

APPENDIX 1

2014/15 Q2 PERFORMANCE

Summary

This report summarises the performance of the Council's Key Measures of Success for July – September (Quarter 2) 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
- Customer feedback (GovMetric, Tracker phone survey and Citizen's Panel)

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

Performance highlights

- 69% (29/42) of Council Plan measures are achieving target in Quarter 2.
- 58% (23/40) of Council Plan measures have an improving long trend
- 81% of residents are satisfied with the way we run our services (Tracker)
- 75% of respondents are happy with their contact with the Council (GovMetric)
- Achieved Investors in People Gold award

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

2.1 Key Measures of Success Quarter 2 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.

We are able to report on only 42 of these measures for Q2 because 5 are data only (target not required or appropriate), for 2 data is incomplete, and for 2 data is not expected until Q3 or Q4.

The Council has successfully met 29 (69%) out of 42 measures with targets for Q2 2014/15.

This is an increase in performance compared to

- Q1 2014/15 where 18 (50%) out of 36 were on target.
- Q2 2013/14 where 37 (54%) out of 69 Council Plan Key measures of success were on or exceeded their target.

2.2 What do our customers think of our services

Tracker Survey – Quarter

The Tracker survey, a phone based survey of around 400 customers, is carried out bi-annually. The latest survey was carried out in Quarter 2 2014/15.

- 81% of residents are satisfied with the way Medway runs its services, compared with 76% in Q4 2013/14.
- 66% of residents think Medway keeps them well informed compared with 63% in Q4 2013/14.

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

- 75% of customers who contacted us on all channels rated their contact experience as good (total: 13,883 ratings), compared with 67% for all 2013/14
- 91% of phone contacts rated their experience as good
- 64% of face to face contacts rated their experience as good
- 43% of web contacts rated their experience as good

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

3.1 Customer Perception

The following table shows the percentage of respondents who agree that Medway's services enable children and young people to have the best start in life.

Q2 2013/14	Q4 2013/14	Q2 2014/15	Short Trend	Long Trend
59%	56%	56%	▬	↓

Source: Tracker. Short Trend: Comparison with last survey. Long Trend: Comparison with same time period previous year.

3.2 Key measures of success - Summary

The data for 1 measure is reported on a termly basis. An update will be available for Quarter 3 2014/15.

8 out of 17 measures of success have achieved/exceeded target
 9 out of 17 measures have improved since last quarter
 7 out of 16 measures have improved compared with the average of the previous four quarters

Service Comments

3.3 Children's Care

3.3.1 The Voice of the Child

The Youth Parliament hosted their annual conference in October 2014 with a theme of child exploitation. Secondary aged pupils from schools across Medway, Councillors and key professionals attended workshops on topics including female genital mutilation, slavery and domestic violence.

In Q2, the Medway Children and Young Person's Disability Group contributed to a leaflet on personal budgets. The group has started to discuss the transition to adulthood and their comments were taken to the Preparing for Adulthood Visioning Day in October. The group continue to review documents aimed at young people and will be involved in Take Over Day, which is currently being organised.

The Young Commissioners have produced a DVD on their thoughts about living in Medway and the importance of involving children and young people in the design and delivery of services. This will be presented at the Medway Children's Action Network launch event later this year.

In Q3, projects will commence that will find out young people's experience of using the Child In Need service, and their views on using the Council's complaints system.

3.3.2 Moving on Medway Council

Progress continues in our improvement journey and the impact of some exciting initiatives is being evidenced. The work of Professor David Thorpe has led to the changes in the 'front door' service with a rebranded team, Children's Advice and Duty Service (CADS), which has been operational since July 2014. The changed approach to responding to concerns and aiming for more targeted assessment work has led to a 30% reduction in referrals and assessments. Following a spike in numbers of referrals and assessments in quarter one, this approach is enabling the service to complete assessments more quickly; management oversight continues in relation to meeting the 45 day target.

The new Early Help service is working alongside the CADS team and is responding quickly to the identified needs of families for support, helping us to maintain our 'Never do Nothing' approach.

The Quality Assurance Framework has now been fully implemented and the new 'Learning Audit' process is now in its second phase. This process replicates the methodology, which will be used as part of an Ofsted Inspection, and is a more positive learning experience for social workers as they sit alongside the auditor. Lessons learned are collated, and drive action plans which are overseen by the Children's Services Management Team.

The relocation of the service to one site in August has been very positively received. Arrangements went well and maintained service continuity, and feedback from staff is that they value being in the same place as other colleagues from across the service.

The service has been re-aligned into four service areas: Early Help, CADS and Assessment, Children in Need and Child Protection, and Proceedings and Looked

After Children. This allows for fewer transition points and more continuity of service for children and families, as well as more balanced workloads for staff.

There has been a continued rise in the number of children subject to Child Protection plans. A recent external review has shown that thresholds have been consistently and appropriately applied. A bid has been submitted to the DFE Innovations Fund to develop a new community-based approach to working with children subject to plans.

Recruitment of staff continues to have a clear focus and the recruitment target has been met, although the temporary additional capacity which has been introduced to cope with rising workloads means that the use of agency staff is still higher than desired. Initiatives to transfer agency staff into permanent positions and to recruit more staff into Medway will continue.

External scrutiny of our practice has continued in this quarter, with a Deep Dive visit from our external chair of the Board in June/July, an external assessment of our LAC service, a planned review of children subject to Child Protection Plans and a follow up to the Peer Review of Safeguarding practice planned for November. This provides opportunity for reflection and challenge and supports the improvement journey.

3.3.3 Early Help

The Early Help Service has now taken shape with the integration of the following services:

- Medway Action for Families
- Family Support Service
- Common Assessment Framework
- Domestic Violence
- Missing Persons
- Children Missing in Education

All these services now have access to Frameworki, the Council's electronic case recording system. This has allowed for improved communication and the delivery of the right intervention at the right time in a more coordinated way.

The Medway Action for Families team continues to identify families to ensure Medway achieves maximum outcomes for local people, payments by results, and to turn around the lives of 560 families by March 2015. At the end of quarter 2, a total of almost 700 families have been identified and the programme has positively supported over 240 families.

The programme needs to pick up pace in coming months as we look to develop further the monitoring and analysis of data and to learn lessons from the national impact study. A Medway Action for Families launch event for phase 2 took place in October with 70 partners in attendance.

3.3.4 School Effectiveness

In July, Phonics threshold check results; Key Stage 1, 2 and SATs provisional results; and teacher assessment results by school were released. Medway children achieved improved results in Phonics, up 9% to 71% (national 74%). At Key Stage 1, level 2B+ (the national expectation) results improved. Mathematics matched

national provisional results at 80%. Reading results improved to 79% (national 81%) and Writing improved to 68% (national 70%).

Medway achieved its best ever-provisional results at Key Stage 2 - up to 74% in Reading, Writing and Mathematics. The national average for state funded schools rose to 78%. Medway offered schools a question-level analysis of Key Stage 2 SATs papers. This was used to identify strengths and areas of development in Reading and Mathematics. Overall, Key Stage 2 results showed boys had performed well overall but girls underperformed in mathematics.

In August, initial provisional Key Stage 4 results, showed a small dip in the achievement of five A*-C GCSEs including English and Mathematics. However, recent provisional data, published by the DfE, shows a significant drop in Medway from 60.5% to 53.7%. This follows a national trend with results falling from 58.6% to 52.6%. The drop in results is attributed to the way in which individual pupil results are converted this year into overall school results. It is not a reflection of a drop in the results of individual pupils. Medway still continues to perform above the national average.

Quarter 2 activities for the School Challenge and Improvement team included the development of a programme to move schools judged to be 'requiring improvement' to 'good' at their next inspection. Q2 also saw the launch of the Raising Achievement in Medway Partnership Agreement which provides clarity and consistency to schools. Partnership ratings for all schools were also revised and all schools notified of their named school improvement officer and offer of days of consultancy.

Planning for the annual Head teachers' conference took place, securing Professor David Woods as the key note speaker and organising the inaugural "heads meet" and sharing of effective good practice.

Quarter 2 also saw the publication of Early Years Foundation Stage Profile (EYFSP) results. Headline data shows that in Medway, 64% of children attain a good level of development compared to 60% nationally (this ranks Medway 30th out of 152 councils). The results showed that nationally, children living in the most disadvantaged households do less well than other children, with 53% achieving a good level of development. In Medway the gap is smaller with 59% of children achieving a good level of development and ranks 18th out 152 councils.

3.4 **Public Health**

- 3.4.1 Two projects commenced in this quarter to tackle childhood obesity by improving food standards and nutrition for children and young people. The Children's Food Trust has been commissioned and commenced training for nurseries and pre-schools to improve food standards and nutrition in these settings. There has been a very positive response with good uptake. In addition, following the award of the block contract to deliver catering in 48 primary schools, work has commenced to implement a School Food Plan and develop a healthy eating vision for Medway Schools with an action plan for each school site.

A dedicated health worker has been recruited to work with Medway Action for Families service, working within the multi-agency team to co-ordinate positive health outcomes for families engaged in the programme, and potential for prevention of future demands on services.

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

4.1 Customer Perception

The following table shows the percentage of respondents who agree that Medway's services enable adults to maintain their independence and live healthy lives.

Q2 2013/14	Q4 2013/14	Q2 2014/15	Short Trend	Long Trend
59%	50%	57%	↑	↓

Source: Tracker. Short Trend: Comparison with last survey. Long Trend: Comparison with same time period previous year.

4.2 Key Measures of Success: Summary

We are able to report on nine of the Key Measures of Success at Quarter 2 because we do not set a target for one of the measures (but do monitor our performance for this over time).

8 out of 9 measures of success have achieved/exceeded target
5 out of 7 measures have improved since last quarter
5 out of 7 measures have improved compared with the average of the previous four quarters

Service Comments

4.3 Adult Social Care

4.3.1 Better Care Fund

The Better Care Fund (BCF) is a national initiative to support integration across health and adult social care with a pooled budget 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.

In Q2, a revised plan was submitted and was deemed to be of 'medium quality' by the National Consistent Assurance Review (NCAR). Areas for further development have been identified and will be considered in Q3. Since the initial plan submission, several work streams are underway as follows:

- A joint Dementia Strategy is being developed in consultation with key stakeholders
- A joint Intermediate Care Strategy is being developed in consultation with key stakeholders
- A GP Signposting Service for Medway is being implemented and a Map of Medicine is being introduced for GP practices which includes social care services
- Research is being carried out in relation to a Care Navigator Role
- Consultation has taken place in relation to Community Services Redesign
- A joint specification between health and social care for community equipment is under development
- A programme manager has been recruited for Developing and Empowering Resources in Communities (DERiC)
- The benefits of an alternative falls prevention service are being examined

- The Head of Better Care Fund has been recruited

4.3.2 **Voluntary and Community Sector**

Medway Council has recommissioned infrastructure support services for the voluntary and community sector in Medway, including volunteering services. 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.

The contract was awarded to a consortium of four local providers and has been let from 1 April 2014 for a period of three years. Payment by Performance measures are to be agreed with the consortium and the first year of the contract will be used to agree baseline figures.

4.3.3 **Carers' Support Services**

A range of carers' support services for adult and young carers in Medway are now in place.

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 the Carers Partnership Board is planned in order to shape priorities outlined in the strategy and action plan.

4.3.4 **Telecare and Telehealthcare**

This project, aimed at significantly expanding telecare and to introduce telehealth services in Medway continues with ongoing work on the configuration of the electronic social care record system, Frameworki, to incorporate these services, so ensuring that assisted technology is considered for every service user who is to be eligible for support. Training and communication is also ongoing to ensure that NHS and social care practitioners and carers are informed about the telehealthcare solutions available to them.

Promoting the use of telecare and telehealthcare services was a key recommendation of Medway's draft Living Well with Dementia strategy, completed in Q2.

New GPS products are being trialled with the hope that these are launched in the new year. They will provide solutions for clients with dementia, learning disabilities and acquired brain injuries - improving quality of life for clients and their carers.

4.4 **Public Health**

4.4.1 **Drug and 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. There has been close working with the new provider (Turning Point) to help prioritise crucial partnerships and areas for improvement. The immediate focus is on

realigning the criminal justice offer and supporting those in long term treatment to recover

4.4.2 **Making every contact count**

The Public Health directorate have achieved accreditation from the Royal Society of Public Health for three training programmes. Alcohol Identification and Brief Advice (IBA) training identifies common misunderstandings surrounding drinking and provides techniques to address these and to signpost those at risk appropriately. Level 2 Smoking Cessation Adviser Training provides the competency to deliver a structured programme to support a client to attempt to quit smoking. Let's Talk Weight (Train the Trainer) enables trainers to have the skills and knowledge to run a community based weight management programme.

The network of *A Better Medway Champions* has grown steadily since the programme launched in February 2014 – more than 40 have completed the programme including several elected members, (including the Chair of the Health & Wellbeing Board), the chief executive of the local CAB, representatives from the ethnic minority forum, and a wide range of public/private/voluntary sector organisations. A video has been produced to illustrate the impact that Champions can have in the community and the fact that anyone can become a Champion. The video will be played at the training, celebration events and also feature on the A Better Medway website. This programme is designed to increase social capital and cascade health improvement messages within the community, raising awareness of healthy lifestyle behaviours, the wider determinants of health, and local service provision.

4.4.3 **Health & Wellbeing Award - Royal Society for Public Health**

The Public Health directorate has been successful in its application for a Health & Wellbeing award, which 'recognises achievement in the development and implementation of health promotion and community wellbeing strategies and initiatives, and in support of the workforce, within the context of the wider public health'.

Medway Public Health team is one of only 14 winners across the country, and has received a much coveted two year award which made particular reference to the demonstration of good partnership working between commissioners and providers, and a good understanding of the needs of the local population through the use of the JSNA data.

4.4.4 **Social Isolation Strategy**

Social isolation has been identified as a priority within the Medway Joint Health and Wellbeing Strategy and the Health and Wellbeing Board has identified the development of a strategy to address social isolation within its priorities for 2014/15. The strategy has been developed with the overarching aim of preventing and reducing the complex range of harms associated with being socially isolated.

In order to achieve this aim, three key strategic themes have been identified;

- Raising awareness
- Action for individuals
- Community Action

For each of these strategic themes, there are a range of targeted actions, although some actions may span all three. For each theme, there will be an aspiration to work in partnership to ensure there is a joined approach in tackling social isolation.

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

5.1 Customer Perception

The following tables shows the percentage of respondents who agree that Medway's services create a safe, clean and green Medway.

Safe, clean & green environment

Q2 2013/14	Q4 2013/14	Q2 2014/15	Short Trend	Long Trend
74%	72%	76%	↑	↑

Source: Tracker. Short Trend: Comparison with last survey. Long Trend: Comparison with same time period previous year.

Making local area a better place to live

Q2 2013/14	Q4 2013/14	Q2 2014/15	Short Trend	Long Trend
71%	68%	69%	↑	↓

Source: Tracker. Short Trend: Comparison with last survey. Long Trend: Comparison with same time period previous year.

5.2 Key measures of success - Summary

We are able to report on seven of the key measures of success at Quarter 2 because we do not set a target for three of the measures, and the remaining measure is based on data which hasn't been published yet.

6 out of 7 measures of success achieved/exceeded target
 0 out of 2 measures have improved since last quarter
 4 out of 6 measures have improved compared with the average of the previous four quarters

Regeneration, Community and Culture Service Comments

- 5.3 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.
- 5.4 The Community Safety Partnership (CSP) have been involved in 30 community engagement events over the summer giving out personal safety items i.e. purse chains, personal alarms and UV property marker pens. The CSP continues to co-ordinate the Community Payback scheme in Q2 130 jobs were completed, varying from litter picks, vegetation removal including public rights of way and painting Medway Park perimeter fence.
- 5.5 To promote responsible dog ownership 'The Day for Every Dog' event took place over the summer. A total of 264 dogs were microchipped free of charge. The Community Wardens dealt with 229 stray dogs in Q2. 93 were taken to the kennels and 136 were returned directly to the owner. It is the Council's ambition that stray dogs leaving the kennels should be chipped. Community Wardens are being trained in dog chipping and can now deliver this service free of charge in owners' homes. The Warden Service was awarded a Gold Footprint award by the RSPCA in recognition of our policies and procedures in respect of stray dogs.

- 5.6 To ensure environmental crimes in the public realm are detected and enforced the Street Scene Enforcement Team attend every fly tip to search for evidence and where possible, remove it immediately. All fly tips are attended within one working day with 90% removed on the same day and 15% yielding evidence for further investigation. For Q2 219 flytips were dealt before being reported to the Council. Total tonnage cleared was 21.5 tonnes. For Q2 20 Cases were prosecuted at Medway Magistrates Court with fines and costs totalling £8,804.89.
- 5.7 Medway Council working with its partners is committed to prevent and reduce Domestic Abuse (DA). 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.
- 5.8 The contract is in its second year of a three-year term. During 2013/14 KDAC provided support for 295 clients in its first year (421 children in households). Reported incidence of domestic abuse in Medway has increased; Kent Police dealt with 5,143 incidents during 13/14, a 9% increase on 12/13. It is believed that improved access arrangements account for the rise, rather than the incidence increasing within Medway. Medway accounts for 20% of the force's DA workload.
- 5.9 During Q2 together with the Medway Safeguarding Children's Board (MSCB) and DA Health Visitor the Council has delivered a number of training sessions on DA, safeguarding children and domestic abuse stalking and honour based violence (DASH) risk assessment.
- 5.10 County Multi Agency Risk Assessment Conferences (MARAC) including Medway are currently undergoing a restructure due to capacity issues and to ensure sustainability for the future. As part of this a consultant has spoken with partner agencies and the Council for views both on MARAC and perpetrator programmes.
- 5.11 The Council maintains parks and open spaces for the enjoyment of all. Green Flags have been secured for Riverside Country Park, Capstone Farm Country Park, The Vines, Broomhill Park, Hillyfields, Great Lines Heritage Park and Gillingham Park. This achievement means that Medway Council has the number of accredited sites as Kent County Council.
- 5.12 Play Area Improvements continue with Maidstone Road Sports Ground Multi Use Games Area completed (S106 scheme) in Q2. Lordswood Leisure Centre play area refurbishment and Riverside Country Park play area extension will be completed early Q3. £25,000 of Member Priority Funding has been secured in Q2 for Laburnham Recreation Ground Play Area refurbishment.
- 5.13 **Project – Weekly kerbside recycling and composting service**

The weekly recycling collection was launched on Monday 28th October 2013.

There was a two-page article in Medway Matters explaining how residents should separate out waste and what happens to it once collected.

Where the physical nature of the street allows such a collection, all households now have access to food waste collections. Those that cannot accommodate a wheeled bin have been given (or offered) a smaller 23L food bin. Achieving this milestone

successfully closes the original project plan for introducing weekly recycling services.

In 2014/15 there has been an increase in kerbside recycling rate compared with 2013/14

- Q1 2014/15 48.5% (Q1 2013/14 42.1%)
- Q2 2014/15 45.0% (Q2 2013/14 40.0%) (Based on two complete months and an estimate for September)



From November 13 to September 14, compared to the same 11-month period the year before, 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 45% in organic waste

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

6.1 Customer Perception

The following table shows the percentage of respondents who agree that Medway's services enable everyone to benefit from the area's regeneration.

Q2 2013/14	Q4 2013/14	Q2 2014/15	Short Trend	Long Trend
58%	55%	58%		

Source: Tracker. Short Trend: Comparison with last survey. Long Trend: Comparison with same time period previous year.

6.2 Key measures of success - Summary

7 out of 11 measures of success have achieved/exceeded target
 3 out of 8 measures have improved since last quarter
 7 out of 11 measures have improved compared with the average of the previous four quarters

Regeneration, Community and Culture Service Comments

- 6.3 The Council is committed to securing a reliable and effective local transport network. Following partnership working with colleagues in Kent County Council, the trial of the new Smart Ticketing scheme commenced on 1st September 14. 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. The trial has commenced with positive feedback from trial passengers and Arriva. The trial will continue into Quarter 3, if successful it will be rolled out to the public late 2014/early 2015.
- 6.4 The Council strives to improve the network whilst keeping traffic disruption to a minimum. To aid traffic flow during Q2 the Council have removed one set of traffic signals from the Brook and modified the traffic lights by the Chatham waterfront Bus Station and Whiffens Avenue. The same approach will be used for junctions between the Brook and Best Street.
- 6.5 Southern Gas Networks mains replacement works commenced in Q2. These vital improvement works unfortunately disrupted the flow of traffic from the Medway City Estate during the evening peak period. The Council trialled a traffic suppressed flow system through the Medway Tunnel using a contractor's maintenance vehicle to

control flows exiting the tunnel which appears to have had a positive impact on traffic movements. Though we recognise problems remain we are delivering a scheme to add capacity to allow vehicles off the estate.

- 6.6 The level of homeless applications in Medway has seen a year on year increase, which is reflective of both national and regional trends. For Q2 the number of applications made was 386, an increase of 77% (218) on Q2 13/14 and 149% (155) on Q2 12/13. In Q2 14/15 359 decisions were made on homeless applications, compared to 197 Q2 13/14. Despite the increase in the number of decisions being made, officers have achieved 82% of homelessness decisions within the government recommended target of 33 days, which is an improvement on Q2 13/14 (62%). In Q2 14/15 after investigation 37% (132/359) of households were found to be homeless and Medway Council had a duty to assist them in finding permanent accommodation. The other applicants were found either, not statutorily homeless (64 cases, 18%), intentionally homeless (28 cases, 8%), non-priority (126 cases, 35%) or ineligible (9 cases, 2%).
- 6.7 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. At the end of Q2 there were 193 households living in TA. Despite the number of households making homeless applications increasing by 77% compared to the same period last year, the number of households in Temporary Accommodation (TA) has only increased by 14% over the same period (169 in Q2 13/14). There were no households with dependent children living in bed and breakfast for more than six weeks at the end of Q2 14/15. This highlights the efforts of the Housing team in securing alternative solutions to TA.
- 6.8 The unemployment rate in Medway continues to improve, with the Job Seekers Allowance (JSA) claimant rate of all people aged 16-64 reducing steadily from 3.2% in September 2013 to 2.4% in September 2014. September 2014 also experienced the lowest JSA claimant rate since September 2008 (2.3%). Youth unemployment in Medway is also reducing, in September 2014 3.4% of Medway's population aged 16-24 claimed JSA, compared to 5% in September 2013. In addition the JSA claimant rate of those aged 16-24 is the lowest it has been since September 2002 (3.2%).
- 6.9 Medway Council is making a key contribution to the reduction in unemployment through the work of the Employ Medway centre. Employ Medway provides employment advice and support to people that have recently lost their job and local businesses that wish to access training to improve the skills of their workforce. This includes CV writing, training, qualifications and recruitment support. They also run a number of European funded projects including the GAPS project, which delivers local apprenticeships and work placements and the IMPRESS project that offers workplace learning, job mentoring and free HR and other advice to local small and medium enterprise employers.
- 6.10 During Q2, through Employ Medway, the Council assisted 61 people finding a first job and a further 28 customers re-entering the workplace. To further increase the employment opportunities for Medway residents, Medway Council co-hosted a successful job fair in the Pentagon Centre with Job Centre Plus. Over 1,200 residents attended the event and applied for over 1,000 vacancies available on the day.

- 6.11 Medway Council's IMPRESS project has continued to offer support to over 300 in-work customers throughout Q2. This support has helped these customers maintain their employment and, via the take-up of IMPRESS's in-work training opportunities, advance their careers. In addition Q2 saw a provisional figure of 41 customers being helped to sustain work for at least 6 months.
- 6.12 With a welcome reduction in unemployment the numbers needing our assistance is also reducing. As a result, the number of referrals to Employ Medway's work programmes has declined from 234 in April to September 2013 to 165 in April to September 2014. Alongside this, customers leave the Work Programme after two years, meaning the customer base for Employ Medway has declined. In spite of this, the number of customers remaining in work as a percentage of the total caseload actually improved between 2013 and 2014. Looking at the 2013 and 2014 half year results for customers remaining in work for 26 weeks (125 and 84 respectively) as a percentage of the total live caseload at the end of the second quarter (1,407 and 897 respectively), there was a significant increase in the percentage of customers sustaining work for 26 weeks (from 8.88% to 9.36%) This is down to the efforts of both Employ Medway in finding sustainable jobs for their customers and the IMPRESS project providing a range of in-work support. The reduction of unemployment in Medway is positive for the local economy; however as a result the number job positions available will also decline. This may make it harder in the future for the Council's work programmes to place remaining and future referrals back into work.
- 6.13 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; Tiger loans allow businesses to borrow up to £2.5m compared with Partners for Growth loans that average £10k. August 2014 saw the largest Tiger investment of over £1m to assist in the creation of 30 high tech IT jobs; the recipient will be working closely with local Universities to recruit to these positions. This brings the overall figure to 14 businesses with loans totalling £4.3m, creating and safeguarding 405 jobs. There are a further 12 Medway businesses with TIGER applications pending.
- 6.14 The Council continues to ensure Medway is a destination for culture, heritage, sports and tourism. During Q2 the Cultural Strategy has been reviewed and a draft-revised strategy developed by The Cultural Partnership. The Cultural Strategy was agreed by the Cabinet on 28 October 2014.
- 6.15 Medway successfully delivered a diverse range of cultural and leisure events in Q2. Highlights were Medieval Merriment (attendance 4,000 - 94% satisfaction), River Festival (6,500 attendance) including the Big Dance that took place at Medway Park (500 people) and Castle Concerts with the first ever Classical Under Siege held on 25 June to widespread acclaim as part of Medway's Festival of Music.
- 6.16 Medway Council is committed to provide leisure facilities for all; major refurbishment work worth £1.9m at Strood Sports Centre commenced. The works include an expanded fitness suite, new fitness studios, a spin studio, café and reception plus renovations to the swimming pool changing area and hydrotherapy pool. Work is being delivered in a phased programme to ensure the new fitness suite is open in time for the new year, with works due to be completed in Spring 2015.
- 6.17 Medway Park staged the wheelchair rugby league four nations tournament in September, featuring England, Scotland, Wales and Ireland. The competition was

won by England and cemented Medway's place as the home of wheelchair rugby league.

- 6.18 A disability sport open day took place on 12 July at Medway Park. The Public Health Team was on hand to provide free introductions on how to use the specialist gym equipment at Medway Park throughout the day. Various taster sessions and full classes took place on a wide range of sports and people were able to turn up and have a go for free. Although all the activities were aimed at people with a disability, the sessions were open to all.

There was also an opportunity to spectate throughout the day, sporting shows included:

- Maidstone Rebels playing a wheelchair basketball exhibition game against a London All-Stars Team
- Invicta Powerchair Football Club (Gillingham) playing a match against Greenwich Powerchair Football Club
- Medway Dragons Wheelchair Rugby League Youth team playing Kent League fixtures against Folkestone Spitfires and Gravesend Dynamite
- A Kent Sitting Volleyball squad full training demo before the GB armed forces 'Battleback' side the following week ahead of 'Battleback' heading to the Invictus Games in September.

6.19 **Project – Highways Maintenance 14/15**

There are 38 pavement sites (32 completed) and 21 road sites (14 completed) programmed for resurfacing by March 2015. Funding has been secured for 14/15 for an additional £2.4m from the council along with a further £440k from the Department for Transport.

The road-marking program started on 8 October and is 99% completed (one road to complete). A program to paint roundabouts directional arrows (the black and white chevrons) on appropriate roundabouts is also being undertaken. The program will be completed by December 2014.

Cyclic gully cleansing has been completed on fourteen of the 23 wards. Rainham Central, Chatham Central, Cuxton and Halling, Strood South, Strood North, Strood Rural, Peninsula, Luton and Wayfield, Hempstead and Wigmore, Lordswood and Capstone, Princes Park, Walderslade, Watling, Rochester West 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 functions and achievements.

6.20 **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.

The revised Development Brief and Masterplan for Rochester Riverside were adopted as a Supplementary Planning Document in September 2014. The Brief will now become a material consideration in the determination of any planning applications for the Rochester Riverside scheme.

The Council intends to release the next phase of development at Rochester Riverside in early 2015.

6.21 **Project – New Rochester Station**

At present construction is focused on delivery of the new platforms and engineering works. Construction of the new station building will commence in January 2015.

Works continue to progress on time and it is anticipated that the new Station will open in December 2015.

6.22 **Project – Chatham Town Centre – Growing Places Fund**

Phase 2 of Sun Pier Pontoon is underway which includes additional anti-climb measures and refurbishment of the Pier itself. The final specification has been agreed and the works will be complete by the end of the Q3.

The Medway Street site is now clear with the appropriate utilities disconnected. The interim use of the area has now been agreed and will be an extension of the existing car park. The detailed design has been commissioned and works are expected to commence in Q3.

Phase 1 of the River Walk Works is nearly complete with the final detail of the new gun carriages to be delivered Q3/Q4.

Phase 2 of the River Walk Works is in the process of detailed design with the aim of completing the design by Q3. Implementation would begin in Q3/Q4 2014-15.

6.23 **Project – New Council Homes for Medway Council**

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 permissions have been granted on 10 garage sites, which will provide 23 homes, ranging from 1-bedroom bungalows to 5-bedroom family house. Following the award of the construction contract in June 2014 the contractor commenced on seven of the sites. The final three sites are expected to commence in November. The first 13 homes will be available for occupation in February 2015.

The second provision is to develop the former Gillingham College site (Beatty Avenue) to provide 32 affordable bungalows to rent. A planning application for the scheme has been submitted and a decision is expected in November 2014. The procurement process has commenced for a contractor to build out the scheme for the Council. The Pre Qualification Questionnaire submissions have been received and the Council will be releasing the Invitation to Tender during October for a return in December 2014.

6.24 **Project – Rochester Airport**

The planning application for the improvement of the airport's operational infrastructure at Rochester Airport has been received and registered by Medway Council. The application includes closure of runway 16/34 and hard paving of runway 02/20, plus improvements to buildings onsite and the construction of a new control tower.

Over 7,000 households in Medway and Tonbridge & Malling have been contacted by letter seeking their views on the planning application. The planning application is scheduled to be determined by the end of December 2014. The airport operator's lease stipulates closure of Runway 16/34 by 2017, to allow for wider commercial development of freed up land to proceed.

A 'vision' workshop to look at ways of maximising the value of commercial land opportunities at Rochester Airport will go ahead in due course, and will involve local stakeholders such as businesses, local authorities and Higher Education representatives.

6.25 **Project – RECREATE**

Medway Council is working in partnership with the Community Interest Company (CIC) on Sun Pier House, Chatham, to transform this building into a Creative Workspace. Sun Pier House opened as a creative industries venue in mid 2013 and has run several social events in the gallery and tearoom, including jazz evenings, film screenings and various evening classes during Q2.

The Recreate website, including a Twitter feed, went live on 15th July 2014 and the project has featured in a popular Medway based culture magazine called 'Wow' with a circulation of 7,000. In addition a monthly e-mailer is also planned through local arts channels.

Recreate supported the launch of a new Designer-Maker Fair, Bespoke, in June 2014. 20 stallholders utilized the car park in Sun Wharf, including 4 artists from Calais, who then went on to display their work in POP during the FABRIKA event in July. Bespoke will take place again in November 2014, upstairs in the gallery space of Sun Pier House.

The Pop-Up Creative Space in Chatham has been fully occupied since it opened in April 2014, hosting 8 exhibitions and almost 20 workshops and artist talks. More than 80 artists have benefited from the new space, using it to display and demonstrate their work, and POP has seen over 700 visitors through its doors. Our second Creative Start-up programme ran out of POP in August and September, with a group of 8 entrepreneurs. It included presentations from local creative entrepreneurs and visits to local galleries, workspaces and studios. The Council will run this programme again from January to March 2015.

3 courses held in POP, offering French language training started in September and will run until the end of the year. They are aimed at individuals that are interested in expanding their business across the Channel.

A monthly meeting called 'Not for Geeks', is hosted by the Council's Recreate IT consultant to advise local businesses from the Creative Sector on how to develop their on-line presence, through a website, a blog and social media.

6.26 **Project – Eastgate House Improvements**

Tendering of the main refurbishment works at Eastgate House is being undertaken and is due for completion at the end of October.

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.

6.27 **Community Hub Development – Libraries**

The development of Community Hubs is the key strategic driver for libraries. Strood Community Hub project is running to programme and budget and will be completed early 2015. Key project phases delivered during Q2 have been the lift and atrium installations and completion of the internal layout and associated infrastructure works. Access Road Improvement Works (Planning Condition) are scheduled for Q3 (November/December) to enable the new Hub to be operational from Q4.

6.28 **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.

During Q2 more 13,037 people played, competed and spectated in this year's Festival of Sport this included:

- Mini Youth games – Celebrated its 15 anniversary with 40 primary schools taking part in the athletics competition at Medway Park.
- Medway Mile – With 3,650 participants this year's Mile had a Commonwealth Games theme, with free activities across a host of sports laid on for visitors. A screen in the grounds of Rochester Castle showed live action from the Games in Glasgow.
- ParkSport - Medway Sport's new Parksport initiative launched over the summer, with open days at The Strand promoting a range of sports. In addition, the parkrun series at Great Lines celebrated its first anniversary in September with a record turnout of 296 runners.
- Big Splash was launched in September by swimming legend and Olympic gold medallist Duncan Goodhew. The Splash is being expanded across all Medway Council sports centres with swimming pools, and will include an Extreme Big Splash at The Strand in January.

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

7.1 **Investors in people**

Medway achieved Investors in People (IiP) Gold award in October. This is an external accreditation which acknowledges that the most successful, customer-focused businesses are those that invest in their staff. It measured our approach to the support, development and recognition of staff together with arrangements for communications, management practice, social responsibility and employee benefits. It puts us in the top 7% of all employers in the Country.

7.2 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. Data from the tracker is used under each priority heading, and at section 7.3.
- GovMetric - A customer feedback tool that gives customer ratings data from face-to-face (FTF), telephone and web channels. See section 7.4 for further information.

7.3 Tracker

The following tables show percentage of respondents who agree with the following statements which reflect how Medway put its customers at the centre of everything we do.

Satisfied with the way Medway Council runs its services

Q2 2013/14	Q4 2013/14	Q2 2014/15	Short Trend	Long Trend
84%	76%	81%	↑	↓

Source: Tracker. Short Trend: Comparison with last survey. Long Trend: Comparison with same time period previous year.

Provide high quality services

Q2 2013/14	Q4 2013/14	Q2 2014/15	Short Trend	Long Trend
67%	63%	63%	–	↓

Source: Tracker. Short Trend: Comparison with last survey. Long Trend: Comparison with same time period previous year.

Acts on concerns of local residents

Q2 2013/14	Q4 2013/14	Q2 2014/15	Short Trend	Long Trend
58%	54%	55%	↑	↓

Source: Tracker. Short Trend: Comparison with last survey. Long Trend: Comparison with same time period previous year.

Talk positively with family about Medway Council

Q2 2013/14	Q4 2013/14	Q2 2014/15	Short Trend	Long Trend
45%	43%	46%	↑	↑

Source: Tracker. Short Trend: Comparison with last survey. Long Trend: Comparison with same time period previous year.

7.4 GovMetric

7.4.1 The following tables show the percentage of GovMetric respondents who have rated their service as “Good.”

Face to face users rating service as “Good”

Q2 2013/14	Q1 2014/15	Q2 2014/15	Short Trend	Long Trend
66%	62%	64%	↑	↓

Source: GovMetric. Short Trend: Comparison with previous quarter. Long trend - Comparison with same time period previous year.

Telephone users rating service as “Good”

Q2 2013/14	Q1 2014/15	Q2 2014/15	Short Trend	Long Trend
94%	88%	91%	↑	↓

Source: GovMetric. Short Trend: Comparison with previous quarter. Long trend - Comparison with same time period previous year. Note: revs & bens and switchboard calls not measured

Web users rating service as “Good”

Q2 2013/14	Q1 2014/15	Q2 2014/15	Short Trend	Long Trend
49%	52%	43%	↓	↓

Source: GovMetric. Short Trend: Comparison with previous quarter. Long trend - Comparison with same time period previous year.

7.4.2 Summary

- 13,883 ratings were received across the three channels in Quarter 2 2014/15
- Overall the percentage of “good” ratings received has improved in two of the three (Face to face and Telephone) channels between Q1 2014/15 and Q2 2014/15.
- We benchmark against 70 other local authorities. Over the last quarter we have improved against our benchmarking partners in 2 of the 3 channels (Face to face and Telephone).
- Web performance has fallen in relating to the benchmarking group, and in terms of the percentage of users rating the experience as “good”, though lower volumes of Web feedback may have impacted on this.

7.5 Complaints

7.5.1 Q2 2014/15 Performance

Total number of complaints received	728
Total number of cases closed	680
Total number of cases dealt with within 10 days	525
% of cases dealt with within 10 days	77.2% (Target 75%)

7.5.2 Service Comments

The Quarter 2 performance on the 10-day response indicator was 77.2%, against the target of 75%.

Q2 has therefore modestly improved and continued the improved performance achieved in Q1 (where 76% of cases were responded to in 10 days). The 2013-14 average performance level was 66%, so we now have six months of sustained improvement.

As with Q1, two months (July and August) out of the three exceeded the 75% target, with performance falling below 75% in September. Outside of the atypical months of July and August where we received a large number of complaints about one issue (UB40 concert), September did feature the highest number of complaints received in a month in this financial year. There remains a challenge in improving further. Regular reminders to services about deadline dates is a element of the improved service, and when the volume of new cases to allocate to services, and responses to despatch is high the time available for chasing is reduced. The Customer Relations Team is looking at how work can be re-organised to maintain the support to services around deadlines.

8. Value 2: Giving value for money

8.1 Phase 4 customer contact and administration

This phase has started - it will conclude the roll out of the customer contact and shared administration service to all remaining areas of the council in scope.

The conclusion of phase 3 was slightly delayed due to other priority ICT work but the pest control and bulky waste collection e-forms are due to go live on 22 October. This will see the closure of the residual customer first team with all activity transferred to customer contact.

We continue to improve services that are already provided within customer contact and Business Administration Support Services (BASS). We have improved the blue badge processing so that all badge applications are processed on target within 8 weeks or less, and badges are now posted to customers' homes, offering a significantly improved customer experience. There had been concerns about potential fraud with posting, but these have successfully been overcome.

9. Citizens Panel August 2014

The Citizen's Panel was refreshed after Q1 2014/15, which has increased the proportion of 16-24 year olds and other groups to enhance the quality of the survey as a representative sample of the local population (with a total of 2,000 panel members).

Customer satisfaction has increased for both "Value for Money" and "Satisfaction with Council services", when compared to results from Q2 2013/14.

In Quarter 2 2014/15 the proportion of Residents:

- satisfied with the way Medway Council runs its services has risen by 5.4 percentage points compared to Q2 2013/14 (51.7% to 57.1%)
- who agree the Council delivers value for money has increased by 10.8 percentage points against Q2 2013/14 (38.8% to 49.6%)

In Quarter 2 2014/15 a high percentage of residents still responded neutrally to both questions

- 29.7% for Value for Money
- 26% for the way Medway Council runs its services

Customer profiling reveals the groups most likely to state they are neutral are those less likely to respond to traditional communication methods, such as post, and are more likely to be users of mobile phones and online communication tools, such as social media. This information will be used to inform the digital needs assessment.