national child protection work it has been agreed to continue to monitor a small number of key children's social care performance indicators at Council Plan level during quarter 1, until more refined measures which respond to the Munro Report, are agreed for reporting at

the end of quarter 2. More detailed analysis of performance is being considered at Directorate Management team meetings and will be escalated for inclusion in the quarterly reporting cycle should that be necessary. The quarterly reports also address any issues that arise from the areas for future focus very recently identified during Cabinet's review of previous performance against last years plan. These are:

- strengthening school leadership – information is given in Appendix 1 under the outcome 'We will champion high standards in schools so that all children can achieve their potential, and the gaps between the least advantaged and their peers are narrowed'
- reducing reliance on bed and breakfast – Young People under 25 are placed in B&B accommodation where housing has a duty to provide interim accommodation, the overall number of households places has been reducing, in common with overall temporary accommodation use, over the last 2 years. Working with housing providers continues to increase the supply of alternative accommodation, including improved access to hostels and short term flats. Further information will be given next quarter.
- continuing to drive down SEN out of area placements – Most pupils who are in transitions from early years to school or Years 6 to 7 have been placed in locally maintained provision. Gaps in local provision for pupils with Autistic Spectrum Disorder, Behaviour, Emotional and Social Difficulties and Speech, Language and Communication Needs will however mean some 'non-maintained' placements will continue to be necessary whilst alternatives are considered.
- continuing to push the personalisation agenda to exceed the 30% target – information is given in Appendix 1 under the outcome 'We will work in partnership to ensure personalised services meet older and disabled adults needs'
- improving mental health services – see information in Appendix 1 under the outcome 'We will ensure older people and disabled adults are safe and well supported'
- driving down energy use via property rationalisation and other measures – see information in Appendix 1 under the outcome 'We will reduce our own Carbon Footprint'.

2.3 This report sets out the quarter 1 achievement against the key outcomes, it allows Cabinet to review progress in achieving outcomes, in order to identify any ongoing performance issues and take stock of the authority's position. The performance of each measure of success is rated green, amber or red to highlight whether performance levels meet the expected standard. Along with the summary of performance below, Appendix 1 provides a narrative on performance, briefly reporting the positive difference made in specific area and highlights issues which have impacted on performance to date or issues that may impact on future performance. Appendix 2 is a report on the measures of success and Council Plan project updates.

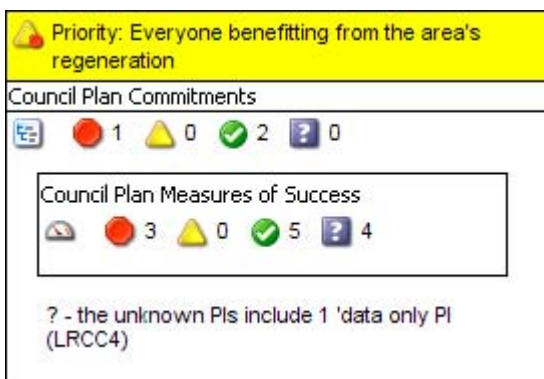
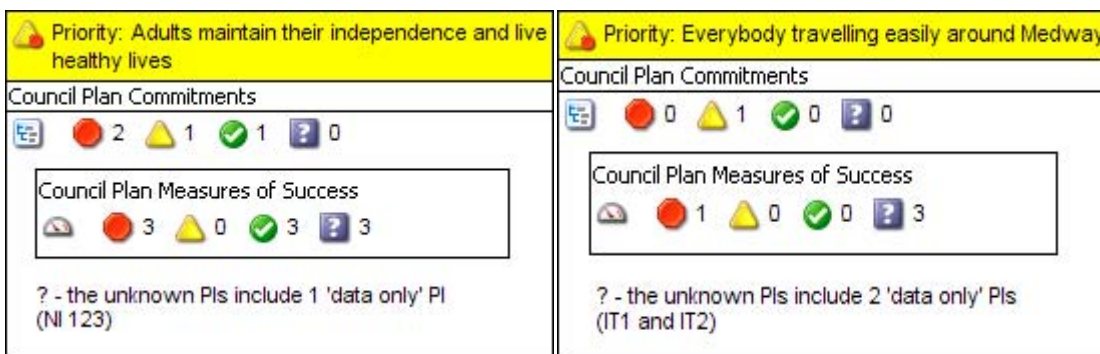
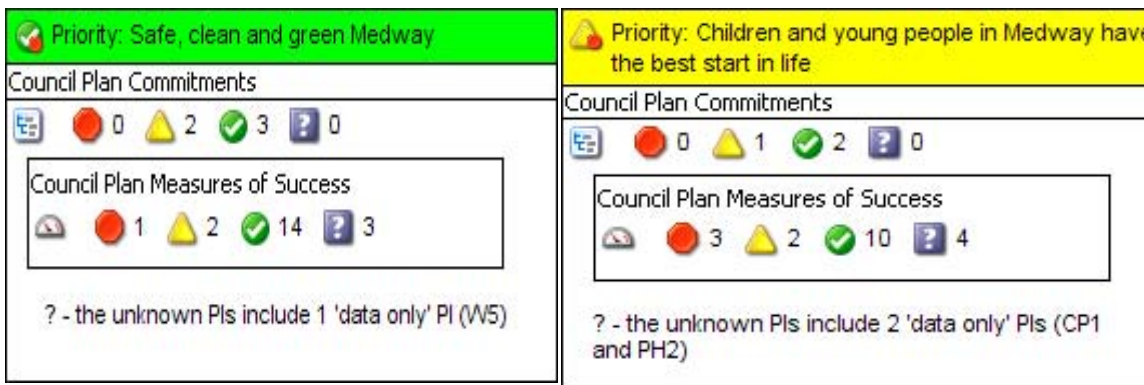
### 3 Summary of 2011/12 quarter 1 performance

3.1 Performance on 47 key performance indicators measures of success can be rated this quarter. Performance is as follows:

- Green – 32 measures have achieved or outperformed the target (68%)
- Amber – 4 measures are below target but within acceptable variance limits (9%)
- Red – 11 measures are outside acceptable variance limits (23%)

3.2 There are also 7 performance measures which are not rated as they are 'data only' and 10 that could not be reported this quarter but have been included for Cabinet information.

3.3 The breakdown across priority areas is illustrated below, showing the rating for each Council Plan Priority, Commitment and Measure of Success.



#### **4 Risk Management**

- 4.1 The purpose of the Council Plan performance monitoring reports is to enable members to manage the key risks identified in delivering the priorities. This report sets out the quarter 1 position for 2011/12.

#### **5 Financial and Legal Implications**

- 5.1 The report and its attached appendices summarises performance for the first quarter 2011/12 financial year. There are no new financial or legal implications arising from this report.

#### **6 Recommendation**

- 6.1 That Cabinet considers performance for Quarter 1 2011/2012 reviewing outcomes achieved against priorities and identify any areas for remedial action.

#### **7. Suggested Reasons for Decision**

- 7.1 Full and accurate performance reporting to elected members is consistent with best practice, and allows them to review the Council's performance.

#### **Lead officer contact**

Abi Cooper, Research and Review Manager, ext. 2256.  
Kate Mummery, Senior Research and Review Officer, ext. 2472

#### **Background papers**

Council Plan 2011/2012

**Priority 1: A safe, clean and green Medway**

**How well are we doing?**

Outlined below is performance against the six commitments set out in the council plan under the 'safe, clean and green Medway' priority. We have rated our achievement of commitments this quarter as 'green'. Performance on 18 key performance indicator measures of success can be reported this quarter, an additional 2 measures will begin reporting next quarter. Of the 17 indicators that can be RAG rated this quarter, 14 (82%) have achieved or performed above target and are rated green, 2 (12%) are below target but within acceptable variance limits (rated amber), and 1 (6%) has performed below the target and is rated red.

**Commitment: We will improve public confidence and feelings of safety**

The Community Safety Plan has been refreshed and seven priorities have been identified. These are: Tackling substance and alcohol abuse; Improving the local street scene; Reducing youth offending; Reducing night time economy related crime and disorder; Working with vulnerable victims to reduce harm and repeat victimisation; Reduce theft and shoplifting; Reducing the number of people killed or seriously injured in road traffic collisions. The plan will be monitored by the Community Safety Partnership.

Satisfaction with the Safer Communities Teams (SF10) was measured this quarter from Wave 5 of the Tracker, 65% of respondents were satisfied against a target of 70%. Improving perceptions and feelings of safety is challenging and the Council continues to promote work being done in this area. During the last quarter the Safer Communities Teams have been restructured. Six assistant community officers are being recruited and once in post a new shift pattern will be introduced. The assistant community officers will cover the early shift opening parks and removing litter such as needles, releasing community officers to undertake other duties, such as basic compliance audits of commercial premises. In one year this new shift pattern will save the equivalent of almost 4 person years of work hours.

As part of a summer drink drive campaign, Medway Safer Journeys Team visited Mid Kent College to speak to students and give them the chance to take a free, voluntary (non-enforced) breath test, and reinforced that a 'zero tolerance' approach to alcohol when driving is the safest option. The campaign was also supported by Kent Police and Kent Probation Services.

The Seatbelt Sled initiative has been taken to 10 primary schools. Over 800 pupils aged between 9-11 years experienced the impact of a low speed collision between 5-6mph.

**Commitment: We will increase recycling and reduce waste going to landfill sites**

This quarter 2,716 organic waste wheeled bins have been rolled out to new housing developments and properties not previously included in this scheme. Separate containers for recycling cardboard have been introduced at the Household Waste Recycling Centres and these appear to be running well. The possibility of recycling carpets and mattresses and having re-usable furniture taken to these sites is being

explored. By September 2011 the Household Waste Recycling Centre have a 50% recycling rate target, figures at the end of May show 55%.

Commitment: We will work with the community to keep Medway's streets clean

The Council continues to focus on environmental crimes and issues that often give areas a feeling of being unsafe. Performance for satisfaction with street cleaning (W8) is 74% (against a 75% target), this still a good result for the first quarter. During the last quarter waste services have carried out 541 street cleansing inspections which demonstrated that a good standard of cleansing had been achieved. Working with the community team to improve the local environment, 21 community clean ups were undertaken.

This quarter 275 notifications were received from residents relating to untidy land, 89 of these were inspected in the quarter and not substantiated, 61 were visited and those responsible complied with the request and 1 notice was served and then complied with.

The Love Medway mobile phone application was launched and since its inception 2,380 reports have been received, 94 of these have come from residents. The three most common issues being reported are flytipping, graffiti and flyposting.

Commitment: We will reduce our own carbon footprint

Medway Council, in response to the Carbon Reduction Commitment Energy Efficiency Scheme (CRCEES), is delivering a programme of 'invest to save' projects geared towards reducing the Council's carbon emissions from its buildings.

With an annual energy bill in excess of £6million and in an environment where gas and electricity prices are projected to rise by 15%-20% it is increasingly necessary to review how the estate can be transformed to become more energy efficient. As part of this, Medway Council has to date reduced its carbon emissions by 188 tonnes from 34,225 to 34,037 tonnes. This would equate to a saving of £2,256 in Carbon Tax, due to be introduced from July 2012 when the CRCEES scheme starts. From that date the Council must pay £12 per tonne of CO2 emitted from its corporate estate.

In addition, the Council has made a 10% saving on its approximate £300,000 Gun Wharf energy costs (saving £29,000) through energy efficiency initiatives. These include the installation of a voltage optimizer device (which reduces the amount of energy entering the building to the level required without performance suffering), PIR controlled lighting in the Archive room and the replacement of 350 fluorescent tubes with energy efficient LED tubes in the IT server room. The procurement and installation of these energy initiatives have been undertaken through the use of SALIX invest to save funding.

Explorative feasibility studies are looking at how the River Medway and wind turbines might be utilised to deliver green energy and the potential installation of solar panels on the Gun Wharf building in order to allow the Council to generate its own electricity. Any such future initiatives however, will be subject to funding, robust financial and business case appraisal.

Commitment: We will work with local people to maintain parks and open spaces that are enjoyed by all

The application for funds from the European Union as part of the "Walls and Gardens" project was approved in May. The awarding of €288,731 will allow continuation of the Great Lines Heritage Park project officer until March 2014, and will fund the material costs of the Bicentenary Bridge, connecting Fort Amherst to the Inner Lines, and celebrating the 200th anniversary of the establishment of the Royal Engineers in Brompton. The formal opening of the new pedestrian footbridge at Fort Amherst coincided with the Fort's 21 Gun Salute for the Royal Wedding in April. Prince William's Bridge was awarded the Institution of Civil Engineers' Structures Award for Engineering Excellence at a presentation in June.

Five green flag award site assessments were undertaken during May and June for: The Vines, Riverside Country Park, Capstone Country Park, Hillyfields and Broomhill. The results are expected to be announced in July and if all are successful the target of five green flags will be achieved for this year.

Playbuilder Year 2 playground refurbishments were completed to plan and within budget at Allhallows, Barnfield, Bayswater Drive, Borstal Recreation Ground, Broomhill Park, Cuxton, Gillingham Park, Luton Recreation Group and Cliffe Road. These playgrounds will be formally opened next quarter but are already being enjoyed by local children and families. Results from the recent Tracker survey shows satisfaction with play areas (G7) is high, 87% against the target of 65%.

Other improvement work successfully delivered this quarter has included the Teynham Green site, the conversion of a closed play area into an amenity green at Lyall Way and Bloors Lane allotments. The allotments site improvements were completed with additional Member Priority Funding to improve site security following recent anti-social behaviour issues and arson on the site.

Commitment: We will support the building of strong communities where people feel they belong

The English for Speakers of Other Languages (ESOL) training programme was completed in May. Fifty-five people are now able to communicate in basic English, of whom 31 successfully gained entry level qualifications. The Bishop of Rochester Academy (BoRA) was accredited as an ESOL centre and is now able to deliver ESOL exams for students and adults. Medway participated in a study, commissioned by the Slovakian Government, of best practice regarding the integration of Roma children in the mainstream curriculum in UK. Feedback and results will be received later this financial year.

In June, a basic ICT course commenced in All Saints for a mix of host and East European communities – a joint activity to help improve integration, while providing people with basic employability skills.

Community development and capacity building training sessions were delivered this quarter. So far, 43 people from local community organisations and residents groups, representing geographic neighbourhood interests and ethnic minority communities, have benefited from this joint programme with Medway Voice.

## **Priority 2: Children and young people in Medway have the best start in life**

### **How well are we doing?**

Outlined below is performance against the three commitments set out in the council plan under the 'children and young people in Medway have the best start in life' priority. The rating for our achievement of commitments this quarter is 'amber'. Performance on 17 key performance indicator measures of success can be reported this quarter. Of the 15 indicators that can be RAG rated this quarter, 10 (67%) have achieved or performed above target and are rated green, 2 (13%) are below target but within acceptable variance limits (rated amber), and 3 (20%) have performed below the target and are rated red.

### **Commitment: Working with partners to ensure the most vulnerable children and young people are safe**

Protecting children continues to be a priority both locally and nationally. Eileen Munro published her final report, A Child Centred System in her review of Child Protection in May 2011. The government has agreed that the 15 recommendations need to be considered together in order to achieve a holistic reform of the child protection system. The Government has agreed that :

- There needs to be a radical reduction in regulation and is to revise the statutory framework
- Statutory guidance re timescales for completion eg of assessments will be published in December 2011-07-2
- That the work of the Social Work Reform Board will be supported to develop the knowledge and skills of the social work profession within a capability framework. In addition the standards for employers will be made explicit
- There will be a new inspection framework
- Ensure that local arrangements are based on coordinated arrangements to intervene early and prevent need escalating
- The creation of a Chief Social worker to advise Government
- A work programme to ensure continued improvement in safeguarding arrangements during the reform of health services
- That there will be a new system to replace the existing Serious Case Review process.

The quarter was very busy for the teams and they undertook a high numbers of initial assessments, 19% more in the quarter than over the last year. During quarter 1 the percentage of initial assessments for children's social care carried out within 10 working days of referral was 73.4%; (this is below the 78% target and lower than the same period last year) and core assessments carried out within 35 working days was 64% in the quarter (below the 72% target).

There are currently 355 children subject to a child protection plan, an increase of 52% on the same period last year. 97.8% of reviews were held on time – 3 reviews were delayed, affecting 5 children.

Processes and training have been put in place to help teams remain focused on undertaking timely and also providing high quality assessment. These processes support staff in being clear about requirements and the robust standards of practice



expected. Requirements are outlined in 'The Medway Model of Practice'. The model promotes best practice to ensure that practitioners undertake good quality assessments that support evidence based decision making, which in turn supports effective care planning. The model promotes the importance of social work practice being child centred and grounded in knowledge, research findings and sound critical analysis of individual cases. In order to ensure best practice, supervision and file audits are used regularly to quality assure current social work practice. The Model is being disseminated to staff through a series of development days through July and in early August.

The numbers of children entering the care system continues to rise. At the end of June there were 443 Looked After Children (LAC) in Medway. This compares with 367 at the end of 2010/11. The Council is undertaking an 'end to end' review of looked after children's services children's care services to look at:

1. How best to provide effective services that achieve good outcomes for children and young people and constitute good value for money.
2. What preventative services may address need escalating and avoid the necessity of accommodation. The council has successfully bid for money to provide intensive intervention with children on the edge of going into care. This preventative work could have a significant impact on the numbers of children becoming 'looked after' and support a focus on prevention.

The planned 'end to end' review is important because the increase in numbers of children requiring support, and the complexity of cases, impacts on the assessment timescales being achieved, 89.2% of reviews of cases for looked after children were held on time in quarter 1. Capacity challenges in all parts of the system led to the delay.

Commitment: We will champion high standards in schools so that all children can achieve their potential, and the gaps between the least advantaged and their peers are narrowed

Sure Start Centre show a month on month increase in attendance with high levels of attendance from the most disadvantaged households with the youngest children.

During this academic year Ofsted inspections are focusing upon satisfactory schools and monitoring visits to schools judged as satisfactory since the introduction of the current framework in September 2009. Two satisfactory schools had monitoring visits this quarter. One school had made satisfactory progress in making improvements since their inspection and has good capacity to continue to improve. In the second school both progress since inspection and capacity to improve were deemed inadequate. The school is a school causing concern to the local authority, and action had already taken place to address key issues, the support of the local authority was acknowledged during the visit. Schools which were judged as good, under the previous framework, are given an interim evaluation by Ofsted, and may receive a letter confirming an extended period to next inspection due to their maintaining standards. Eight Medway schools had these letters published during quarter 1.

There were 7 full Ofsted inspections between April and June, 1 school was removed from special measures, 1 school was removed from notice to improve, 4 were judged

as good (one improving from a previous satisfactory judgement) and 1 was judged as satisfactory overall. This quarter, two Ofsted category schools were monitored and both schools had made satisfactory progress. The impact of local authority support was acknowledged in both visits.

A new team has been established to offer ongoing professional development for schools to continue to raise the quality of teaching and learning. Currently all schools causing concern and those close to floor thresholds have a named school challenge and improvement lead, who works with the school to implement improvement plans. Support for these schools includes partnership working between schools and other stakeholders, and sector led improvement is developing with schools beginning to strengthen their collaborative working. Ten Medway headteachers have completed their induction as local leaders of education and are actively working with other schools to raise standards. The further implementation of a sector led development policy will be a key focus in the next academic year.

Local authority duties for the assessment of key stages 1,2 and 3 have been delivered. Analysis of the results across Medway and for individual schools will be undertaken in quarter2 to evaluate work during the 2010/11 academic year and to prioritise schools requiring support during the next academic year.

Commitment: We will promote and encourage healthy lifestyles for children and young people, and reduce health inequalities

Considerable work continues to support the improvement in the overall health of children. For example, this quarter has seen 19 young people awarded sports leadership awards and officers have undertaken training and become licensed to deliver Emotional First Aid 'train the trainer' courses which will start from September. Also 1250 children and 122 adults have been trained in e-safety.

Since 1 April 2011 8 pregnant women have quit smoking and a further 9 have set quit dates. Smoking cessation is also recorded in the community, for example by pharmacists and the data for quarter 1 will be fully collated in September. Numbers so far suggest that the target of 15 pregnant women quitting smoking will be achieved this quarter.

22 children were taking part in the MEND 7-13 year old programmes this quarter. The programme runs over a 12 week period and the number of children successfully completing the whole programme will be known next quarter. Additional MEND programmes for 2-4 year olds and 5-7 year olds are currently being developed and will be phased in during September, alongside additional programmes for 7-13 year olds.

Walk to School Week, 13-20 May saw the piloting of four new walking buses, Medway now has 45 Walking Bus routes in place, with 900 children participating. 20 schools took part in this year's Walk 2 Count Challenge where pupils and staff work together to tally the highest percentage of walks on the school journey. Sherwin Knight Junior School, Bligh Infant School and a family from St Mary's Catholic Primary School were all winners this year.

### **Priority 3: Adults maintain their independence and live healthy lives**

#### **How well are we doing?**

Outlined below is performance against the four commitments set out in the council plan under the 'adults maintain their independence and live healthy lives' priority. The rating for our achievement of commitments this quarter is 'amber'. Performance on 7 key performance indicator measures of success can be reported this quarter. Of the 6 indicators that can be RAG rated this quarter, 3 (50%) have achieved or performed above target and are rated green, and 3 (50%) have performed below the target and are rated red.

#### **Commitment: We will ensure older people and disabled adults are safe and well supported**

Performance regarding hospital delayed discharges has continued to be very good. There were no delayed discharges at Medway Maritime Hospital attributable to Adult Social care in quarter 1. This excellent performance is due to the focused and effective care management of the Hospital Social Work Team. In Medway overall there have been 113 delays in quarter 1. This is a significant decrease in delayed discharges for Medway as a whole. In 2010/11 the average delay each quarter was just over 200 delays. All partners work very closely through the Delivering Health Together in Medway whole system partnership to achieve significant improvements in health and social care services.

In Quarter 1, achieving the NI 146 target for adults with learning disabilities in employment has remained challenging. The Learning Disability Partnership Board meeting focused on employment; findings of a recent survey were fed back by a representative from Department of Work and Pensions. A multi-agency 'learning disability employment working group' (led by Job Centre Plus, Department of Work and Pensions, Medway Youth Trust and Medway Council Adult Social Care) has been established to support people with learning disabilities into employment. This will provide support for people with a learning disability across Medway, not only people known to the Adult social care. The Learning Disability Partnership Board annual report was completed in Quarter 1.

Formal Notice has been served to The Council's mental health provider, Kent & Medway NHS and Social Partnership Trust with the termination date set for 1 February 2012. This transition period is very important to ensure service users receive good quality care. A comprehensive performance framework has been developed for KMPT to monitor overall activity, workforce and user/carer satisfaction, this will provide an overview of the service for the remaining contracted time, and provide useful information for understanding what is required post February 2012.

#### **Commitment: We will support carers in the valuable work they do**

A Carers survey was conducted in Quarter 1. The survey covered young carers as well as adult carers. Three questionnaires were sent out: a carers survey, a survey to the person being cared for and a practitioner survey. These 3 surveys were designed to provide an overall picture of the life of the carer. The outcome of the survey is being analysed and will be presented in a full report to the carers partnership board. Provisional data shows 178 carers assessments and reviews (including the work undertaken by the trusted assessor) have taken place in Quarter 1, full

validated data will be available in early August. We continue to develop this service to ensure we reach more carers.

Commitment: We will work in partnership to ensure personalised services meet older and disabled adults needs

Self directed support (SDS) continues to be a priority within Adult Social Care. In Quarter 1, 1584 people were in receipt to a personal budget or direct payment. The figures do not include all KMPT mental health clients as the information was not available. Quarter 1 performance is a slight decrease from 2010/11 but this is due to the number of service users that have ended in the previous financial year and are no longer counted this year. The Council has set a challenging target of 50% this year and from quarter 3 will be moving to a position where the only offer available to recipients of Adult Social Care will be either a direct payment or a personal budget (where the Council organises the care but makes people fully aware of the amount of money being spent and works to facilitate choice and control). Work is underway to ensure this system change happens in quarter 3.

The Kent and Medway Safeguarding Vulnerable Adults Board Annual report 2009 – 2011 has been produced with a number of partner agencies across Kent and Medway.

In Medway, quarter 1, there were 98 new safeguarding referrals, compared to 82 for the same period in 2010/11. The Council provides training in house and for the private and voluntary sector via the Medway College of Social Care. Domestic abuse awareness, use of risk assessment tool, child protection awareness and intermediate training for adult social care staff has been commissioned, to equip staff with the skills to identify a whole family view of safeguarding.

Commitment: We will promote and encourage healthy lifestyles for adults

Since 1 April 2011, 175 people aged 16 or over have successfully quit smoking for 4 weeks or longer, a further 302 people have set their quit date during this period. Smoking cessation is also recorded in the community, for example by pharmacists and the data for quarter 1 will be fully collated in September. Numbers so far suggest that the target of 515 quits of 4 weeks or more will be achieved this quarter.

During this quarter 399 referrals into healthy weight interventions for adults have been received. The target for this year is 800. 185 of the 399 are for the Tipping the Balance programme which lasts up to 12 months, and 214 for the 12 week exercise programme. It is anticipated that around a quarter of those referred will not complete the programme but the whole duration of the programme will need to run before it is possible to measure the number of successful outcomes.

The current economic climate continues to place pressure on the Housing Solutions service, increasing client numbers balanced with capacity in the private sector remains a challenge. Homelessness applications increased by 100% within 1 month this quarter from 17 to 37 applications. Bearing this in mind the fact that at the end of the quarter 85 families were in temporary accommodation was within the target of 110 was an achievement.

## **Priority 4: Everybody travelling easily around Medway**

### **How well are we doing?**

Outlined below is performance against the commitment in the council plan under the 'everybody travelling easily around Medway' priority. We have rated our achievement this quarter as 'amber'. Performance on three key performance indicator measures of success can be reported this quarter, an additional indicator will be reported from next quarter. One has performed below the target and is rated red and the other two are data only.

Commitment: We will secure a reliable and efficient local transport network to support regeneration, economic competitiveness and growth

In terms of satisfaction with road maintenance, in the first quarter the 'tracker survey' result showed that 46% of people in Medway are satisfied with road maintenance (HP26). Medway Council has invested in this area over the past 2 years and continue to do so. However, public perception recorded through this measure appears to be below that being received by Officers, members and also Highways own survey feedback from the public. Officers expect this below target figure to be reversed at the next satisfaction survey. The target for this measure is 50%.

The construction of Chatham Waterfront Bus Station is nearing completion and detailed arrangements for its operation are being discussed with Arriva and other bus operators. The bus station is expected to open in late summer 2011. The Real time bus information system to be delivered in partnership with bus operators and KCC is currently being tested.

Work continues in partnership with Network Rail to improve Rochester Train Station, the preliminary design is due to be finalised by the end of summer 2011.

Specialist consultants have completed a scoping report on concessionary fares for young people. The report considers various enhancements to the current scheme. Once this report has been finalised the options for changes will be considered.

## **Priority 5: Everyone benefiting from the area's regeneration**

### **How well are we doing it?**

Outlined below is performance against the three commitments set out in the council plan under the 'everyone benefiting from the areas regeneration' priority. We have rated our achievement of commitments this quarter as 'amber'. Performance on 9 key performance indicator measures of success can be reported, an additional 3 will be reported from next quarter, of the 8 that can be RAG rated this quarter five (63%) have achieved or performed above target (rated green) and three (38%) have performed below target and rated red.

#### **Commitment: We will support the provision of decent new homes and improve the quality of existing housing**

The delivery of affordable homes is on track. The current National Affordable Housing Programme came to an end in 2010/11, with the Homes and Communities Agency confirming that over the three-year programme nearly 1,200 additional homes were completed through the investment of over £129m. Bids for the next four years have been submitted but the expected announcement by the HCA on the future levels of affordable housing to be funded has again slipped, extending a period of uncertainty and reduced delivery.

#### **Commitment: We will work to ensure that people have the skills they need to take up job opportunities created**

Care leavers in education, employment or training stands at 44.4% compared to a 60% target. Five out of the 9 eligible care leavers were not in education, employment or training. These young people have complex support needs.

New registrations of local people accessing employment support services stood at 73 compared to a target of 150 in quarter 1. The new work programme customers have not started yet as the programme only commenced on 13th June 2011 and throughput is slow at present from JCP. Also these figures relate to UK online delivery and these figures are falling short and through restructure of Employ Medway service this programme will cease as of October figures to be revised.

Number of jobs taken up in the period (FND) just missed the target of 38 for quarter 1 and achieved 35 (ECD8b (ii)). During the period a continuing staff restructuring in the Employ Medway Team was still taking place. The Council has been successful in securing a multi million pound five-year sub contract for the Governments new Welfare to Work program called 'The Work Programme'. Employ Medway and local partners will deliver intensive employment support to help local people into jobs. This quarter a significant amount of time has been spent setting up the new programme management systems. This performance should improve during quarter 2 as all systems will be in place.

The number of jobs created and safeguarded (LRCC4) appears to be well below target (18 against the quarter 1 target of 350) but does not include a report from Locate in Kent which will not be received until September. Full reporting of quarter 1 will be given in the quarter 2 report. The 18 jobs have been generated from new tenancies at Medway Council workspaces (14 new jobs and 4 jobs protected).

Council workspace occupancy is currently increasing, it is 82% at both Hopewell Drive and Pier Road Industrial Estate and currently has 2 new applicants at both sites. Space for new start ups at Innovation Centre Medway now has a waiting list with 91% of space taken.

Medway Council have committed £100k to support the development of apprenticeships in local businesses. These funds have been successfully used to secure a bid for EU Interreg 4A funding of approximately £150k for the Graduate and Apprenticeship Placement Scheme (GAPS). It is anticipated that these funds will support an employer wage subsidy for 90 new apprenticeships. The 100 in 100 publicity initiative was launched on 19th May and is intended to increase awareness of apprenticeships and secure 100 business pledges in 100 days. This has been very well received by Medway businesses and at the end of June 96 pledges had been made with 5 apprentices started their training.

Commitment: We will promote Medway as a destination for culture, heritage, sport and tourism

The City Status bid submission was finalised during the quarter and on 23<sup>rd</sup> May a Medway Council delegation handed in the bid document at 10 Downing Street and attended an event at the House of Commons. The project update (in Appendix 2) for the City Status bid and 2012 Year of Celebration provides further detail on what has been achieved this quarter.

Visitor numbers at Rochester Castle, Upnor Castle and the Guildhall Museum have all shown an increase against the same period last year, visits to Rochester Castle were 20% higher.

The partnership between Cozenton Nursery and Hadlow College has been agreed in principle this quarter. The nursery will be an educational training hub for land-based apprenticeships and work focused training, together with a social enterprise for commercial development opportunities. The formal agreement will be finalised next quarter.

This quarter £5,000 worth of grant has been secured from the Arts Council to produce the Creation Centre Prospectus, the prospectus will be developed during the next three months. As a result of further external funding we are looking to advertise and commission local and regional cultural producers to deliver exciting, contemporary, cutting edge projects, events and temporary interventions, in non-traditional arts, community venues, outdoor sites which directly involve local groups and individuals. A North Kent Local Authority Area Partnership (NKLAAP) commission for £10,000 for a project across Medway, Swale and Gravesham has been agreed and we will shortly be advertising another six commissions of £6,000 each for arts projects in six empty buildings in Medway, Gravesham and Swale, 2 in each locality.

The Council received notification from the Minister for Tourism and Heritage, advising that Department for Culture, Media and Sport are currently drawing up the formal UK Tentative List of potential World Heritage Sites for submission to UNESCO for technical checks and registration. Ministers currently have no plans to make a nomination in 2012 whilst they undergo a review of the current nomination process.

## **Giving Value for Money**

The past year has seen a challenging environment for local government. The Council's budget for 2011/12, agreed by Council on 24 February 2011, has been developed within the context of widespread funding reductions affecting all Local Authorities.

Prior to setting the budget, the council had already taken steps to reduce costs following funding reductions announced in the Government's emergency budget in July 2010 and the Comprehensive Spending Review in October 2010. This included service reductions agreed by Cabinet on 29 June 2010 of £6m for 2009/10 and reductions for 2010/11 agreed on 27 January 2011 in a number of service areas (as detailed in the year-end report). During the first quarter, following consultation with unions, the council has also frozen pay for all but the lowest paid staff (from June 2011).

Whilst the budget set for last year (2010/11) was robust and less prone to financial risk than previous years, the scale of reductions that authorities face means 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 is taking place within the context of Medway continuing to have one of the lowest council tax rates of all mainland unitary authorities and currently the 7<sup>th</sup> lowest. This year council tax makes up 16% of the councils income whilst government grants contribute 70%.

The budget sees service spend reduced in 2011/12 to £616.8 million from £625m the previous year. The finance settlement from Government meant a funding gap of £23.5m including an 11.9% (£11.6m) reduction of formula grant funding and the loss of £9m from other Government grants. In preparing the budget 'challenge sessions' were held to identify savings and ensure resources are allocated in the most appropriate way; these sessions have helped to reduce the funding gap as far as possible. The 2.5% council tax freeze grant helped to reduce inflationary and demographic spending pressures following a freeze in the level of council tax.

With the increases in demand for services and the need to make savings, long term financial planning becomes more important. This therefore remains a high risk as recognised in the six-month risk register review considered by Cabinet on 29 March 2011. The Better for Less programme is a key response to mitigate the strategic risk to finances of reduced resources. Whilst it has been necessary for the Council to make reductions with immediate effect, the council also wants to ensure good quality services are delivered; our transformation programme involves taking a fundamental look at key services with the needs of customers being at the centre of the approach.

The Council Plan for 2011/12, approved with the budget in February 2011, saw our priorities refocused and we continue to consider approaches to outcome-based budgeting will be developed to help ensure that money follows priorities even more effectively.

The project update for the Better for Less programme (in Appendix 2) provides further detail on what has been achieved this quarter.



# APPENDIX 2

## Council Plan Monitoring Report - Q1 2011/12












Title
Council Plan 2011-12 Quarter 1





Title	Status
Priority: Safe, clean and green Medway	





Title	Status
We will improve public confidence and feelings of safety	


PI Ref	PI Ref (2)	Short Name	2010/11 Out-turn	2011/12 Quarterly Progress			2011/12 Target	Latest Note	Latest Note Date
			2010/11	Q1 2011/12			Annual 2011/12		
			Value	Value	Status	Short Trend			
NI 195a NEW		Improved street and environmental cleanliness: Litter		96.30			95.00	Waste Services have implemented a robust street cleansing monitoring programme. The team carry out regular street cleansing inspections. Working jointly with Veoila and the community team we have been able to ensure standards remain high.	11-Jul-2011
NI 195b NEW		Improved street and environmental cleanliness: Detritus		96.70			92.00	The street cleansing service remains a high priority and regular monitoring will continue to ensure standards are achieved. There has been a marked improvement since the commencement of the new street	11-Jul-2011








			2010/11 Out-turn	2011/12 Quarterly Progress			2011/12 Target		
PI Ref	PI Ref (2)	Short Name	2010/11	Q1 2011/12			Annual 2011/12	Latest Note	Latest Note Date
			Value	Value	Status	Short Trend			
								cleansing contract in October 2010.	
NI 195c NEW		Improved street and environmental cleanliness: Graffiti		100.00			96.00	The team have been successful in removing historic graffiti across Medway and are now in a position where they are able to work in a more proactive manner this has enabled a good standard being achieved	11-Jul-2011
NI 195d NEW		Improved street and environmental cleanliness: Flyposting		100.00			98.00	We have proactively monitored fly posting within wards and as soon as fly-posting is found it is removed. If fly-posting is reported to the Council the community officers attend and remove it.	11-Jul-2011
SF10		Satisfaction with Safer Communities Teams		65.00			70.00	The team is currently stretched across the working day because of the commitment to locking and unlocking parks, meaning that our resource is significantly diminished. Officers are on duty from 05:30 for parks but cannot interact with customers until at least 09:00. This is being addressed with the recruitment of 6 Assistant Community Officers who will take over responsibility for the unlocking of parks. This will enable the team to be available during core hours and be more visible and should have a positive effect on satisfaction levels.  A high proportion of residents claim this service is not applicable to them or they are unsure. Therefore scores are based on those giving score only.	05-Jul-2011
W5		Satisfaction with how the Council deals with graffiti		72.00			Baseline to be set 2011/12	Wave 1 Tracker result	05-Jul-2011


Title	Status
We will increase recycling and reduce waste going to landfill sites	



PI Ref	PI Ref (2)	Short Name	2010/11 Out-turn	2011/12 Quarterly Progress			2011/12 Target	Latest Note	Latest Note Date
			2010/11	Q1 2011/12		Annual 2011/12			
			Value	Value	Status		Short Trend		
NI 191		Residual household waste - kg per household (LAA)	668.9	155.9			792.0	<p>We have seen a significant drop in the total tonnage of residual household waste collected this quarter when compared to the same period last year (Q1 2010/2011 182.80 tonnes per household). These tonnage drops are a national trend and could be attributed to the recession. Due to the tight financial situation of most families we tend to see people making use of what they have rather than throwing items away.</p> <p>Please note these figures are subject to external validation by Waste Data Flow, the statutory instrument for reporting waste information, during November 2011.</p>	12-Jul-2011
NI 192		Percentage of household waste sent for reuse, recycling and composting	36.8%	43.1%			40.0%	<p>A provisional recycling rate for Q1 of 43.1% is being reported, it is estimated we will achieve over 44.5% when figures are finalised.</p> <p>Due to an issue with stockpiling at the transfer station we are showing a lower recycling rate than estimated will be achieved. It should also be noted that June data is estimated.</p> <p>Please note these figures are subject to external validation.</p>	12-Jul-2011









			2010/11 Out-turn	2011/12 Quarterly Progress			2011/12 Target		
PI Ref	PI Ref (2)	Short Name	2010/11	Q1 2011/12			Annual 2011/12	Latest Note	Latest Note Date
			Value	Value	Status	Short Trend			
W6		Satisfaction with refuse collection		92.00			90.00	This extremely high satisfaction level reflects our reliable, simple, consistent collection service, and has remained high following a very successful promotions campaign for the bank holiday collection changes (i.e. we now collect on bank holiday not one day late)	11-Jul-2011
W7		Satisfaction with recycling facilities		80.00			78.00	<p>This excellent result shows that despite a major change in the recycling services, i.e. the introduction of the twin stream collections (paper collected separately from other recyclable materials) the residents are still very satisfied with the service received.</p> <p>During the first week of May, the week long national Compost Awareness Week campaign was run based at Riverside Country Park. It culminated in the final day with the Deputy Mayor, Countrystyle, Medway Waste Forum, Greenspaces and community composting volunteers, the Medway Mulchers. It also included a visit from members of the community from French and Belgian, who are the partners in our EU match funded INSPIRER project. Promoting organics and recycling, over 500 reusable bags were given out.</p> <p>An additional 2500 brown wheeled bins have been issued to households this last quarter for collection of their food and garden waste.</p>	11-Jul-2011

Title	Status
We will support the building of strong communities where people feel they belong	

PI Ref	PI Ref (2)	Short Name	2010/11 Out-turn	2011/12 Quarterly Progress			2011/12 Target	Latest Note	Latest Note Date
			2010/11	Q1 2011/12		Annual 2011/12			
			Value	Value	Status		Short Trend		
ECD49 a		Number of people involved in neighbourhood work		560			250	The target has been significantly exceeded due to the staging of a number of highly successful community events through the Aimer project and the ongoing delivery of ICT training at Community Learning venues, which is continuing to attract local residents.	19-July-2011
ECD49 b		Number of hours given to neighbourhood work					1,000	Data is in the process of being compiled and will be available in quarter 2.	19-July-2011
NI 1		% of people who believe people from different backgrounds get on well together in their local area (LAA)		62.0%			65.0%	Wave 1 Tracker result	05-Jul-2011
QoL23 NI 4		% of people who feel they can influence decisions in their locality (LAA)		36.0%			32.0%	Wave 1 Tracker result	05-Jul-2011


Title	Status
We will work with local people to maintain parks and open spaces that are enjoyed by all	


PI Ref	PI Ref (2)	Short Name	2010/11 Out-turn	2011/12 Quarterly Progress			2011/12 Target	Latest Note	Latest Note Date
			2010/11	Q1 2011/12		Annual 2011/12			
			Value	Value	Status		Short Trend		
G4		Citizen participation hours		2158			6122	Quarter 1 performance on target to achieve year-end performance. During Q1 Greenspaces increased working	08-Jul-2011


			2010/11 Out-turn	2011/12 Quarterly Progress			2011/12 Target		
PI Ref	PI Ref (2)	Short Name	2010/11	Q1 2011/12			Annual 2011/12	Latest Note	Latest Note Date
			Value	Value	Status	Short Trend			
								with allotment plot holders in order to improve service delivery. The Friends of Great Lines Heritage Park are now constituted and included in the data set.	
G4a		Number of people involved in practical volunteer tasks through membership of Friends groups		714			195	Greenspaces have increased liaison with allotment holders in order to improve service delivery. This engagement has resulted in the target for Q1 being exceeded.	11-Jul-2011
G6		Satisfaction with parks and open spaces		85.00			70.00	This performance reflects public perception of the ongoing programme of investment in parks and open spaces and significant improvements in maintenance.	11-Jul-2011
G7		Satisfaction with play areas		87.00			65.00	These results reflect the works of the Playbuilder Year 2 Programme where eight play areas have been developed or refurbished. A programme of formal openings are being planned for Quarter 2.	21-Jul-2011
G8		Number of green flags					5	5 sites entered and judged. Results expected 29 July 2011	11-Jul-2011












Title	Status
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Title	Status
We will work with the community to keep Medway's streets clean	


PI Ref	PI Ref (2)	Short Name	2010/11 Out-turn	2011/12 Quarterly Progress			2011/12 Target	Latest Note	Latest Note Date
			2010/11 Value	Q1 2011/12 Value	Status	Short Trend	Annual 2011/12		
W8		Satisfaction with street cleaning		74.00			75.00	Despite narrowly missing the target (75%) by only 1% this is still a good result for the first quarter. During the last quarter waste services have carried out 541 (to date 20.6.2011) street cleansing inspections that reported a good standard of cleansing being achieved.	11-Jul-2011








Title	Status
Priority: Children and young people in Medway have the best start in life	


Title	Status
We will champion high standards in schools so that all children can achieve their potential, and the gaps between the least advantaged and their peers are narrowed	









PI Ref	PI Ref (2)	Short Name	2010/11 Out-turn	2011/12 Quarterly Progress			2011/12 Target	Latest Note	Latest Note Date
			2010/11	Q1 2011/12			Annual 2011/12		
			Value	Value	Status	Short Trend			
SIS1a		Ofsted school judgements showing trend of improvement - Overall Effectiveness		5			6	A total of 35 schools were inspected during the period and a further 8 received interim notices of "good" judgements and extension to a five year inspection cycle (i.e. grades previously awarded were included in the calculation, as Ofsted assessment was continuing to be at least good). Performance is provisional and subject to change following the publication of HMCI report for 2010-11 in October 2011.	12-Jul-2011
SIS1b		Ofsted school judgements showing trend of improvement - Leadership & Management		3			4	See SIS1a above	12-Jul-2011
SIS1c		Ofsted school judgements showing trend of improvement - Quality of Teaching		5			6	See SIS1a above	12-Jul-2011
SIS2a		Difference made to schools by Local Authority support - Schools in Special Measures		2			3	Provisional data	12-Jul-2011
SIS2b		Difference made to schools by Local Authority support - Schools with a Notice to Improve		1			1	Provisional data	12-Jul-2011
SIS2c		Difference made to schools by Local Authority support - Schools below floor threshold (LA maintained schools only)					16	This data will be available in August 2011.	12-Jul-2011













Title	Status
We will promote and encourage healthy lifestyles for children and young people, and reduce health inequalities	

PI Ref	PI Ref (2)	Short Name	2010/11 Out-turn	2011/12 Quarterly Progress			2011/12 Target	Latest Note	Latest Note Date
			2010/11	Q1 2011/12			Annual 2011/12		
			Value	Value	Status	Short Trend			
EY1a		Percentage of children in Medway aged 0-4 attending a local Sure Start Children's Centre		24%			40%	Data collected across all 19 Sure Start Children's Centres is significantly ahead of forecast, reflecting success in identifying and attracting local families through universal and targeted activities, delivered by range of partner agencies. Particular progress in attracting attendance from 0-1 age range, arising from expansion of midwifery and health visitor engagement with Children's Centre programme.	12-Jul-2011
EY1b		Total number of attendances at Sure Start Children's Centres by families with children 0-4 years		42,184			144,000	Data collected from across all 19 Sure Start Children's Centres. Attendance data significantly (approx 15%) ahead of forecast for 1st Quarter, reflecting broad and expanding range of universal and targeted activities, delivered by range of partner agencies. Increased focus on evidence-based interventions, and outreach to most vulnerable families, drawing on improved baseline data and information sharing.	12-Jul-2011
PH2		Smoking quits from pregnant women		8				Incomplete data - reporting for Q1 data will be fully known in September. On track to achieve target	11-Jul-2011
PH3		Numbers completing the MEND programme					90	This is a 12 week programme and successful completions will be reported next quarter	12-Jul-2011

Title	Status
Working with partners to ensure the most vulnerable children and young people are safe	







PI Ref	PI Ref (2)	Short Name	2010/11 Out-turn	2011/12 Quarterly Progress			2011/12 Target	Latest Note	Latest Note Date
			2010/11	Q1 2011/12		Annual 2011/12			
			Value	Value	Status		Short Trend		
BV162 NI 67		Percentage of child protection cases which were reviewed within required timescales	92.4%	97.8%			100.0%	<p>During quarter 1, 3 review child protection conferences were held out of timescale. These affected 5 children.</p> <p>We have not reached our stretching target of 100% reviews held on time - which reflects both national and local policy and our desire to keep vulnerable children safe. However, performance should be viewed in context of the significant increases in caseload experienced during the year.</p> <p>During the quarter, CISRS chaired a total of 159 Child Protection conferences.</p>	12-Jul-2011
CISRS1		LAC Participation in Reviews		86%			95%	<p>For all LAC reviews, 86% of young people participated either at or in advance of the review. 31 young people chose not to participate. We are also piloting feedback with young people, carers and professionals on the effectiveness and impact of LAC reviews which should give us more learning on how to make further improvements.</p>	12-Jul-2011
CP1		CP Participation in Reviews		69%				<p>69% of young people over 12 (the age regarded as appropriate for participation) participated in reviews.</p>	12-Jul-2011
NI 147		Care leavers in suitable accommodation	90.0%	100.0%			90%	On target for the year.	12-Jul-2011



			2010/11 Out-turn	2011/12 Quarterly Progress			2011/12 Target		
PI Ref	PI Ref (2)	Short Name	2010/11	Q1 2011/12			Annual 2011/12	Latest Note	Latest Note Date
			Value	Value	Status	Short Trend			
NI 59L		Percentage of initial assessments for children's social care carried out within 10 working days of referral	76.6%	73.4%			78%	Result for the quarter is below target, however there has been substantial improvement over the quarter with processes put in place to ensure teams retain focus on timely assessment. The quarter was very busy for the teams and they completed a record number of initial assessments, 19% more in the quarter than in any other quarter.	18-Jul-2011
NI 60		Percentage of core assessments for children's social care that were carried out within 35 working days of their commencement (LAA)	74.1%	64.0%			72.0%	Result for the quarter is below target, however there has been substantial improvement over the quarter with processes put in place to ensure teams retain focus on timely assessment. Teams completed 22% more core assessments in this quarter than in any of the 3 previous quarters. The teams continue to find this a challenging target due to the sustained increase in numbers of referrals, and high numbers of complex cases being managed by the teams.  There may be minor changes as final validation is completed.	18-Jul-2011
NI 65		Percentage of children becoming the subject of Child Protection Plan for a second or subsequent time (LAA)	14.5%	14.9%			15%	Result for this quarter is on target. Performance in this indicator will fluctuate month by month due to the small numbers involved. E.g. in June 31.8% of children became subject to a plan for a second or subsequent time this represents 7 out of 22 children.	12-Jul-2011
PAF- CF/C21 NI 64		Child Protection Plans lasting 2 years or more	4.0%	1.8%			10%	Result is on target for the year.	12-Jul-2011


			2010/11 Out-turn	2011/12 Quarterly Progress			2011/12 Target		
PI Ref	PI Ref (2)	Short Name	2010/11	Q1 2011/12			Annual 2011/12	Latest Note	Latest Note Date
			Value	Value	Status	Short Trend			
PAF- CF/C68 NI 66		Looked after children cases which were reviewed within required timescales	82.3%	89.2%			95.0%	<p>In q1, CISRS chaired a total of 298 reviews, each one for an individual looked after child. Independent reviewing officers are statutory posts with responsibility for chairing the reviews and overseeing the child's case.</p> <p>Of the 298 children whose case was reviewed during the quarter, 44 have been reviewed outside of statutory timescale. 63 of the 298 LAC reviews were initial LAC reviews for children coming into care- which must be held within 4 weeks of a child becoming looked after. 29 of these 63 initial LAC Reviews were held out of timescale.</p> <p>There has been a 5% increase in the number of LAC Reviews chaired during this quarter and the same quarter in 2010/11.</p> <p>The target is not being met due to high volumes of work and the need to prioritise child protection conferences which is also a function allocated to IROs in Medway as many other areas.</p> <p>In addition process improvement work and MSCB project is being taken forward to improve the efficiency and effectiveness of child protection conferences. With an increase of over 50% in child protection work in the last year, the service will struggle to deliver its timeliness targets.</p>	12-Jul-2011

Title	Status
Priority: Adults maintain their independence and live healthy lives	

Title	Status
We will ensure older people and disabled adults are safe and well supported	

PI Ref	PI Ref (2)	Short Name	2010/11 Out-turn	2011/12 Quarterly Progress			2011/12 Target	Latest Note	Latest Note Date
			2010/11	Q1 2011/12			Annual 2011/12		
			Value	Value	Status	Short Trend			
BV195 NI 132		Timeliness of social care assessment (all adults) -% from first contact to completion of assessment within 4 weeks	71.6%	84.3%			75.0%	84.3% of new assessments completed in Quarter 1 were completed with 28 days. This is against a target of 75%. The 84.3% has only captured those assessments that have been completed within the quarter and does not include MH assessments. There are a number of incomplete assessments and teams have been requested to update these documents. If there are assessments that fall outside the 28 day period, this will affect the 84.3% out-turn.	12-Jul-2011
NI 131a NEW		Delayed discharges - average weekly rate per 100,000 pop 18+		4.50			8.50	There were a total of 113 delayed discharges of care from Medway hospitals attributable to all partners agencies in Quarter 1. This is an overall decrease in delays as there are usually approx. 200 delays for Medway in a quarter. Of these 113, there were no delays attributable to Medway Council. This is very good performance for Medway Council ensuring people are discharged from hospital in a timely manner.	12-Jul-2011
NI 133		Timeliness of services commencing post-assessment					80.0%		



			2010/11 Out-turn	2011/12 Quarterly Progress			2011/12 Target		
PI Ref	PI Ref (2)	Short Name	2010/11	Q1 2011/12			Annual 2011/12	Latest Note	Latest Note Date
			Value	Value	Status	Short Trend			
NI 146		Adults with learning disabilities in employment	2.7%	0.8%			5.0%	An employment forum has been set up with partners in Medway to look at employment for people with a learning disability. A second phase of the employment survey is to be undertaken next quarter with a focus on identifying current employers of people with a learning disability and receive feedback on their experience to potentially attract further employment opportunities.	20-Jul-2011


Title	Status
We will promote and encourage healthy lifestyles for adults	



			2010/11 Out-turn	2011/12 Quarterly Progress			2011/12 Target		
PI Ref	PI Ref (2)	Short Name	2010/11	Q1 2011/12			Annual 2011/12	Latest Note	Latest Note Date
			Value	Value	Status	Short Trend			
NI 123		Stopping smoking (LAA)	736	175				Incomplete data - reporting for Q1 data will be fully known in September. On track to achieve target	12-Jul-2011
NI 156		Number of households living in temporary accommodation	102	85			110	Performance on target	12-Jul-2011
PH1		Number of adults taking part in healthy weight and exercise referral interventions					800	399 referrals have been received this quarter	12-Jul-2011


Title	Status


Title	Status
We will support carers in the valuable work they do	








PI Ref	PI Ref (2)	Short Name	2010/11 Out-turn	2011/12 Quarterly Progress			2011/12 Target	Latest Note	Latest Note Date
			2010/11 Value	Q1 2011/12 Value	Status	Short Trend	Annual 2011/12		
NI 135		Carers receiving needs assessment or review and a specific carer's service, or advice and information	9.8%	2.3%			20.0%	Provisional data shows 178 carers have had an assessment or review this quarter, and are in receipt of a service including information and advice. Full data will be available in early August. The annual target of 20% continues to be a challenge	12-Jul-2011

Title	Status
We will work in partnership to ensure personalised services meet older and disabled adults needs	


PI Ref	PI Ref (2)	Short Name	2010/11 Out-turn	2011/12 Quarterly Progress			2011/12 Target	Latest Note	Latest Note Date
			2010/11 Value	Q1 2011/12 Value	Status	Short Trend	Annual 2011/12		
NI 130		Social care clients receiving Self Directed Support in the year to 31st March (LAA)	22.9%	20.0%			50.0%	There were 1584 users and carers receiving a personal budget or direct payment in quarter 1.	19-Jul-2011

Title	Status
Priority: Everybody travelling easily around Medway	







Title	Status
We will secure a reliable and efficient local transport network to support regeneration, economic competitiveness and growth	


PI Ref	PI Ref (2)	Short Name	2010/11 Out-turn	2011/12 Quarterly Progress			2011/12 Target	Latest Note	Latest Note Date
			2010/11 Value	Q1 2011/12 Value	Status	Short Trend	Annual 2011/12		
HP26		Satisfaction with road maintenance		46.00			50.00	Even though Medway have invested in this area over the past 24 months and continue to do so, public perception appears to be below that being received by Officers, members and also Highways own survey feedback from the public. Officers expect this below target figure to be reversed at the next satisfaction survey	11-Jul-2011
HP27		Satisfaction with pavement maintenance					60.00	This information will be available in quarter 2	
IT1		Satisfaction with buses		71.00			Baseline to be set in 2011/12	Wave 1 Tracker result - A high proportion of residents claim bus services are not applicable to them or they are unsure. Therefore satisfaction scores are based on those giving a score only.	12-Jul-2011
IT2		Percentage of people who think Medway Council helps people travel easily around Medway		53.00			Baseline to be set in 2011/12	This represents the commencement of a new methodology to measure this indicator and as a result there is insufficient data to comment.	11-Jul-2011





Title	Status
Priority: Everyone benefiting from the area's regeneration	





Title	Status
We will promote Medway as a destination for culture, heritage, sport and tourism	





PI Ref	PI Ref (2)	Short Name	2010/11 Out-turn	2011/12 Quarterly Progress			2011/12 Target	Latest Note	Latest Note Date
			2010/11	Q1 2011/12			Annual 2011/12		
			Value	Value	Status	Short Trend			
F3	REGEN 4b	User satisfaction with theatres					65.00	This information will be available in quarter 2	
F4	REGEN 4c	User satisfaction with events					Baseline to be set in 2011/12	This information will be available in quarter 2	
G9	REGEN 4a	User satisfaction with museums and galleries		78.50			70.00	Users of museums (86%) and galleries (71%) used - average taken. A high proportion of residents claim these services are not applicable to them or they are unsure. Therefore satisfaction scores are based on those giving a score only.	12-Jul-2011
L7		Leisure - Level of user satisfaction		91%			80%	Medway Park, Strood Leisure Centre & Hoo Pool surveyed this quarter. Results shown are % of people either indicating "Brilliant" or "Good". The figure shown in brackets is the total number of respondents: Medway Park 94% (35), Strood Leisure Centre 89% (76) & Hoo Pool 90% (40). The value for the quarter is the average of these results	05-Jul-2011




Title	Status
We will support the provision of decent new homes and improve the quality of existing housing	



PI Ref	PI Ref (2)	Short Name	2010/11 Out-turn	2011/12 Quarterly Progress			2011/12 Target	Latest Note	Latest Note Date
			2010/11	Q1 2011/12			Annual 2011/12		
			Value	Value	Status	Short Trend			
NI 155		Number of affordable homes delivered (gross) (LAA)	334	29			204	Performance on target for qtr 1	11-Jul-2011

Title	Status
We will work to ensure that people have the skills they need to take up job opportunities created	

PI Ref	PI Ref (2)	Short Name	2010/11 Out-turn	2011/12 Quarterly Progress			2011/12 Target	Latest Note	Latest Note Date
			2010/11	Q1 2011/12			Annual 2011/12		
			Value	Value	Status	Short Trend			
ECD48c	REGEN 1c	Employment that has lasted 26 weeks		19			50	Over achievement of FND contract performance figures as more customers sustained in work with additional support methods applied. New job searching and job matching process in place increased output levels.	12-Jul-2011
ECD7b	REGEN 1a	New registrations by local people accessing employment support services	498	73			600	New work programme customers have not started yet as programme only just commenced on 13th June '11 throughput slow at present from JCP. Also these figures relate to uk online delivery and these figures are falling short and through restructure of Employ Medway service this programme will cease as of October figures to be revised.	12-Jul-2011

			2010/11 Out-turn	2011/12 Quarterly Progress			2011/12 Target		
PI Ref	PI Ref (2)	Short Name	2010/11	Q1 2011/12			Annual 2011/12	Latest Note	Latest Note Date
			Value	Value	Status	Short Trend			
ECD8b(ii)	REGEN 1b	Number of jobs taken up in the period (FND)		35			150	Number of jobs taken up in the period (FND) just missed the target of 38 for qtr 1 and achieved 35. This was due to a staff restructuring in the Employ Medway Team that is still taking place. The Council has been successful in securing multi million pound five-year sub contract to the Governments new Welfare to Work program called 'The Work Programme', where Employ Medway and local partners will deliver intensive employment support to help local people into jobs. We have had to spend a significant amount of time setting up the new programme management systems and this performance should improve during quarter 2 as all systems will be in place.	19-July-2011
LRCC3	REGEN 2a	The number of intensive assists to local businesses		142			150	Comparing qtr 1 2010/11 to this qtr there has been an increase of 42% (60 assists), this is mainly due to the introduction of our own start up workshops which are replacing those being phased out by the Business Link service nationally. Medway now has 3 workshops and private sector sponsorship has been successfully sought from Lloyds TSB and Furley Page commercial solicitors, further sponsors are being sought.  Of the total intensive assists during the 1st Quarter, 89 were delivered to established businesses including 54 through Transmanche Enterprise Network project assisting businesses	12-Jul-2011

			2010/11 Out-turn	2011/12 Quarterly Progress			2011/12 Target		
PI Ref	PI Ref (2)	Short Name	2010/11	Q1 2011/12			Annual 2011/12	Latest Note	Latest Note Date
			Value	Value	Status	Short Trend			
								<p>to access markets in Nord pas de Calais and Western Flanders. 26 businesses attended a Bank of England briefing held at Innovation Centre Medway on 8th June with an expert panel to debate the economy.</p> <p>The overall total also includes 53 individual attendances at start up workshops of which 4 grants (up to £1,000 were awarded) taking the total grants since Nov 2009 to 45 - a recent survey carried out by Business Support CiC of start up grant recipients who had completed 12 months trading showed a survival rate of 88%.</p>	
LRCC4	REGEN 2b	Number of jobs created and safeguarded		18			350	<p>We await a detailed report from Locate in Kent which will not be received until near end of Qtr 2 i.e. September. At this point we will be able to make a full assessment of performance. The above jobs have been generated from new tenancies at Medway Council workspaces and includes 14 new jobs and 4 jobs protected. Council workspace occupancy is currently increasing with 82% at both Hopewell Drive and Pier Road Industrial Estate and currently have 2 new applicants at both sites (July 2011). Space for new start ups at Innovation Centre Medway now has a waiting list with 91% of space taken.</p>	12-Jul-2011
NI 117	REGEN 3a	16 to 18 year olds who are not in education, employment or training (NEET)						The latest release of data will be published in September	12-Jul-2011

PI Ref	PI Ref (2)	Short Name	2010/11	2011/12 Quarterly Progress			2011/12	Latest Note	Latest Note Date
			Out-turn				Target		
			2010/11	Q1 2011/12		Annual			
	Value	Value	Status	Short Trend	2011/12				
NI 148	REGEN 3b	Care leavers in education, employment or training	53.3%	44.4%			60%	The result for 148 is off target. 5 out of the 9 eligible careleavers were NEET. These young people have complex support needs.	12-Jul-2011

<b>Project: Better for Less Programme</b>		Quarter 1 Council Plan reporting (April – June 2011)
<b>Success this Period (Q1)</b> <ul style="list-style-type: none"> <li>• Programme is rated Green.</li> <li>• Agreement of operating models and design for customer contact and administration</li> <li>• Detailed process re-design workshops with phase 1 teams</li> <li>• Procurement of CRM system</li> <li>• An induction for all councillors was held on 2 June and attended by more than 20 members from all parties</li> <li>• Benefits realisation – removal of phase 1 agreed vacancies from service budgets to deliver £429k this financial year (recurring saving of £762k) is underway. Some details remain to be finalised that may impact on the overall savings forecast.</li> <li>• Meeting held with facilities about accommodation requirements for Customer Contact and Administration Support teams at Gun Wharf to ensure these are considered alongside council-wide requirements for teams to locate at Gun Wharf.</li> </ul>	<b>Deliverables during Q2</b> <ul style="list-style-type: none"> <li>• Agreement of operating models and design for customer category management and performance and intelligence</li> <li>• Appointments of interim Heads of Service for Administration and permanent head of Customer Contact</li> <li>• Finalising new structures and job profiles for the administration and customer contact models</li> <li>• Staff consultation</li> <li>• Purchasing new electronic records and document management system</li> <li>• Implementation of CRM</li> <li>• Increased profile and resource to be given to systematically supporting the change process to ensure improved information flow with all staff. This will ensure the new ways of working are properly embedded and savings realised on a sustainable basis.</li> <li>• Continue reconciliation of budgets for phase 2 services to ensure consistency with Summer 2010 data collection and subsequent service changes</li> </ul>	
<b>Milestones missed and impact/potential impact on delivery</b>		
<p>The pace of the project is challenging.</p> <ul style="list-style-type: none"> <li>• The category management project has experienced slippage due to challenges in gathering and categorising current spend.</li> <li>• The performance and intelligence project is requiring an additional workshop to clarify and progress the operating model.</li> </ul>		
<b>Future risks to project delivering</b>		

Detailed plans are produced for the Board.

- The project is key in reducing costs and failure to deliver saving would be significant to achieving reductions in budget.
- Supporting and enabling managers to deliver changes and redesign processes and create new structures while they have to deliver services
- Engaging staff in the new ways of working
- The decision to progress with investigative work about the replacement of RAISE (children's), Caredirector (adults) and the finance system for adults will mean a requirement for ICT application development and support resources as well as an impact on adult social care staff who are heavily involved in delivering the implementation of BfL phase 1.

Overall current/future perspective of project

The challenge for Medway is to ensure that the Better for Less project delivers significant savings whilst ensuring a robust, effective and affordable organisation emerges that is capable of responding to on going pressures.

It is likely that during the next quarter the Better for Less project will become 'real' for services as changes will start to take place, and the pace of change will be significant.

Project Chatham Centre	Quarter 1 Council Plan reporting (April – June 2011)
<p>Success this Period (Q1)</p> <p>Chatham Waterfront and Queens Street site both have planning consents. New bus station nearing completion and existing bus station closure in Pentagon being agreed.</p>	<p>Deliverables during Q2</p> <p>Opening of new bus station. Section 106 agreement for Chatham Waterfront to be considered by Cabinet. Highway works to be completed in The Brook and Pentagon access. Bus companies to move into the White House. Consideration of future development potential of Sir John Hawkins car park area. Consideration of disposal strategy for Queens Street</p>
<p>Milestones missed and impact/potential impact on delivery</p>	
<p>None anticipated</p>	
<p>Future risks to project delivering</p>	
<p>Project overrun or contractor overspends. This will be reduced by regular project management and employment of quantity surveyors to negotiate effective project closure.</p>	
<p>Overall current/future perspective of project</p>	
<p>Opening of new bus station will transform the experience of travelling by bus in Medway. Longer term it opens up the opportunity of significant retail development in the Pentagon. Investor confidence continues in Chatham and we will continue to market our investment opportunities.</p>	



<b>Project: City Status/2012 Celebrations</b>		Quarter 1 Council Plan reporting (April – June 2011)
<b>Success this Period (Q1)</b>	<b>Deliverables during Q2</b>	
<ul style="list-style-type: none"> <li>• Programme is rated <i>Green</i>.</li> <li>• Bid formally submitted by deadline of 27 May.</li> <li>• Submission event at House of Commons on 23 May (sponsored by Veolia) involved delegation handing in the bid document to 10 Downing Street.</li> <li>• All 3 MPs had individual briefings and are actively campaigning in support of the bid.</li> <li>• Presentations at Kent 20/20 event, South East Mayors, Strood Rotary Club, Visit Kent, Kingfisher Primary and Sir Joseph Williamsons Mathematical schools</li> <li>• Strategic City Status Group agreed a post submission strategy</li> <li>• Two ETTA National Table Tennis Grand Prix in 2012 and national GBWR Wheelchair Rugby Super Series in 2012 secured.</li> <li>• Training camp agreement signed with Senegal NOC</li> </ul>	<ul style="list-style-type: none"> <li>• Event involving all Kent MPs to gain support in advance of the Party Conference season</li> <li>• Presentation to Thames Gateway Kent Leaders</li> <li>• Organisation of Royal Visit as part of Modern Pentathlon European Championships – an excellent lobbying opportunity</li> </ul>	
Milestones missed and impact/potential impact on delivery		
Future risks to project delivering		
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Overall current/future perspective of project		
Preparations continue for the 2012 celebrations. Stakeholder engagement for City Status will continue to ensure Medway's bid is promoted during the decision making phase. A announcement from government is expected in early 2012.		

<b>Project: Customer Contact – Better for Less</b>		Quarter 1 Council Plan reporting (April – June 2011)
<b>Success this Period (Q1)</b> <ul style="list-style-type: none"> <li>• Presentations given to two all-staff groups</li> <li>• Presentation to Service Managers</li> <li>• Discussions with Service Managers in Release 1 on implications for their services</li> <li>• The BfL team have held 16 detailed process workshops for all services in Phase 1 with 115 staff attending. These workshops enabled services to design their new simplified and standardised processes for the new Customer Contact teams</li> <li>• A Cross-Council team has evaluated the two tenders received for the new Customer Contact system. Strategic Procurement Board agreed the procurement of Lagan which will help deliver an improved service to customers with integrated systems</li> </ul>	<b>Deliverables during Q2</b> <ul style="list-style-type: none"> <li>• Establishing the Customer Contact Team</li> <li>• Complete fine tuning of the operating model signed off by the Board</li> <li>• Process work finalised to determine numbers of staff transferring to the Customer Contact function and how they may be configured</li> <li>• Work with HR on the process for appointing to the business critical Head of Customer Contact role</li> <li>• Training programme agreed for new customer contact teams</li> <li>• Roll out of new CRM</li> </ul>	
<b>Milestones missed and impact/potential impact on delivery</b>		
None		
<b>Future risks to project delivering</b>		
<ul style="list-style-type: none"> <li>• Insufficient training, support and engagement for the new teams being established</li> </ul>		
<b>Overall current/future perspective of project</b>		
<p>By the end of the first phase in December 2011 we will have:</p> <ul style="list-style-type: none"> <li>○ Developed standard ways of delivery Customer Contact and initial assessments across the service</li> <li>○ Put in place Council-wide ICT to help deliver this (including mobile working CRM and scanning)</li> <li>○ Started building the new Customer Contact and shared themes working across multiple services</li> <li>○ Trained staff involved in Release 1 in the new processes and use of new ICT systems.</li> </ul>		

<b>Project: Luton and Wayfield Locality Project – Local people local Solutions</b>	Quarter 1 Council Plan reporting (April – June 2011)
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<p><b>Success this Period (Q1)</b></p> <ul style="list-style-type: none"> <li>• Practitioners trained in TCD (Transformative Community Development)</li> <li>• Regular partnership and operational meetings</li> <li>• Dental hygiene promotion funded and delivered in schools</li> <li>• Youth Club developed at Luton Junior School</li> <li>• Residents survey report produced</li> <li>• Needs assessment undertaken</li> <li>• Operational Group fully established</li> <li>• Preparations for the Big Event Launch</li> </ul>	<p><b>Deliverables during Q2</b></p> <ul style="list-style-type: none"> <li>• Integrated Prevention team delivering parenting programmes</li> <li>• Big Event 16<sup>th</sup> July across 3 sites</li> <li>• TCD Peer visit to Birmingham</li> <li>• Listening event and community planning event facilitated</li> <li>• Information provided to practitioners to enable them to identify illegal tobacco sales and undertake preventative work in schools</li> <li>• School integration project in BORA, training teachers about diversity and a how to prevent tensions and providing practical activities for pupils</li> <li>• School doing further in-depth work to track progress made by Eastern European children</li> </ul>
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<b>Milestones missed and impact/potential impact on delivery</b>
Listening events delayed to enable training for practitioners

<p><b>Future risks to project delivering</b></p> <ul style="list-style-type: none"> <li>• Lack of organisation wide understanding of the implications of TCD</li> <li>• Listening events not having multi-agency senior manager buy-in</li> <li>• Addressing entrenched issues therefore not going to be short-term solutions which may challenge maintaining momentum</li> <li>• Reliance on resident engagement to deliver success</li> <li>• Racial or community tensions prompted by dispersal notice and lack of facilities</li> <li>• Ability to resource identified solutions</li> </ul>
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**Overall current/future perspective of project**

Two key elements of this work are:

To engage local people in identifying possible improvements to the area

Engage local people to in helping services to rethink how they provide and deliver their services to meet the agreed priorities

Currently:

- Strong chance of success based on high impact elsewhere
- High interest and energy currently across agencies and stakeholders
- Some caution that some entrenched issues may be unique to Medway