

## REGENERATION, COMMUNITIES AND CULTURE OVERVIEW AND SCRUTINY COMMITTEE

18 DECEMBER 2014

### COUNCIL PLAN - 2014/15 QUARTER 2 PERFORMANCE MONITORING

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#### 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:

- Key Measures of Success
- Key projects

The performance results and associated service comments are set out under the relevant Council priorities and two values.

#### Performance highlights

- 86% (12/14) of Council Plan measures are achieving target in Quarter 2.
- 79% (11/14) of Council Plan measures have an improving long trend

#### 1. Budget and Policy Framework

This report summarises the performance of the Council's Key Measures of Success for Quarter 2 2014/15 as set out in The Council Plan 2013/15.

#### 2. Background

- 2.1 This report sets out the performance summary against the two relevant Council priorities and two values for this committee:

##### Medway's Priorities

- *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*

- 2.1 It focuses on where we have achieved or exceeded our targets, and how we are tackling underperformance.
- 2.2 Members should note that Council agreed on 25 July 2013 that the scrutiny of housing performance would be discussed at Business Support Overview and Scrutiny Committee. Therefore any performance information highlighted grey within the report is not relevant to this committee and fall under other overview and scrutiny committees. They have been included to provide context and clarity of how the priorities as a whole have been performing.
- 2.3 Sections 6 and 7 are similarly highlighted grey, as these related to Council wide performance against the values, rather than just RCC specifically. These sections are to be reviewed at other committees. Therefore these sections are also only included to provide context and clarity of how the values as a whole have been performing.
- 2.4 Detailed background information supporting this report can be found at:

## **Appendix 1: Performance tables – detailed reports on 19 Key Measures of Success**

### **3. Summary of performance**

#### **3.1 Key Measures of Success Quarter 2 2014/15: in target**

We monitor 19 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 14 of these measures for Q2 because 2 are data only (target not required or appropriate), and for 3 data is not available until Q3 or Q4.

The Council has successfully met 12 (86%) out of 14 measures with targets for Q2 2014/15.

This is compared to;

- Q1 2014-15 where 7 (88%) out of 8 were on target.
- Q2 2013-14 where 20 (80%) out of 25 Council Plan Key measures of success were on or exceeded their target.

#### **3.2 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

## **4. Key priority 3: Safe, Clean and Green Medway**

### **4.1 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.

### **4.2 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 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  
4 out of 6 measures have improved compared with the average of the previous four quarters

## **Regeneration, Community and Culture Service Comments**

- 4.3 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.
- 4.4 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.

- 4.5 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.
- 4.6 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 with 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.
- 4.7 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.
- 4.8 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 incidents 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 incidents increasing within Medway. Medway accounts for 20% of the force's DA workload.
- 4.9 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.
- 4.10 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.
- 4.11 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 same number of accredited sites as Kent County Council.
- 4.12 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.

#### 4.13 **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

### 5. **Key priority 4: Everyone benefiting from the area’s regeneration**

#### 5.1 **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.

#### 5.2 **Key measures of success - Summary**

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

7 out of 11 measures of success have achieved/exceeded target  
7 out of 11 measures have improved compared with the average of the previous four quarters

### **Regeneration, Community and Culture Service Comments**

- 5.3 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.
- 5.4 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.
- 5.5 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.
- 5.6 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%).
- 5.7 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.
- 5.8 The unemployment rate in Medway continues to decrease, 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%).

- 5.9 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.
- 5.10 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.
- 5.11 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.
- 5.12 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.
- 5.13 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.

- 5.14 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.
- 5.15 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.
- 5.16 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.
- 5.17 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.
- 5.18 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.

#### 5.19 **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 programme started on 8 October and is 99% completed (one road to complete). A programme to paint roundabouts directional arrows (the black and white chevrons) on appropriate roundabouts is also being undertaken. The programme 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.

#### 5.20 **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.

#### 5.21 **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.

#### 5.22 **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.

## **5.23 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.

## **5.24 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 January 2015. 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.

## **5.25 Project – RECREATE**

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.

#### 5.26 **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.

#### 5.27 **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 Q4 (January/February) to enable the new Hub to be operational from the end of Q4.

#### 5.28 **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.

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

### 6.1 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.

### 6.2 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. Please see section 8.
- Tracker – Bi-Annual telephone survey of around 400 residents. Data from the tracker is used under each priority heading, in appendix 1, and at section 6.3.
- GovMetric - A customer feedback tool that gives customer ratings data from face-to-face (FTF), telephone and web channels. See section 6.4 for further information.

### 6.3 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.

#### 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.

## 6.4 GovMetric

6.4.1 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.

## 6.4.2 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.

## 6.5 Complaints

### 6.5.1 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%)

### 6.5.2 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.

## **7. Value 2: Giving value for money**

### **7.1 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 badges 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.

## **8. Citizens Panel August 2014**

8.1 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).

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

8.3 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%)

8.4 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

8.5 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.

## **9. Risk management**

9.1 Risk helps to deliver performance improvement and is at the core of decision-making, business planning, managing change and innovation. It is practised at both management and service delivery level and enables the effective use of resources, secures the assets of the organisation and its continued financial and organisational well-being.

9.2 The purpose of the Council Plan performance monitoring reports during the year is to enable managers and members to manage the key risks identified in delivering priorities.

## **10. Financial and legal implications**

10.1 There are no finance or legal implications arising from this report.

## **11. Recommendation**

11.1 It is recommended that Members consider Quarter 2 2014/15 performance against the Key Measures of Success used to monitor progress against the Council Plan 2013/15.

### **Lead officer contact**

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### **Background papers**

Council Plan 2013/15