

# REGENERATION COMMUNITY AND CULTURE OVERVIEW AND SCRUTINY COMMITTEE

29 MARCH 2016

## COUNCIL PLAN Q3 2015/16 PERFORMANCE MONITORING REPORT

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Management Team

Business Support Department

### Summary

Medway's four priorities are set out in the Council Plan 2015/16. This report summarises how we have performed in Quarter 3 2015/16 against the two priorities for this committee: Safe, clean and green Medway and Everyone benefitting from the area's regeneration. There are 23 Key Measures of Success and 14 Key Projects for these priorities.

### Performance highlights

- 76.47% Key Measures of Success were on target
- 47.05% Key Measures of Success have improved compared with the average of the previous 4 quarters

## 1. Budget and Policy Framework

This report summarises the performance of the Council's Key Measures of Success for Q3 2015/16 as set out in The Council Plan 2015/16.

## 2. Background

- 2.1 This report sets out the performance summary against the Council priorities relevant for this committee: Safe, clean and green Medway and Everyone benefitting from the area's regeneration.
- 2.2 It focuses on where we have achieved or exceeded our targets, and how we are tackling underperformance.
- 2.3 Detailed background information supporting this report can be found at:  
  
Appendix 1: Regeneration, Community and Culture Overview and Scrutiny Committee Detailed Report.
- 2.4 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 this report is not relevant to this Committee and falls 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.

2.5 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.

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

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

Details of the 11 Key Measures of Success for this Council priority are included in Appendix 1; however 5 of these are either data only, or data is not expected until after this report is published.

- 4 out of 6 Key Measures of Success were on target
- 2 out of 6 Measures have improved compared with last quarter
- 2 out of 6 Measures have improved compared with the average of the previous 4 quarters

#### **3.2 Service Comments**

##### **3.2.1 Street Scene Enforcement Team**

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 and in Q3 556 fly tips were addressed, with 444 removed on the same day (80%). The teams also removed household waste in 415 cases where there was no fly tipping involved. For instance, bulky items or refuse out early where it was deemed to be in the public interest to remove it off the street as soon as possible.

The total tonnage cleared amounted to 49.5 tonnes. 7 fly tipping, littering and waste related cases were successfully prosecuted at Medway Magistrates Court this quarter with fines and costs totalling £12,312.

##### **3.2.2 Waste Services**

The Christmas week was a challenging time due to the number of operational days lost as a result of the way the bank holidays fell. Other Councils were faced with similar difficulties with most changing their collection schedules over a two to three week period. Medway teams completed the Christmas collections for all three weekly services in one week. Collections returned to their normal schedules on Monday 4 January. Crews had collected an additional 300 tonnes of rubbish, compared to the equivalent period in 2014.

The team advertised the Christmas schedule in Medway Matters, the Council website, Twitter, Facebook and the Big Screen in Chatham. Customer Contact

phone lines set out the details and 222 posters were displayed in libraries, community hubs, children's centres, local shops, pubs and pharmacies.

Medway Council is committed to increasing recycling and reduce waste going to landfill sites. During Q3 several promotional communications campaigns have been planned or completed to help and encourage residents, highlights have included:

**Food recycling caddy liners** - have continued to sell well through the libraries and online with 2,635 sales in October and November. The BOGOF offer in October and November saw an additional 1,486 rolls given away for free. This could result in an estimated 206 tonnes of food waste being recycled saving £8,135 in disposal costs, a 270% increase from the same period in 2014.

**Flats recycling** - the Waste Development team completed their joint site visits with Veolia and concluded that flats will continue to receive a co-mingled recycling service. A focused flat recycling communication plan has been drafted to raise awareness with residents.

To improve the perception of street cleanliness the Waste Services team are working with colleagues across the council to deliver a week of "Clean for the Queen" activities (Mon 29 Feb – Sun 6 March 2016). The National Campaign is scheduled for the weekend Fri 4 – Sun 6 March 2016. Plans include:

- The Community Wardens are the public face of the clean ups and they will arrange a minimum of 22 community clean ups (1 per ward)
- Waste Services will co-ordinate equipment loan, collection of waste and recycling, record statistics and champion the events
- Public Health will highlight the link between litter and wellbeing, particularly the impact of smokers' litter on normalising smoking. We are planning to separately collect smokers' litter and encapsulate it into a display for the Stop Smoking Service Shop in Chatham
- Veolia will collect the waste and recycling from pre-arranged points
- Communications will promote the events via the Council website, posters, Facebook and Twitter

The goal is to engage at least 200 individuals, volunteer groups, businesses and schools to participate.

### 3.2.3 Parks and open spaces

The Council maintains parks and open spaces for the enjoyment of all. During Q3 the following activities have taken place:

- Play Improvement works at Copperfields, Friston Way and Knights Place have been completed. The contract has been awarded for the Strand and works are scheduled for completion in Q4.
- The contract has been awarded for the provision of outdoor gyms at Hempstead Recreation Ground and The Strand with works scheduled to be completed in Q4.
- Park improvements to Gillingham Park commenced with play area improvements completed in Q3 and landscaping works scheduled to be completed in Q4.

### **3.2.4 Key Project: Commencement of refresh of the Medway Waste Strategy**

Medway's current waste strategy runs until 2020. As a unitary authority, Medway has no obligation to publish a Waste Strategy but will need to decide upon its preferred collection arrangements in readiness for new contracts to be awarded in 2019.

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

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

Details of the 12 key measures of success for this Council priority are included in Appendix 1; however 1 of these is not expected until after this report is published.

- 9 out of 11 Key Measures of Success were on target
- 5 out of 11 Measures have improved compared with last quarter
- 6 out of 11 Measures have improved compared with average of the previous 4 quarters

### **4.2 Service Comments**

#### **4.2.1 Integrated Transport**

For Q3 the Council has been delivering the actions within the road safety plan. 1,740 pupils across 9 primary schools in Medway received road safety education sessions during Q3. 16 Medway schools, comprising a total of 2,110 students received 'Licence to Kill? road safety theatre in education between October - November 2015; a 29.8% increase in the number of Medway school students receiving L2K compared to last year.

Medway has a total of 711 children in Medway participating in the Walking Bus initiative, with further schemes proposed during Q4. An additional 117 classes in Medway have signed up to the Walk on Wednesday 'WOW' and Active Bug initiatives in 2015/16, with approximately 3,500 children from Medway taking part. This is a 19.4% increase in the number of classes participating in Medway compared to the previous academic year.

In October 2015 it was International Walk to School Month; 17 schools and academies in Medway participated in the 'Hedgehog Hike' and 'Social Network' challenges. Burnt Oak Primary in Gillingham won the Hedgehog Hike Challenge, with 84.7% of pupils walking and Greenacre Academy in Walderslade won the Social Network Challenge, with 88.6% of students taking part.

The Council continued to work on the traffic flow in Medway including consideration of a street works permitting scheme. A parking strategy will be developed and a review of on street parking will be undertaken. This work will be completed in 17/18.

The Council continues to participate in the consultation on the 'Lower Thames Crossing'. The Department of Transport and Highways England Public Consultation started in January 2016 and a report outlining the likely impact on the strategic road

network and recommending the response from Medway Council to the consultation was presented to Cabinet on 8 March 2016.

#### **4.2.2 Homelessness**

This service is now primarily located at Kingsley House in Gillingham in improved surroundings with increased and improved facilities for our customers. The Council continues to work with a range of organisations and services to help prevent households from becoming homeless. In most cases where households approach the Council for assistance the service is able to assist them to either maintain their existing or identify alternative accommodation.

It is not always possible to prevent households from becoming homeless. Despite more households seeking assistance, the service has been more successful in preventing households from becoming homeless. This is demonstrated by a reduction in the number of households who were either actually homeless or at risk of homelessness within 28 days. For the 2015/16 financial year to the end of December this was 873 compared to 1076 for the same period last year and represents a reduction of 18%. Due to these successful prevention initiatives, of those who did make an application, the number that the Council accepted a full homeless duty fell by 16% compared to a rise of 3% across Kent and 3% across the South East.

The number of households accommodated in temporary accommodation has reduced over the financial year by 2% from 260 to 255 at the end of December 2015. This compares to a 9% increase across the South East and a 3% increase across Kent. Of those in temporary accommodation, the number in B&B type accommodation has reduced by 89% to just 2 households at the end of Q3 2015/16, compared to 19 at Q3 2014/15.

#### **4.2.3 Employment**

In Q3 2015/16 Employ Medway achieved 28 job starts into full time work against a contractual (G4S) target of 36. This is a significant achievement as referral numbers are at their lowest since the Work Programme began.

The Council also aims to work with customers to place them back into employment after falling out of their first job; for Q3 Employ Medway achieved 40 customers being returned into employment against a contractual target of 27.

From May 2013 to end of December 2015 Employ Medway has supported 779 unemployed people into work, which has resulted in 9,439 months' reduction in benefit payments (housing, council tax and Department of Work and Pensions benefits).

Employ Medway has been working with groups that find it harder to obtain and sustain employment; in Q3 4 ESA (disability benefits) customers who have been out of work and on sickness benefits for many years found employment. This is against the Q3 target of 2.

From the 1 April to 31 December 2015 Medway Council has worked with local business to create 353 jobs and has protected 70 against a target of 300. This is a

substantial accomplishment for the Council and currently does not include figures from Locate in Kent that will be available after 31 March 2016.

#### 4.2.4 Libraries

During Q3 Hempstead Community Hub was completed and was formally opened on 19 November with a Book Author Event (Ian Whybrow and Sophia Bennett) involving Hempstead Infants & Juniors. Twydall Community Hub works contract was awarded and works are scheduled to commence on 11 January with a completion date in July 2016. During the Construction Phase the current Library will be closed with a temporary pop-up Library being provided in an adjacent vacant unit.

The Arts Council Funding application was successful during Q3 providing £72,012 for the rollout of Wi-Fi to all 16 Libraries; this was the 7th highest Award out of 69 Local Authority Applications.

Negotiations commenced in Q3 for the co-location of a Post Office into Luton Library as part of the wider Community Hub Programme.

#### 4.2.5 Culture and heritage

Medway successfully delivered Bonfire Night, Dickensian Christmas and the Christmas Market during Q3. All events were well received and achieved 92% (385/416) very or fairly satisfied satisfaction rating.

A Guildhall Museum Feasibility Study is being produced and will set out the long-term development options for the Museum:

- Increasing the use of the Museum's building, collections and services
- Encouraging more people to become involved in Museums and activities
- Ensuring the long-term preservation of the collections
- Improving the financial and environmental sustainability of the Museum Service.

Following a competitive tender exercise in Q2 Consultants have been appointed (Arts Architecture) and a menu of outline design options (internal and external) is being drafted for stakeholder consultation in Q4 (January 2016). The Feasibility Study will be completed by the end of March 2016 and once approved will then form the basis of a Stage 1 Heritage Lottery Fund Application in 2016/17.

The Eastgate House project has made positive progress following the appointed contractor (FWA) going into Administration in Quarter 1 (June 2015). The project management for the Eastgate House Heritage Lottery Fund (HLF) Project has transferred to Green spaces, Heritage and Libraries Service. A new project management structure has been established and the option of a contract novation progressed for HLF Approval in January 2016. A grant increase application will be submitted in Q4.

#### 4.2.6 Key Project: Project design for A289 Four Elms Hill transport improvements and Medway City Estate.

A289 Four Elms Hill - Topographical (surface features i.e. kerb height, signs, lines etc) surveys have been completed in Q3 and work has started on the ground investigations required. Assuming negotiations concerning access to land progress well the ground investigations will be completed in Q4.

Work has started on preparing the planning application that needs to be submitted for this scheme.

During Q4 all surveys will be completed with the results feeding into the preliminary scheme design along with the results from the topographical survey. The Procurement process will commence in order to appoint a consultant to work on the detailed design for the scheme.

Medway City Estate - Phase 1 of the Medway City Estate project is progressing well with many of the elements now complete, however, works on the Medway Tunnel signals are running slightly behind schedule due to technical issues (problems finding suitable housing for the signals and issues with the road surface). Phase 1 works should be completed and operational by the end of the financial year. Phase 2 works will commence in earnest in the new financial year.

In Q3 work to provide an extension of the three lane entry onto Anthonys Way roundabout from Medway City Estate was completed. The CCTV cameras (to allow a view of traffic on the main road out of the estate) were installed and the live feed is up and running. The civil engineering work has been completed in relation to the Maritime Way and Medway Tunnel traffic signals, in preparation for the Medway Tunnel signals to be installed during Q4. The Maritime Way signals timing will be adjusted in also in Q4.

In addition lamp column signage has been installed on Medway City Estate giving users updates on the work being undertaken as part of the project. These updates will continue throughout the life of the project. To go alongside these updates an article will feature in Medway Matters, in the next quarter, to provide an update on the project to a wider audience.

As part of the phase 2 works a Scoping Study has been procured which will identify options for pedestrian and pedal cycle improvements on the estate. This Study will be reviewed in Q4.

#### **4.2.7 Key Project: Strood Town Centre**

During Q3 works have revolved around engagement with key stakeholders. A special Town Forum meeting was held to gather the views of the shop owners in the town centre. Meetings have also been held with the Portfolio Holder, Rochester Bridge Trust, the Strood Regeneration Board and Network Rail. Internal Steering Group meetings have been held to engage with key council staff who will be involved as the project progresses.

Work has progressed on the draft Action Plan and the final document should be presented in Q4. Three options have been put forward for consideration. Modelling of these options will form part of the final Action Plan.

During the next quarter topographical surveys will be completed which will inform the design work on the project. Work will commence on outline design options that can be used during the consultation period. Work will get underway on preparing consultation documentation ready for consultation to start in the first quarter of the 2016/17 financial year.

#### **4.2.8 Key Project: Improve access to cycling in Medway**

During Q3 a period of consultation was carried out on the draft Cycling Action Plan. A summary of all comments received has been prepared and responses drafted ready to be sent to all consultees. The response to the consultation was discussed at the Cycling Projects Group that met in December. During this meeting discussions were also held on the development of a circular recreational route in Medway. The Greenspaces Team is currently developing this route and work will continue on the outline plan into Q4. During the review process the Cycling Project Team will engage with the Environmental Health Team to improve the policy link between air quality and cycling.

In Q3 phase 1 of the Beechings Way cycle route improvements were started and completed ahead of schedule. While these works were being undertaken further design briefs were provided to the team to enable detailed design work on other routes to get started ready for construction in 2016/17. Sustrans provided a provisional assessment of the proposed cycle route corridors. The actions from this document will be reviewed in Q4.

The procurement process to identify a supplier of permanent cycle counters has been carried out and the successful tenderer has been identified. During Q4, subject to LGF budgets being re-profiled, work will start on installing the new counters to allow baseline data to be collected before any further works are carried out.

The Communications Team will start working on developing a promotional brand to promote the cycle routes as they are completed/improved – this is a necessity if levels of cycling are to increase.

#### **4.2.9 Key Project: Assessing and procuring arrangements to increase the energy efficiency of Medway's street lighting.**

The Street Lighting Contractor will complete a report by the end of March 2016 for consideration that includes future options including products, central management systems and funding/payback. The Council has undertaken a small scheme, using Salix funding, at the Brook Multi Story Car Park (MSCP) to switch over to Light Emitting Diode (LED) units and is currently working on an option for Salix Funding on Britton Farm MSCP. The Council is in the initial stages of the procurement process for the Street Lighting Contract, which will end in July 2017 and will be let as a single contract, with the civil's terms maintenance contract, as one.

#### **4.2.10 Key Project: Promoting Medway as a destination for tourism**

The Dickens Country Experience operated on weekends between 7 November and 20 December and 443 passengers boarded the bus. The 2015 offer was expanded from 2014 to include horse and carriage rides, a professional cast performing A Christmas Carol and street entertainers, as well as the popular bus tour.

The theatre production performing a Christmas Carol sold out on all four days at the Guildhall Museum, and more than 1,000 passengers enjoyed the carriage rides around Rochester.

The Experience complemented the traditional Dickensian Christmas that proved extremely popular. The Visitor Information Centre recorded a 16% increase in visitors for Dickensian Christmas compared to the previous year, with 13,531 customers over the weekend (11,652 in 2014). There was also an 8% increase in the number of coaches bringing visitors to the festival, up to 290 over the two days compared to 269 coaches in 2014.

Medway's Open Top Tourism bus that operates during the summer holidays won a bronze in the Tourism South East Beautiful South Awards. The bus carried 4,153 passengers in 2015, the highest figure since it was introduced. This year's commentary focused on the 1215 Siege of Rochester Castle.

There were 17,965 visitors to The Magna Carta and Textus Roffensis exhibition at the Cathedral from 10 October to 6 December. The exhibition was the focal point of media coverage in the Daily Express online, featuring ten things to do in Rochester.

#### **4.2.11 Key Project: Medway Archives and Local Studies – new location**

As part of Budget Setting for 2015/16 Capital Funding of £971,000 was secured to relocate Medway Archives and Local Studies (MACLS) to the vacant Strood Library Site at Bryant Road in Strood.

Q3 activity includes:

- External Design Works commenced by Project Architect.
- Development Study with a menu of invest to save options produced for the Community Hall.
- New database management system (Adlib) to be installed in Q4.

Programme completion date is March 2017 to enable the lead in time for environmental conditioning of the building, prior to relocation of the Archives.

#### **4.2.12 Key Project: Sporting legacy**

Park sport, Medway's Sport's flagship community sport project launched in summer 2014. It offers an exciting range of activities in local parks and open spaces, encouraging people of all ages and abilities to get active, try a new sport, improve their health and fitness and have some active outdoor fun.

Activities this quarter have included archery tag, netball, tennis, softball, rounders, running groups, ultimate frisbee, flag football and much more. Some 1,800 people have taken part in a ParkSport session since the launch. Sport England has now granted Medway Sport £157,000 from its Community Sport Activation Fund to develop this programme over the next three years.

The money will be used to bring multi-sport sessions to a range of new park and open space settings in some of Medway's most deprived areas. The target is to engage almost 3,000 participants over those three years, steering them towards

existing community sports clubs or forming permanent new clubs themselves through the creation of community champions groups.

#### **4.2.13 Key Project: Rochester Riverside**

Rochester Riverside procurement process was completed with two tenders received on 1 December 2015, which were formally evaluated on 14 December 2015. A further report on this was presented to Cabinet.

The Multi Storey Car Park is still progressing well; this project has been delayed slightly but will be complete by Spring 2016. The contractor has begun installing the frame, which is almost complete.

#### **4.2.14 Key Project: New Rochester station**

The Corporation Street car park opened on 4 December 2015 as planned. The station itself was opened on 13 December 2015. Initial indications show that the car park is well utilised at all times of the day. The inclusion of a taxi rank and disabled bays has improved accessibility to trains.

#### **4.2.15 Key Project: Chatham Town Centre**

The Chatham Town Centre project is progressing well, and the Chatham master plan will be completed in Q4. Members have reviewed the options put forward for consideration and following their feedback alternative designs have been produced. The Chatham Regeneration Board has also reviewed these designs. Discussions have been ongoing with Network Rail on incorporating the principles of the Chatham Town Centre project into the design of the new station forecourt. Match funding will be available from Network Rail in 2016/17.

In Q4 consultation will be undertaken with the public and Chatham Town Centre Forum.

#### **4.2.16 Key Project: New Council Homes for Medway**

Following the completion of 18 homes up to the end of Q2, a further 4 homes have been completed during Q3:

Beechings Way, Gillingham - 3 x 3 bed houses.  
Eastcourt Lane, Gillingham - 1 x 4 bedroom house.

All of the houses are built to 'Decent Homes' standards and can be easily adapted in the future if required for homes for someone with a disability.

There has been a slight delay to the completion of the final property on the original Phase 1 programme, due to hand over at the end of January 2016 - still within the programme timetable.

The delivery of the additional property at Christmas Street has been slightly delayed. This is due to the presence of the foundations and cellar of the 2 buildings that once stood on the site. The contractor is confident that the new build on this site will be completed by the end of April 2016, given normal conditions.

Phase II of the programme at Beatty Avenue is well underway with some of the new 32 bungalows being completed to roof level.

#### 4.2.17 Key Project: Rochester Airport

The planning application for Rochester Airport's operational infrastructure will be considered by Medway Council's Planning Committee in due course. The resubmitted application will take account of the issues raised by the Judicial Review process, which was presented at an official hearing on 18 November 2015.

Rochester Airport was successful in obtaining Enterprise Zone status and was announced in the Chancellor of the Exchequer's Autumn 2015 statement. Amongst other things, this will mean significant Business Rate discounts to businesses that locate into new development within the master plan boundary for the site, to a maximum of £55,000 per year for 5 years (total £275,000).

#### 4.2.18 Key Project: Strood Riverside

At the Strood Regeneration Board Meeting on 16 November, it was agreed to proceed with a review of the Masterplan and Development Brief as well as cost viability and engaging an engineering consultant to design the flood defences required. A further meeting took place with Orbit and Moat on 1 February 2016. The meeting agreed the principle of a phased scheme and Orbit and Moat contributing to the cost of further flood defence design works.

Tender documents for the Watermill Wharf project were published on the Kent Business Portal on 23 December for return 1 February 2016. A planning application for the development has been submitted for consideration at the February Planning Committee. Members attended Trinity Buoy Wharf in Docklands on 30 January 2016.

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

### 5.1 Key measures of success - Summary

Details of the 1 Key measure of success for this Council priority are included in Appendix 1

- 0 Key Measure of Success was in target
- 1 Key Measure has improved compared with last quarter
- 1 Measure has improved compared with average of the previous 4 quarters

### 5.2 Customer Perception

#### Citizen Panel

During Q2 2015/16, 611 residents completed the Citizen Panel survey. Of these

- 64.2% were very or fairly satisfied with the way the Council runs its services
- 14.7% were very satisfied.
- 24.7% were neither satisfied nor dissatisfied.
- 9.3% were very or fairly dissatisfied

## 5.3 Complaints

### Stage 1 Complaints Quarterly Data 2015/16

Quarter	Complaints received	Complaints responded to	Responded to in time	% responded to in time
Q1	315	342	259	75.73%
Q2	334	320	285	89.06%
Q3	268	268	231	86.19%
Q4	0	0	0	0

#### Service comments

The overall position for stage 1 corporate complaints in terms of compliance with the 75% performance target for timeliness continues to be positive. The cumulative position to mid year evidences a compliance rate of 87% - it is likely that this level of achievement can be maintained given the lower volume of complaints received. The stage 2 complaint response time was amended to 15 working days in December following agreement with Corporate Management Team. Q3 therefore reflects a split target timeline – in December however the council achieved a 100% response rate for stage 2 for the first time.

### Stage 2 Complaints Quarterly Data 2015/16

Quarter	Complaints received	Complaints responded to	Responded to in time (10 days)	% responded to in time
Q1	32	35	19	54%
Q2	34	31	22	71%
Q3	21	21	13	62%
Q4				
<b>TOTAL</b>	<b>87</b>	<b>87</b>	<b>54</b>	<b>62%</b>

The escalation rate to stage 2 has fallen very slightly to 9.5%. Of the 21 decisions issued at stage 2 3 were fully upheld in the customer's favour, equating to 14% - this rises to 33% inclusive of partially upheld cases. Commentary of the learning from upheld cases is now a feature of the Customer Relations Team performance report to Corporate Management Team.

Count of Service Area	Column Labels			Grand Total
Row Labels	Not Upheld	Partially Upheld	Upheld	
Customer Contact	1		1	2
Highways, Maintenance &	2			2
Housing Management	2			2
Integrated Transport	1	3		4
Planning	4	1		5
Revenues & Benefits	1			1
Safer Communities	1			1
Strategic Housing	1		1	2
Waste Services	1		1	2
<b>Grand Total</b>	<b>14</b>	<b>4</b>	<b>3</b>	<b>21</b>

## Referrals to the Local Government Ombudsman (LGO)

14 referrals were made to the LGO in Q3 – an escalation rate of 16%. 8 decisions were made by the LGO, none were upheld in the customer's favour although 2 were deemed premature and may be referred back to the LGO in Q4. 3 were closed with no further action required and 3 were closed as being out of their jurisdiction.

Disability over 25	2
Greenspaces, Heritage & Libraries	1
Highways, Maintenance & Parking	2
Integrated Transport	1
Planning	2
Safeguarding	1
Democratic Services	2
Economic Development & Social Regeneration	1
Child In Need & Child Protection	1
Human Resources	1
<b>Grand Total</b>	<b>14</b>

## 6. Value 2: Giving value for money

### 6.1 Customer Perception

#### Citizen Panel

During Q2 2015/16, 611 residents completed the Citizen Panel survey. Of these:

- 59.3% agreed that the council provided value for money services with 15.7% of respondents agreeing strongly.
- 10.8% disagreed that the council provided value for money services with 3.4% disagreeing strongly

### 6.2 Key Projects: Website redevelopment and customer contact and administration services.

Q3 has seen further work on the online payment gateway that works on smartphones. We have encountered technical issues but the solution has now been through full testing and is due to go live for council tax and business rates payment at the beginning of February. We are investigating a full digital solution to parking vouchers, linked to technology out in the field for parking attendants that would start the move towards parking as a paperless service.

We have developed an outline business case for a further 3 year digital transformation programme and held a supplier event to identify best practice and to scope the external support we need. We are developing a 12 month programme to review and redevelop the current content on medway.gov.uk within our new content management system that is designed for use on smartphones and tablets.

## **7. Risk management**

Risk management 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, enabling the effective use of resources, and securing the assets of the organisation and its continued financial and organisational well-being.

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.

## **8. Financial and legal implications**

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

## **9. Recommendation**

It is recommended that Members:

- Consider the Q3 2015/16 performance against the Key Measures of Success used to monitor progress against the Council Plan 2015/16.

## **10.**

### **Appendices**

Appendix 1 Council Plan Monitoring – Quarter 3 2015/16

## **11. Lead officer contact**

Anthony Lewis, Corporate Performance and Intelligence Manager ext.2092

## **12. Background papers**

Council Plan 2015/16