

APPENDIX 1

2014/15 Q1 PERFORMANCE

Summary

This report summarised the performance of the Council's Key Measures of Success for April – June (Quarter 1) 2014/15 as set out in The Council Plan 2013/15.

This report includes progress reports on how we have performed against:

- 51 Key Measures of Success
- 24 Key projects

This report also includes feedback from our customers using GovMetric 😊😐😞, a customer satisfaction measurement at the point of contact (phone, web and face to face).

The performance results and associated service comments are set out under each of Medway's four key priorities and two values.

- In Q1 2014/15 we achieved target on 18/36 indicators (50%).
- When comparing against performance for the same set of indicators in Q1 2013/14 we also achieved target on 18/36 measures (50% - no changes)

1. Background

- 1.1 This report sets out the performance summary against the Council's four priorities and two values:

Medway's Priorities

- *Children and young people have the best start in life in Medway*
- *Adults maintain their independence and live healthy lives*
- *Everyone benefiting from regeneration*
- *Safe, clean and green Medway*

Medway's Values

- *Putting our customers at the centre of everything we do*
- *Giving value for money*

- 1.2 It focuses on where we have achieved or exceeded our targets, and how we are tackling underperformance.

2. Summary of performance

3.1 Key Measures of Success Quarter 1 2014/15: in target

We monitor 51 Key Measures of Success to gauge if we are delivering the priorities which we identified in our Council Plan.

Note: We are able to report on only 37 of these measures for Q1 because 3 are data only (target not required or appropriate) and for 11, data is not expected until Q2 or Q4.

The number and percentage of Key Measures of Success in target, compared with previous years were:

- 18 (50%) out of 36 in Quarter 1 2014/15

- 18 (50%) out of 36 in Quarter 1 2013/14 (N.B this is only comparing the 2014/15 indicators against their 2013/14 Q1 performance)

3.2 What do our customers think of our services

Tracker Survey

The Tracker survey, a phone based survey of around 400 customers, is carried out bi-annually. The next survey is due to be carried out in September and the results will be included in the next Q2 performance report.

GovMetric: feedback at point of contact - all channels (web, phone and face to face) April - June 2014

- 78% of customers who contacted us on all channels rated their contact experience as good (total: 18,860 ratings), compared with 67% for all 2013/14
- 88% of phone contacts rated their experience as good
- 62% of face to face contacts rated their experience as good
- 52% of web contacts rated their experience as good

4. Key Priority 1: Children and young people have the best start in life in Medway

4.1 Customer Perception

The Tracker survey, a phone based survey of around 400 customers, is carried out bi-annually. The next survey is due to be carried out in September and the results will be included in the next Q2 performance report.

4.2 Key measures of success - Summary

Details of the 18 key measures of success for this Council priority are included in Appendix 1.

5 out of 18 measures of success have achieved/exceeded target

6 out of 16 measures have improved since last quarter

7 out of 16 measures have improved compared with the 2013/14 average

Service Comments

4.3 Children's Care

4.3.1 The Voice of the Child

The Youth Parliament hosted the 2014 Triangle Awards that celebrate the achievement of children and young people in Medway. There were 321 nominations this year, which is the largest number of nominations since the awards started 20 years ago. 960 people attended the event, held at the Central Theatre in Chatham.

Young Commissioners recently presented findings of the Tellus Survey to senior managers. This is a questionnaire completed by Medway school pupils in years six, eight and ten. They are now working on a DVD with their thoughts about Medway, and the importance of involving children and young people in service planning and delivery. The DVD will be shown at the Medway CAN (Children's Action Network) launch in September.

A project led by the Young Inspectors with the aim of restricting hot food takeaway times near schools was presented to Overview and Scrutiny Committee and received

praise. The Young Inspectors also conducted a mystery shopping exercise on sexual health services and presented their findings to managers.

Work is about to start with care leavers to find out their experiences upon leaving care and to find out what if anything could have been done differently.

A new young people's group has been formed to support the SEN Review and the implementation of the local offer. The group has already discussed what they would like to see on the local offer website and reviewed information leaflets aimed at young people.

4.3.2 Medway Action for Families

To date, Medway Action for Families (MAFF) has turned around the lives of 181 families. The programme is being seen as a model of good practice in both its strategic vision and operational implementation by both the Department for Communities and Local Government (DCLG) and the MAFF Strategic Group.

565 families have been identified, which exceeds the target set by central government. Of these, 530 have been discussed and allocated. The team continues to identify families to ensure Medway achieves maximum outcomes for local people, payments by results, and turn around the lives of 560 families by March 2015.

The pooled resource continues to develop with the addition of a post funded by Public Health starting in September. The MAFF Central Team is expanding with three key workers in post and recruitment of an additional key worker, a project manager, team leader, data officer and admin officer also planned. This will ensure that Medway can continue to report on and develop the work of Medway Action for Families. Work continues with adult mental health (social care) and housing in the development of posts.

4.3.3 Early Help

The new Children's Advice and Duty Service (CADS) is now in place and there has been an increase in positive feedback from partners regarding the service they are receiving.

The Family Support Service is also in place and includes the CAF Service (Common Assessment Framework), with further work required to ensure this is embedded and understood by all communities and partners. The number of CAF assessments initiated is positive, with an increase of more than 250 in 2013-14. The future implementation of an eCAF module enabling partners to complete these electronically directly to the system will improve this further.

4.3.4 Moving on Medway Council

Progress continues to be made against the Children's Improvement Plan, overseen by the External Improvement Board. Examples of good practice are continually sought, and there have been a number of visits to other local authorities.

A new system of learning audits based on the Ofsted methodology is underway and these are supporting the development of social work practice. Themed and multi agency audits are also ongoing.

Q1 has seen pressure on services due to an increase in levels of child protection cases and assessments. Audits undertaken concluded that thresholds are being correctly applied, which suggests that pressures are due to historic cases working

through the system. Resources have been put in place to deal with increase in numbers and there is a project underway to help better understand and manage demand coming into the system.

Performance on assessment timeliness has fallen, however weekly review meetings including the Director and Assistant Director are taking place and the backlog is being cleared, with the expectation that performance will be back on track by Q3.

Chief Supt Mark Nottage has been seconded from Kent Police for six months to focus on supporting practice improvement and reducing the demand on police and children's social care services.

We have been successful in our bid to the Department for Education Innovation Fund for a project to identify the most effective types of intervention for adolescents on the edge of care.

The Council's Employment Matters Committee has formally adopted social work employer standards. We continue to recruit social workers and the plan for all Children Social Care staff to be co-located at Broadside is on track for a move in Q2.

4.3.5 School Effectiveness and Pupil Performance

Whilst the number of schools in special measures remains the same, all are showing improvement on Ofsted monitoring visits. We have exceeded the statutory percentage in the moderation of SATs papers in the primary sector to ensure rigorous standardisation of assessment levels.

This is a major area of work this quarter for staff but very productive as school staff pair with LA specialists to moderate work in schools, thus creating an opportunity for school staff to learn from each other, whilst the LA can be assured of the integrity of the moderation exercise. Provisional results in all key stages will be available in Q2, including those below the floor threshold which is a key indicator.

A revised school improvement strategy is being drafted with a focus on improving primary school standards and school OFSTED judgements. This will be available submitted to cabinet and the School Strategic Effectiveness Board to release to schools and partners for consultation in Q2.

Staff continue to challenge pupil exclusions, where appropriate, and also to find alternative placements for children through managed moves which pre-empts exclusion. Exclusions are the decision of the school, not the local authority. We are well below our very ambitious target of 0.01% (4) but at 0.04% (17), we are still significantly better than the national average.

4.4 Public Health

4.4.1 The Public Health directorate launched a Personal Social Health Education (PSHE) project with all schools in June. Working with the national PSHE association we are offering to conduct a review of PSHE within Medway Secondary Schools, based on the findings of this we are offering training and a full framework for delivery. Since the launch we have had 10 of the 17 Secondary Schools sign up to the review. To our knowledge this is the first time a review on this scale has been carried out by a Local Authority.

5. **Key priority 2: Adults maintain their independence and live healthy lives**

5.1 **Customer Perception**

The Tracker survey, a phone based survey of around 400 customers, is carried out bi-annually. The next survey is due to be carried out in September and the results will be included in the next Q2 performance report.

5.2 **Key Measures of Success: Summary**

Details of the 10 Key Measures of Success for this Council priority are included in Appendix 1.

We are able to report on nine of the Key Measures of Success at Quarter 1 because we do not set a target for one of the measures (but do monitor our performance for this over time).

- 6 out of 9 measures of success have achieved/exceeded target
- 2 out of 5 measures have improved since last quarter
- 3 out of 5 measures have improved compared with the 2013/14 average

Service Comments

5.3 **Adult Social Care**

5.3.1 **Better Care Fund**

The Better Care Fund (BCF) is a national initiative to support integration across health and adult social care. A budget of £17,632,000 will be pooled between Medway Council and Medway Clinical Commissioning Group by from 2015/16.

Anticipated outcomes include: more people living independently in their homes for longer; improved experiences of the health and social care system; less people using A&E inappropriately and a better relationship between community and urgent care services; and a reduction in dependency on long term services through a healthier population and improved community services.

A draft BCF plan was approved by Cabinet, the CCG Governing Body and the Health and Wellbeing Board, and was submitted to NHS England/ the Local Government Association in Q1. Further national guidance has just been received and the plan will be finalised in Q2.

Work has begun on key projects aligned to the BCF. A consultation event has been arranged for July with a focus on the intermediate care and community services redesign work streams. More than 100 delegates are expected to attend from the local health, social care and voluntary and community sector.

Working groups have been established for key work streams for BCF. In addition, significant work has taken place to define a pathway for dementia – awareness has been raised through a campaign to recruit Dementia Friends and the establishment of the Dementia Action Alliance.

5.3.2 Voluntary and Community Sector

Medway Council has recommissioned infrastructure support services for the voluntary and community sector in Medway, including volunteering services. This contract was awarded to a consortium, of four local providers. The contract was let from 1 April 2014 for a period of three years.

The overall objective of this service is to provide support for Medway's disadvantaged communities to build a fairer community where people realise their potential, by supporting the voluntary and community sector and achieving five key outcomes: capacity building; co-ordination, networking and engagement; encouragement and development of volunteering; representation; information support and training.

5.3.3 Telecare and Telehealthcare

This is a joint project between Adult Social Care and the Regeneration Communities and Culture Directorate's Control Centre team. Its aim is to significantly expand telecare and to introduce telehealth services in Medway to ensure that as many people as possible benefit from the independence this technology can offer and support.

The electronic social care record system, Frameworki, has been configured to incorporate these services, so ensuring that assisted technology is considered for every service user who is to be eligible for support. An ongoing training programme is in place to ensure that social care practitioners are informed about the telehealthcare solutions. The service is also working with young carers to ensure that they are aware of the solutions available to them.

Work with NHS colleagues is ongoing to promote telehealthcare as a preventative service, to delay and reduce the need for long term services. The possibility of providing a falls response service is being examined with the aim of reducing pressure on ambulance and accident and emergency services.

5.3.4 Carers' Support Services

Medway Council continues to work in partnership with Medway Clinical Commissioning Group (CCG) to commission a range of carers' support services for adult and young carers in Medway.

The Carers Strategy will be refreshed this year to ensure that it is in line with the Care Act 2014, the Children and Families Act 2014 and other national and local strategies including the Better Care Fund. Engagement with carer groups and Carers Partnership Board is planned in order to shape priorities outlined in the strategy and action plan.

5.4 Public Health

5.4.1 Drug & Alcohol Treatment Services

The new recovery based substance misuse service, Turning Point successfully transitioned staff and clients and officially opened the service 1 July. A new integrated drug and alcohol service is now available in Medway with a focus on supporting clients to recover from dependence and gain independent living.

5.4.2 Medway Obesity Summit

On 3 June a large number of private, public and voluntary sector partners attended the Medway Obesity Summit, hosted by Medway Council, Medway Health and Wellbeing Board and Gillingham Football Club. The objectives of the day were to; raise the issue of obesity and increase people's awareness, all partners to understand what is happening to tackle obesity, and discuss and agree ways in which all Medway partners can do more. The event was very well attended by a wide range of partners (new and existing), who contributed to the debate. We will be using the work from the day to publish an obesity framework for Medway, showing all of the very positive activity that is already happening and encouraging partners to take action to address this agenda.

5.4.3 School Food

The Public Health directorate has been working very closely with School Contracts team to commission the new block catering contract. The provider is now in place and some excellent work is underway to create a Medway School Food Vision. The vast majority of Primary Schools have been engaged and are very supportive of the agenda and plans presented. Recognising that all schools are different, each site will have an individual action plan based on how they want to improve their school food offer.

5.4.4 Hot Food Takeaway Planning Guidance Note

The guidance note has been approved by Cabinet following a consultation period that engaged with businesses, schools, residents and young people to gather views on restricting the operating hours of new takeaways close to schools. This very positive piece of collaborative work between Public Health and Planning will continue with the development of the new Local Plan. Additional collaboration with Environmental Health aims to encourage existing takeaways to adopt healthier practises and healthy options on their menu, through the Eat Out Eat Well Award.

5.4.5 A Better Medway Champions

We have now commenced training for the third cohort of A Better Medway (ABM) Champions. Champions have been recruited from a wide range of partners, including Councillors, Medway Ethnic Minority Forum, Citizens Advice Bureau, Gillingham FC, Parkwood and Woodlands Youth Centres, KCA (drug treatment provider), Pathways to Independence (supporting young people in care during transition to independence), Home-Start (family support), a private catering company and a private equestrian centre. So far there is 100% success rate for achievement of the RSPH qualification of Understanding Health Improvement (Level 2).

6. Key priority 3: Safe, Clean and Green Medway

6.1 Customer Perception

The Tracker survey, a phone based survey of around 400 customers, is carried out bi-annually. The next survey is due to be carried out in September and the results will be included in the next Q2 performance report.

6.2 Key measures of success - Summary

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

We are able to report on two of the key measures of success at Quarter 1 because we do not set a target for one of the measures, four relate to the bi-annual Tracker survey (with the next results available for the Quarter 2 report), and the remaining four measures are based on data which hasn't been published yet.

2 out of 2 measures of success achieved/exceeded target

0 out of 1 measure has improved since last quarter

1 out of 2 measures has improved compared with the 2013/14 average

Service Comments

Trading Standards Team

- 6.3 Medway Council is committed to providing all residents with a secure and enjoyable environment. As part of this, many teams within the Council undertake work to ensure Medway's safety and cleanliness. In Q1 the trading standards team have undertaken a programme of joint inspections with Kent Police on local retailers that have previously sold legal highs in Medway. As a consequence of earlier work, two premises have voluntarily elected to cease selling the products.

Environmental Enforcement team

- 6.4 The environmental enforcement team has conducted an exercise to warn residents about the possibility of identity theft with documents being stolen from refuse. We have used the media and leaflets to warn residents and have challenged individuals who appear to be searching through refuse.

Street Scene Enforcement Team

- 6.5 The Street Scene Enforcement Team managed 372 fly tips for Q1 and 16 Cases were prosecuted at Medway Magistrates Court this quarter, with fines and costs totalling £10,920. The team removed 77% of fly tips on the same day including 120 which were dealt with proactively. 9.32 tonnes were removed by the team.
- 6.6 The eight week "Think Bike!" Campaign was launched in April. The scheme is a multi-agency campaign designed to highlight the vulnerability of cyclist and bikers to drivers.
- 6.7 In May, schools in Medway were invited to take part in our Walk2Count Challenge held during the National Walk to School Week campaign. According to figures provided by the KM Charity Team, there were 14,466 green journeys and 5,357 cars removed from Medway roads as a result of Walk2Count. Some of these schools are also involved in the Walk on Wednesday initiative [WOW]. This has resulted in 30,829 cars off the road in Medway and 82,250 green journeys this academic year which puts Medway top of the league across Kent.

Domestic abuse

- 6.8 Medway Council working with its partners is committed to prevent and reduce Domestic Abuse. The Pan Kent Independent Domestic Violence Advocate Service (IDVA) operates across Kent and Medway and is provided by a consortium of four voluntary sector organisations: KDAC (Kent Domestic Abuse Consortium). The service has been running since April 2013 and the multi-agency funding supports high-risk victims. As a component of the commissioning process, the providers are required to provide support for lower risk victims of domestic abuse.

- 6.9 Additional support is offered by the IDVAs through One Stop Shops and the KDAC helpline. The Medway action plan for 2014/15, which is linked to the Kent and Medway Domestic Abuse Strategy has been agreed in draft and will be agreed in July.
- 6.10 During Q1 Medway Safeguarding Children's Board together with the Domestic Abuse Coordinator delivered a number of training sessions on domestic abuse (DA), safeguarding children and domestic abuse, stalking and honour based violence (DASH) to multi agency partners including five General Practitioners. Further training has been arranged to deliver a signposting input to the staff at the surgeries as well as additional training given to library staff. A single point of contact has been identified to give them a basis for supporting colleagues.
- 6.11 The Medway Domestic Abuse Forum has funded Mental Health training for front line professionals delivered by public health.
- 6.12 It is widely known that during the World cup, domestic violence can increase and in response, further provision was put in place including a Kent Police and Kent Police & Crime Commissioner campaign. This includes a short video and resources that can be accessed via the DA website and the Medway Council website.
- 6.13 In June the young people's violence advisor programme which supports young people aged 13-17 experiencing intimate partner violence was launched which can incorporate domestic abuse, child sexual exploitation, cyber abuse, gang violence, forced marriage and honour based violence. This involved three training sessions on why the programme is needed and an overview of the national programme.

Parks and open spaces

- 6.14 The Council aims to work with local people to maintain parks and open spaces that are enjoyed by all. This Quarter saw the go-live of our new Grounds Maintenance arrangements with Norse. Norse has deployed the equivalent of 2 additional teams to help support planned cutting cycles.
- 6.15 There continues to be ongoing focus to support and develop Greenspaces Friends Groups. Currently over 25 groups work across Medway on a range of activities including volunteer task days, supporting the Council to deliver site improvement works and helping to secure external awards (Green Flag). Volunteer hours for April and May are 2,680 against an annual target of 13,000.
- 6.16 Play Area Improvements continue with Rushdean Road (a small play area for children aged 3-10 years) completed and officially opened in April 2013. Improvement works for Maidstone Road Sports Ground have been tendered and are on site for completion in Q2. The new Beechings Way pavilion has also been completed and will officially open in July.
- 6.17 Green Flag Applications have been submitted for Riverside Country Park, Capstone Farm Country Park, The Vines, Broomhill Park, Hillyfields, Great Lines Heritage Park and Gillingham Park. Green Flag assessments were completed in Q1 and judging of the awards is expected in Q2.
- 6.18 **Key Project: Weekly kerbside recycling and composting service**

The weekly recycling collection was launched on 28 October 2014.

During Q1, there has been higher than anticipated kerbside organic recycling, which will have a positive effect on Medway's overall recycling rate.

The rollout of silver kitchen caddies for households with wheeled bin service has been completed. For other households that cannot accommodate a wheeled bin, smaller 23L food bins are being provided. Of these properties 1,700 are still to be delivered and are scheduled for completion by the end of Q2. This will mean that all kerbside collected, low-level households in Medway will have access to the food waste collection service.

Between November 2013 and June 2014 the weekly collections have yielded positive results including:

- An overall decrease of 3% black sacks
- An overall increase of 6% in mixed recycling and paper
- An overall increase of 34% in organic waste

7. Key priority 4: Everyone benefiting from the area's regeneration

7.1 Customer Perception

The Tracker survey, a phone based survey of around 400 customers, is carried out bi-annually. The next survey is due to be carried out in September and the results will be included in the next Q2 performance report.

7.2 Key measures of success - Summary

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

We are able to report on seven of the key measures of success at Quarter 1 because data for one measure is to be reported one quarter in arrears, and three measures relate to the bi-annual Tracker survey (with the next results available for the Quarter 2 report). A written update is provided for each using proxy measures.

5 out of 7 measures of success have achieved/exceeded target
3 out of 6 measures have improved since last quarter
4 out of 7 measures have improved compared with the 2013/14 average

Service Comments

7.3 The Council is committed to securing a reliable and effective local transport network and reducing congestion. In Q1 14/15 the average journey time across the primary transport routes in Medway was 2 minutes 53 seconds per mile, below the required target of 4 minutes per mile.

7.4 In May Cabinet approved a number of new contracts for the operation of Supported Bus Services and Yellow School Busses. Whilst a saving of £127,000 per annum has been achieved it has also been possible to double the frequency of all Sunday services on the main corridors from hourly to half hourly, increase the frequency of the evening service between Medway and Maidstone (Service 101) to half hourly from hourly and introduce a new Night Bus service on Fridays and Saturdays. The Yellow Bus Contracts were awarded to a new operator, who has proposed utilising higher capacity vehicles on all Yellow Bus routes allowing for more pupils to access the service.

- 7.5 Following partnership working with colleagues in Kent County Council, the trial of the new Smart Ticketing scheme will commence mid-July. The Smart Ticket scheme will enable passengers to access public bus services via cashless transactions, resulting in improved boarding times and the removal of barriers to access the service such as correct coinage. Officers will work with operators to monitor the results of the trial. If successful the scheme will be rolled out to the public late 2014 / early 2015.
- 7.6 Regrettably the bid to the Local Sustainable Transport fund for £114,000 for improvements to cycling and promotion of other sustainable transport interventions that was reported in Q4 13/14 was unsuccessful. However, during the last year, transport officers put together a package of schemes as part of the Local Enterprise Partnerships bid for the governments Local Growth Fund (LGF). A total of £68.1m was granted to the Kent and Medway federated area for projects that will commence in 2015/16, with £28.6m allocated to five successful Medway schemes, which is an excellent outcome for future transport schemes in Medway. The five successful schemes and the allocated LGF is as follows:
1. Chatham Town Centre and Public Realm Package (£4m LGF)
 2. A289 Four Elms Roundabout to Medway Tunnel Journey Time and Network Improvements (£11.1m LGF)
 3. Medway City Estate Connectivity Improvement Measures (£2.0m LGF)
 4. Strood Town Centre Journey Time and Accessibility Enhancements (£9.0m LGF) (provisional allocation)
 5. Medway Cycling Action Plan (£2.5m LGF)

In addition, £4m was secured for flood defences in Strood (Public Works Loan Board).

Officers will be undertaking a significant amount of work in the coming months to finalise the approval process for the transport projects.

Homelessness

- 7.7 The level of homeless applications in Medway has seen a year on year increase, which is reflective of both national and regional trends. For Q1 the number of applications made was 334, an increase of 77.6% (188) on Q1 2013/14 and 121% (151) on Q1 2012/13. This has resulted in a 99.3% increase in the number of homeless decisions being made during this quarter (321) compared to Q1 2013/14 (161), and 137.7% increase on Q1 2012/13 (135). Even though there has been an increase in the number of applications being made officers have achieved 79.1% of homelessness decisions within the government recommended target of 33 days.
- 7.8 If the Council cannot prevent homelessness there is a requirement to provide some households with temporary accommodation (TA) whilst their situation is investigated or suitable alternative accommodation is sourced. The council works to limit the number and duration of placements in TA. At the end of Q1 (snap shot) there were 176 households living in TA. This is an increase of 38% compared to Q1 13/14 (snap shot 128). The number of households living in TA is a direct effect of the increasing number of homeless applications being received. There were no households with dependent children living in bed and breakfast for more than six weeks at the end of Q1

Apprenticeships and employment

- 7.9 Medway Council's GAPS programme has continued to provide innovative support in helping young residents find apprenticeships. Since starting in 2011 over 200 young

people have been helped into apprenticeships by the GAPS programme, which has been instrumental in helping reduce local Youth Unemployment to its lowest level since 2008. In an effort to encourage youth employment, GAPS joined forces with local colleges in Q1 to offer horticulture apprentices to customers with lower skill levels.

- 7.10 Medway Council has continued to deliver strong results with 49 customers finding work and an additional 35 customers re-entering the workplace over the quarter. Whilst performance has fallen compared to Q1 2013/14 it is important to note that the overall number of live Work Programme customers has fallen by around 40% in that time due to a decrease in referrals from Department of Work and Pensions, a number of customers completing their 2 years on the Work Programme and the high numbers of customers moving into work in the previous year. However, Medway Council remain one of the best performers on the Work Programme with the overall South East Contract for G4S remaining as the best performing prime contractor in the country.
- 7.11 Medway Council's IMPRESS project has continued to provide in-work support to all Work Programme customers and other Medway residents. IMPRESS are currently supporting 305 clients during their employment to ensure that local residents who find work are able to sustain it. As a result of this support, Medway Council has one of the best rates in the country for customers starting work and remaining in it for 6 months with over 26% of Work Programme customers finding and sustaining employment. Q1 saw 53 long term unemployed customers sustain employment beyond 6 months through the aid of Employ Medway and the IMPRESS Project, giving a total of 747 over the past 3 years.

Local businesses

- 7.12 Medway Council continues to support start up and local growth business through its Partners for Growth and TIGER loan projects. Larger amounts of funding are available through TIGER loans that were introduced during 13/14; businesses can borrow up to £2.5m compared with Partners for Growth loans that average £10k. April 2014 saw 2 more Medway companies receiving £299k TIGER loans, creating and protecting 21 local jobs. This brings the overall figure to 9 businesses with loans totalling £1.18m, creating and protecting 141 jobs. There are a further 8 Medway businesses with TIGER applications pending.
- 7.13 Job figures for 13/14 have now been finalised with 665 jobs attained (482 created and 183 protected) through engagement with local businesses, this is an increase of 142% on 12/13 performance (275).

Culture and leisure

- 7.14 Medway successfully delivered a diverse range of free cultural and leisure events in Q1. Highlights were The English Festival (attendance 15,000 - 99% satisfaction), Sweeps (87,000 attendance, 99% satisfaction), Summer Dickens (60,000 attendance, 93% satisfaction), FUSE (hailed to be the best ever, with extremely positive feedback from the Arts Council; 20,000 attendance) and Armed Forces Day (attendance 15,000, 95% satisfaction).
- 7.15 Medway Council is committed to provide leisure facilities for all; the delivery of Strood's new-look sports centre took an important step forward with Gateway 3 approval being given for the substantive development works, including the new fitness suite. Following Cabinet approval of the capital funding, the £1.9m project is due for completion in spring

2015. As well as the bigger and better fitness suite there will be new fitness studios, a spin studio, café and reception.

7.16 The new, improved Strand opened in May. A huge amount of work has been undertaken to improve the swimming pool and changing rooms, the golf course and the tennis courts. The improvements have attracted a number of positive comments and an increased programme of summer events and activities is now being developed.

7.17 The official opening of Stirling Sports Centre as King's Rochester Sports Centre took place this Quarter. In attendance was the Minister for Sport and Tourism, the Lord Lieutenant of Kent, The Mayor, Leader and Deputy Leader. This ground breaking partnership was hailed by the Minister as a national exemplar, and has resulted in £500,000 of investment into the facility, widening the offer to 7 days a week, with 85% of its use being from the community. The Leader has invited the Minister to visit Medway Park, our regional centre of sporting excellence, to see at first hand our Sporting Legacy programme, as a result of the opening

7.18 Key Project: Highways Maintenance 2014/15

There are 38 pavement sites and 21 road sites programmed for resurfacing by March 2015. Funding has been secured for 2014/15 for an additional £2.4m from the council along with a further £440k from the Department for Transport.

The road-marking programme is 50% completed and will be fully completed by October 2014. A programme to paint roundabouts directional arrows (the black and white chevrons) on appropriate roundabouts is also being undertaken, with expected completion by December 2014.

Cyclic gully cleansing has been completed on seven of the 23 wards. Rainham Central, Chatham Central, Cuxton and Halling, Strood South, Strood North, Strood Rural, Peninsula and all (A&B roads 1st clean of 2 cycles). All wards will be completed by March 2015.

Highways have an ongoing publicity plan with the Communications Team. There have been articles in the last two Medway Matters, publicising a whole range of our functions and the outcomes achieved. The next Medway Matters is due out in August/September and again it will publicise the Highways service.

7.19 Key Project: Rochester Riverside next phase

Rochester Riverside is a flagship project in Medway Council's regeneration programme. The site comprises 32 hectares (74 acres) of Brownfield development land, stretching from Rochester Bridge to the north and Doust Way to the south. Whilst meeting the Council's objective of providing new homes and jobs for Medway, the development at Rochester Riverside will bring other benefits including a range of publicly accessible open spaces, retail and leisure facilities as well as improvements to the 'Gateways' between the River and Rochester High St.

Bellway Homes Ltd have been appointed as the preferred developer for Stanley Wharf, the next phase of housing on Rochester Riverside. Bellway's plans for the site include the development of approximately 75 new homes, made up of three and four bedroom courtyard-style properties and a block of apartments. The proposals will be subject to planning permission, which is due to be submitted in Autumn 2014, with construction commencing in April 2015.

Further phases of development will be released in the later months of 2014, and will focus on bringing forward mixed-use developments around the new Rochester Station.

In May and June 14 the Council undertook a full programme of public consultation on the revised Rochester Riverside Development Brief and Master plan. Over 300 members of the public attended 'project shops' and market stall exhibitions, which were manned by members of the project team. The response was good, with the majority of comments being positive and in favour of the development. Concerns were raised in regards to increased traffic along Corporation St and Rochester Bridge and the possible impact on infrastructure (schools, health facilities, shops and retail). Council officers are in the process of setting out formal responses to the issues raised and these will be reported to Cabinet in September. Following this, the intention is to adopt the Development Brief as a Supplementary Planning Document (SPD) to the Local Plan.

7.20 Key Project: New Rochester Station

The first major milestone of the construction of the new Station - the 'push through' of the pedestrian subway - was successfully delivered over Easter. The new subway will provide direct access into the Station from the Riverside development.

In early August, Network Rail will take occupation of an area of Corporation Street car park that will result in the loss of 60 car parking spaces. This will run from August 2014 to December 2015, when the new Station opens. The Council and Network Rail have constructed a 60 space temporary car park off Gas House Road on Rochester Riverside to provide compensatory parking during this period.

In early July, the 'East Kent Phase 2 Resignalling Project' won the award for Best Collaboration at the 2014 Network Rail Partnership Awards. The East Kent Phase 2 Resignalling Project includes the new Rochester Station and platform/resignalling works at Rainham and Strood Stations. The Best Collaboration Award went to Medway Council, Atkins, Spencer Rail and Balfour Beatty for collaborative work in bringing forward these enhancements.

7.21 Key Project: Chatham Town Centre – Growing Places Fund

Phase 2 of Sun Pier Pontoon is progressing including additional anti-climb measures and refurbishment of the actual Pier itself. The final specification has been established and a quote for the proposed works has been raised. Costs are to be confirmed and once approved the works will be complete by the end of the Q2.

The Medway Street site is now clear with the appropriate utilities disconnected. A decision on the final temporary finish for the area will be made in Q2 followed by works to implement the preferred option.

Phase 1 of the River Walk Works will be undertaken, with new lanterns, benches and bins, as well as the new cycle path down the side of the Chatham Waterfront Pumping Station.

Remaining works include some new paving in front of the Command House, which will be complete within Q2 2014/15. Phase 2 of the River Walk Works is in the process of detailed design with the aim of completing the design by the end of Q2 2014/15. Implementation would begin in Q3 2014-15.

7.22 Key Project: New Council Homes for Medway

Work is currently underway on two work streams to provide new Council homes for Medway.

The first is the provision of new homes on former HRA garage sites. Detailed planning permission has been granted on 10 garage sites that will provide 23 homes, ranging from 1 bedroom bungalows to a 5 bedroom family house. The procurement process to select a contractor to build the homes has been completed and the contract awarded in early June 2014. To date good progress has been made by the contractor with a number of garages being demolished. The first homes will be available for occupation in February 2015.

The second is to develop the former Gillingham College site (Beatty Avenue) to provide 32 affordable bungalows to rent. A consultation event took place at the end of May, where our Architect and members of the development and housing teams were available to discuss the proposals with our residents and the wider community. The proposals were well received and supported by the people who attended the event. Having considered the comments received at the event the detailed planning application was subsequently submitted to the Council in early July 2014.

7.23 Key Project: Rochester Airport

Since approval of the master plan by Full Council in January 2014, Medway Council is awaiting the submission of a planning application from Rochester Airport Limited in advance of works to upgrade Runway 02/20 to a hard surfaced runway and to refurbish airport buildings on the site. The planning application is due to be submitted at the end of July 2014. If this is achieved, it is predicted that infrastructure works would be underway in January / February 2015.

The Assets & Property Team has commissioned DTZ to undertake a study into options for commercial land disposal at the airport. This study will include an element that looks at the demand for small business workspace in Medway.

The Regeneration & Economic Development Team, in partnership with University of Greenwich, is developing the future 'vision' for the Rochester Airport master plan site. This will start with a workshop of key stakeholders and private sector business representatives to the airport site, to understand the views and opinions of those who can help to shape the future direction of commercial development at Rochester Airport.

7.24 Key Project: RECREATE

Medway Council has developed a partnership agreement with the management company for Sun Pier House, Chatham to transform this building into a Creative Workspace. Sun Pier House refurbishment works were completed on time and the public gallery and tearoom were launched on 4 April 2014. This public space is on the top floor of the building. The individual artists' studios are all taken, with 16 resident artists based there. The office space has taken more time to fill, but numbers are increasing month on month, with currently 12 businesses working from the co-working desk space.

The Management Company now employs seven people to run the building (5 on payroll and 2 freelance) and they regularly host social events, such as film and music nights, which are a good source of income for them. The Recreate project has part-financed some external signage, some IT equipment and office furniture. They have also been

offered 1-2-1 business advice through Medway Council's service level agreement with Kent Invicta Chamber of Commerce.

The High Street Pop-Up Shop has been in constant use since it was launched on 4 April 2014 and one local business has commented on how good the use of this space is for the area and on the quality of visitors it is attracting. There has been a different theme for POP each month and several artists have used these opportunities to showcase their work. In Progress was the first exhibition arranged for May, and then the TONE festival (University of Kent) took over the space from 9 – 19 June.

The Recreate website has been developed during this quarter, following a successful procurement process. The site will launch on 14 July and will connect the physical workspaces across the Recreate partnership, as well as locally and will encourage the Creative Community to collaborate, share and learn. The site will be used to host webinars, promote events and encourage peer collaboration and support.

Work has continued to develop and design a Creative Industry Start-up programme for Medway, which will run in Q2. The programme will start on 29 July and will include training sessions from local consultants, business owners and University academics. There will also be visits to local creative workspaces and networking opportunities for participants.

7.25 Key Project: Eastgate House Improvements

Tendering of the main refurbishment works at Eastgate House is being undertaken with tender pre-qualification questionnaires put to market in agreement with Heritage Lottery Fund (HLF).

Work continues to progress on the visitor development plan in conjunction with HLF. The broad programme for the works is to commence enabling works on site this calendar year, with completion of the works in late Summer/Autumn 2015. Activity also continues with the Friends Group to ensure ongoing use of the House.

7.26 Community Hub Development – Libraries

The development of Community Hubs is the key strategic driver for libraries. Strood Community Hub is at week 10 of the 35-week construction programme and the project is running to programme and budget. Access Road Improvement Works (Planning Condition) are scheduled for Q3 (November/December) to enable the new Hub to be operational from Q4.

7.27 Key Project: Sporting Legacy

The Medway Festival of Sport is an annual extravaganza celebrating Medway's sporting offer. This year's festival is the biggest ever, with 80 days of competition, starting with the Big Ride and culminating in the Medway Mile. It showcases excellence, increases participation, promotes healthy lifestyles and inspires the whole community to get involved with sport in Medway.

The Medway Big Ride is a new mass participation programme held on 17 May to encourage the people of Medway to get on their bikes. The event included a Sportive for experienced riders, a family Ride with the Gills (in conjunction with Gillingham Football Club), a family six-mile cycling treasure trail and a mass participation ride finale. As part

of Big Ride festival, the following weekend Capstone Park played host to British Cycling's mountain bike and cross-country competition.

The primary schools sport series has continued its record-breaking year with more than 50 schools taking part in the Mini Youth Games World Cup tournament. More than 130 primary school students took part in the qualifying event for places on the Medway Sporting Academy. The academy aims to identify and nurture Medway's most promising young sports people, offering quality all-round sport development training to complement the sports-specific coaching offered by Medway clubs. Places will be offered to those students who successfully passed the qualifier ready for them to join the programme in September.

8. Value 1: Putting our customers at the centre of everything we do

8.1 Customer Perception

We use a variety of methods to find out what our customers think of our services. These include;

- Citizens Panel – Postal survey sent to over 2,000 residents on a quarterly basis
- Tracker – Bi-Annual telephone survey of around 400 residents. Results of next survey will be available in Quarter 2
- GovMetric - A customer feedback tool that gives customer ratings data from face-to-face (FTF), telephone and web channels.

8.2 GovMetric

8.2.1 Q1 (April – June 2014) GovMetric performance – all channels (with comparative figures for performance in previous quarter in brackets)

Channel	Volume of ratings	% rating experience "good"	Benchmarking Quartile rating	Channel behaviour (Avoidable contact)
Face-to-face	5,070 (Q4 2013/14: 4,856)	62% (Q4 2013/14: 63%)	Low (June) * (March: Med-Low)	2.9% - 141/4,856 (Q4 2013/14: 2.2% 109/4,856)
Web	1,609 (Q4 2013/14: 1,433)	52% (Q4 2013/14: 52%)	Med-Low (June) * (March: Top)	-
Telephone	12,181 (Q4 2013/14: 3,156)	88% (Q4 2013/14: 88%)	Med-Low (June) * (March: Low)	29.4% -3,581/12,181 (Q4 2013/14: 29.8% 940/3,156)
Overall	18,860 (Q4 2013/14: 9,445)	78% (Q4 2013/14: 70%)	-	21.8% - 3,722/17,037 (Q4 2013/14: 13.1% 1,049/8,012)

Key

- Higher values are better for volume, ratings and benchmarking
- Lower value is better for channel behaviour /avoidable contact
- Channel behaviour - measures how effective we are at shifting volume of contact from face to face and phone to web. Calculation includes customers who responded either: "Did not know I could do this online", "Tried the website but it was not working", "Tried the web but could not find information" or "Tried phoning but could not get through."
- *Benchmarking Quartile rating compares June 2014 performance with March 2014
- Benchmarking group includes 70 UK local authorities. The benchmarking rating is based on net satisfaction – calculation: the number of positive responses, minus the number of negative responses, and dividing by the total number of positive and negative responses

Summary

Overall

- 78% of all responses on GovMetric during Q1 rated the experience good
- The greatest number of responses were made for phone contacts
- There were 9,415 more responses received compared with the previous quarter
- 21.8% of all people who responded and used phone or face to face, could have potentially used other channels (eg web)

8.3 Complaints

8.3.1 Q1 2014/15 Performance

Total number of complaints received	415
Total number of cases closed	346
Total number of cases dealt with within 10 days	262
% of cases dealt with within 10 days	76%

8.3.2 Service Comments

Quarter 1 has been a very positive start to 2014-15, with April and June's 10 day response performance being 81% and 80% respectively. May saw a fall to the 2013-14

average performance level of 66%. Overall the quarter's timeliness performance was at 76%, just ahead of the interim performance target of 75%. June's volumes were lower than usual at 116 new cases and this appears to have provided capacity to close a large number of complaints (145)

At the end of Q4, a lower caseload across the whole Council and increased support by the Customer Relations Team to meet response deadlines, has supported services to continue to improve on their performance. It should be noted that services have managed to sustain this improved performance whilst also increasing their Freedom of Information request response rates.

8.3.3 Complaints - Local Government Ombudsman Annual Review

During Quarter 1 the Council received the Annual Review Letter 2014 from the Local Government Ombudsman (LGO). The LGO letter detailed that during 2013-14, 110 enquiries had been received by the LGO about the Council. Overall the Council received 2044 complaints in 2013-14 (1832 corporate; 121 Childrens; 91 Adults), so the cases referred beyond Stage 2 of its own procedures to the LGO were a very small percentage.

Of those 110 cases, only 6 were upheld, and 20 were not upheld. Other cases were closed after initial enquiries, referred back for local resolution or declared invalid.

The small number of complaints upheld demonstrates a robustness on the part of the Council's own procedures, and that in most cases local resolution is achieved.

9. Value 2: Giving value for money

9.1 Customer Perception

58.1% of respondents agree that Medway Council provides value for money services
Source: Citizens Panel April 2014. Includes respondents stating that they agree strongly or slightly

9.2 Budget

The current round of budget monitoring will report to Cabinet on 30 September. A summary of Medway's financial position will be included in the quarter 2 Performance Report.

9.3 Phase 4 of review of customer contact and administration

Work has continued to develop new e-forms for customers to book bulky waste collections and pest control visits - two areas that attract most calls in to the contact centre. They are on track to go live in September. This will mean customers can book, pay where there is a charge, and get a confirmed slot 24/7, not just in council opening hours.

Preparations are underway for the start of the final phase of review of customer contact and administration activity. This will see more customer contact activity coming into the contact centre to provide the one stop service for residents, and administration support provided through our internal shared business support service. This supports the key aim of freeing up frontline staff to focus on their specialist areas.

Medway residents have above average access to the internet - increasingly through smartphones. As a council we need to continue to respond to customer expectations to

do business with us online. We will be working with customers to understand which services they most want to be able to access on line.

The website improvement programme has continued in quarter 1 as we are working through the site to cut down on unnecessary content.

We are further developing the general enquiry form in response to mixed customer feedback and will be doing further testing with customers to ensure the form meets their needs.