

REGENERATION, CULTURE AND ENVIRONMENT OVERVIEW AND SCRUTINY COMMITTEE

8 DECEMBER 2016

COUNCIL PLAN QUARTER 2 2016/17 PERFORMANCE MONITORING REPORT

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Summary:

Medway's three priorities and three ways of working are set out in the new Council Plan 2016/17. This report summarises how we have performed in Quarter 2 2016/17 for the key measures of success and projects for this committee.

Performance highlights

- 75% key measures of success were on target
- 43% measures of success have improved over the long term

All indicators for the Council priority: Medway: a place to be proud of, are in target. Some of the successes to highlight include the following:

- We are exceeding targets for resident satisfaction of parks/open spaces and refuse collection. 97% of our environmental inspections are B rated (good).
- The cumulative numbers of jobs created and safeguarded this year is now 186, exceeding the half year target of 150. Once again, we have no families in bed and breakfast.

1. BUDGET AND POLICY FRAMEWORK

- 1.1 The Council Plan 2016/17-2020/21 was agreed at the Council meeting on 25 February 2016. It set out the Council's three new priorities and three new ways of working. Success in these areas will lead to a better quality of life across Medway.

2. BACKGROUND

- 2.1 This report sets out the performance summary against the Council priorities relevant for this committee: Medway: a place to be proud of and maximising regeneration and economic growth. It focuses on where we have achieved or exceeded our targets and how we are tackling underperformance.

2.2 Detailed background information supporting this report can be found at:

Appendix 1: Regeneration, Culture and Environment Overview and Scrutiny Committee Detailed Quarter 2 2016/17

2.3 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.

2.4 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 Project 4.2 is similarly highlighted grey as this also falls under other Overview and Scrutiny Committees.

2.6 Sections 5, 6 and 7 are highlighted grey, as these relate to Council wide performance against the new ways of working, rather than just RCE 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 new ways of working as a whole have been performing.

3. KEY PRIORITY 1: MEDWAY: A PLACE TO BE PROUD OF

3.1 Key measures of success - summary

Details of the three key measures of success for this council priority are included in Appendix 1.

- 3 out of 3 measures of success were on target
- 2 out of 3 measures have improved compared with last quarter
- 2 out of 3 measures have improved compared with average of the previous 4 quarters

3.2 Service comments

Medway Council is committed to providing all residents with a clean and green environment.

3.2.1 OUTCOME 1: A CLEAN AND GREEN ENVIRONMENT

Project 1.1 Public realm and street scene.

The Environment Team (Community Wardens and Environmental Enforcement Officers) have delivered an ongoing programme of inspections, community engagement (PACT Meetings) and targeted intervention work to help keep Medway's Public Realm Clean & Green.

The Community Wardens attended 9 PACTs this quarter at which 35 issues of public concern were raised. 25 of these (71%) were resolved by the Warden Service and 10 were referred to other departments or partner agencies. The Community Wardens patrol known hotspots every morning to remove particularly offensive or hazardous litter. This quarter they removed 77 items of drug related litter including needles and 50 items of sex related litter. This intelligence is reported to the Police.

Environment Enforcement Officers support the Council's commitment to taking a proactive approach to fly-tipping. All fly tips are investigated and where evidence can be obtained, we take enforcement action. During Quarter 2 the service dealt with 342 reported fly tips. 57 of these were on private land, leaving 285. Of these, 283 fly tips (99%) were removed by the team within one working day. In addition the team removed a further 180 fly tips proactively, meaning that they were gone before the public could report them.

The teams also removed household waste in 654 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 get it off of the street as soon as possible.

In terms of Enforcement Action, 103 fixed Penalty Notices were issued for littering and dog fouling. 16 fly tipping, littering and waste related cases were prosecuted at Medway Magistrates Court this quarter resulting in fines and costs totalling £6,702.

Project 1.2 Parks and open spaces

The Council maintains parks and open spaces for the enjoyment of all. The estate covers 1,900ha (equivalent to 13 Hyde Parks) and comprises 148 urban parks, two country parks and 48 countryside areas that are managed for their wildlife and conservation value. Medway has over 125 play areas, skate parks and multi-use games areas, offering a wide range of activities for children and teenagers. The Council maximizes the use of Medway's green spaces for sporting and other healthy activities during the course of the year.

Following judging, the Council achieved six green flags in 2016 at Great Lines Heritage Park, Broomhill Park, Hillyfields, The Vines, Capstone Farm Country Park and Riverside Country Park. While Gillingham Park was not judged as meeting the standard, remedial actions are being pursued to ensure that the standard is met.

To improve Medway's estate, the Greenspace Development team has secured both financial (£48,000) and community investment in Luton Millennium Park. This enabled the delivery of a new community park comprising a natural play, seating and an orchard. For the Queen Elizabeth Playing Fields the team is seeking planning permission to build a cycle pump track and has secured £25,000 Local Growth Fund (LGF) to match a Veolia bid for an additional £75,000. During the summer the team worked with Sports to arrange two consultation taster sessions, which demonstrated local interest and support.

Volunteering is an important component of managing green spaces; this helps the public purse stretch further and also gets local people more involved in their community. Provisional volunteering hours (Citizen Participation) for Quarter 2 are 3,179 giving a year to date performance of 8,331 hours delivered against six month target of 7,000. Data is provisional as we are awaiting eight more volunteering groups to supply their data for Quarter 2.

Project 1.3 Replacing Medway's street lights

An LED Options report was prepared in Quarter 1 outlining a programme to convert the existing Street Lighting Network to LED. The main benefits of converting Street Lighting to LED are to reduce energy consumption and maintenance frequencies. The next stage for the LED project is to develop more detailed modelling to maximise the efficiency benefits of a LED conversion programme and this work is being taken forward for completion in Quarter 3. This will then be passed to Scottish Futures for modelling in line with DfT guidance and accurate long term savings can be compiled.

This will then form the basis for the investigation into possible funding streams for the capital investment required for the LED conversion project.

3.2.2 **OUTCOME 2: MEDWAY ON THE MAP**

Project 2.1 Medway: A great place to work, live, learn & visit

A combined programme is being prepared around Medway's physical regeneration, cultural strategies and projects.

By building on what makes Medway unique, such as our rich heritage and sporting legacy, and combining this with the fantastic waterfront regeneration opportunities which are evolving, will enable the Council to promote Medway as a great place to live, learn, work and visit. This will (1) increase the number of visitors and extent of stay and generate spend in the area (2) attract new innovative businesses, creating new jobs and investment in addition to helping Medway businesses flourish and (3) promote the Council as being leaders, innovating public services and presenting new opportunities for funding. The following approaches have been adopted to achieve this objective:

Develop a destination marketing plan

A Medway on the Map refreshed strategy has been drafted and discussed with internal and key external stakeholders. It will be presented to the Medway on the Map Group in Quarter 3.

To seek funding opportunities to develop innovative public service solutions

Submitted Great Places Scheme £600k stage 1 bid for greater arts, culture and heritage engagement in Medway. A decision is awaited. To support delivery of LGF Round 3 projects of £11.2m over three sites (Rochester Airport, Strood Riverside and Chatham Placemaking) the Council has submitted an additional £634k Department for Transport revenue bid to support access and sustainable transport initiatives. All these bids are subject to the Autumn Statement decision on 23 November 2016. The Council has completed a stage two bid to One Public Estate for £450k. These funds would enable the Council to invest in feasibility work for regeneration and property initiatives including new ways of the Council retaining and adding value to assets. This includes working closely with other public bodies, such as the Medway Clinical Commissioning Group (CCG), Homes and Community Agency (HCA), Kent Police, Kent Fire and Rescue Service and MHS Homes. Currently, preparing ground for Work and Health Programme subcontracting opportunities for Employ Medway to continue services beyond the current work programme supporting long-term unemployed residents.

To increase visitor numbers

The Open Top Bus ran from 25 July to 2 September with a revised 'movie' tour commentary. It started at the rear of the Visitor centre and ran hourly from 11am – 4pm. Throughout this period a total of 2,496 passengers went on the bus totalling an income of £6,912.50. An additional 150 school children went on the bus during a private hire.

Currently the Council is preparing a Dickens 2020 Discover England bid, working with a larger national partnership, including Dickens Museum-London and London & Partners. The Council is also investigating Arts Council funding and smaller funding streams to help support future projects.

Develop increased programme of Dickens related activity, paying particular attention to pre-Christmas period

The Council will once again be running The Dickens Country Experience Tour on 26/27 Nov, 10/11 & 17/18 Dec. It will now be in its 3rd year. Following on from the successful delivery of A Christmas Carol last year, there will be an adaptation of the Dickens classic at the Guildhall. Extra activities are planned on 17/18 December, including horse and carriage rides and entertainment. The team are working on permanent Dickens-related infrastructures, including benches and statues, as part of the public realm and welcoming visitors section of the Destination Management Plan (DMP).

Visit England Bid – Discover England Fund - plan to celebrate and commemorate Dickens 2020

The three-year £40million Discover England fund, announced by Government last year, will ensure that England stays competitive in the rapidly growing global tourism industry, by offering world-class English tourism products to the right customers at the right time.

In year one the fund will focus on:

- Small-scale quick-win projects and pilots that meet customer demand and test new product or new ways of joining up and distributing existing product
- Research to build understanding of customers, markets and product gaps
- Seed funding to build bids for years 2 and 3

The Council is putting together a fund for Marine Development Berths and Bookings. This will support the Battle of Medway for next year. It will involve a central reservation system for the river. As part of the bid, we will be working with Tourism South East/other coastal partners, as well as local marine / berth providers, Peel and London ports. A meeting has been set up with the Dickens Museum London and Partners to research the possibility of a joint bid for Dickens 2020.

To introduce improved tourism signage and wayfaring

The next phase of the programme is to introduce tourism signage for Maritime Chatham. Designs and potential sites for the positioning of signs have been agreed in conjunction with highways and relevant partners. Costs have been obtained and plans have been submitted to senior managers for their view prior to external consultation and installation by the end of the year.

Deliver the 2016 Festival and Events Programme

Quarter 2 saw the successful delivery of the River Festival, Under Siege, Will Adams, Capstone Festival and the Castle Concerts season with an average satisfaction of 96% (165/172).

Battle of Medway

2017 marks the 350th anniversary of the Battle of Medway, commemorating the occasion when the Dutch fleet attacked the British while they were moored, resulting in the burning of a number of a key naval ships. An officer steering group has been established including engagement with strategic partners e.g. Historic Dockyard and Peel Ports. Discussions have taken place with the Harbour Master/Peel Ports to identify suitable berthing areas for naval vessels to support the Civic celebrations. A successful visit from the Dutch Ambassador to Upnor Castle took place on 28 September 2016. Sponsorship opportunities are currently being investigated.

Medway Festival of Sport 2016

A programme of 51 events took place from May to September 2016, to celebrate Medway's extensive offer to Play Compete Spectate, with 21,332 participants and a total of 1,455 voluntary hours support through our sporting ambassador scheme.

Post-Rio, the Council has launched the Medway Sporting Legacy Strategy for 2017-2020, highlighting how the council will continue to deliver a sporting legacy for local people over the next four years. Football legend Sir Geoff Hurst attended a special event to mark the launch including officially opening Strood Sports Centre following £1.9million investment and a commemorative school tournament for the anniversary of the 1966 World Cup.

4. KEY PRIORITY 2: MAXIMISING REGENERATION AND ECONOMIC GROWTH.

4.1 Key measures of success: summary

Details of the 6 key measures of success for this Council priority are included in Appendix 1; however data on 1 of these is not expected until after this report is published.

- 3 out of 5 measures of success were on target
- 0 out of 5 measures have improved compared with last quarter
- 1 out of 5 measures has improved compared with average of the previous 5 quarters

4.2 Service comments

The Council wants to ensure that Medway's regeneration drives economic development to encourage new and existing businesses to grow in Medway. This is intended for the benefit of local residents through the creation of the new jobs and homes they need.

4.2.1 OUTCOME 3: A STRONG DIVERSIFIED ECONOMY

Project 3.1 Business investment

Medway Council is pursuing a range of projects and associated funding packages from a variety of sources, including the Government's Local Growth Fund (LGF) and Coastal Communities Fund, to facilitate the creation of new business opportunities such as Enterprise Zone status at Rochester Airport Technology Park, with the associated tax and planning benefits, to help secure a strong diversified local economy.

Project 3.2 Facilitating the delivery of the Inward Investment Strategy

Locate in Kent (LiK) has been appointed for 3 years from August 2016 to deliver Inward Investment services to Kent and Medway. The contract is funded by Kent County Council (KCC) and Medway Council, and matched funding is provided through the European Regional Development Fund (ERDF). Council officers are working with KCC and LiK to steer and monitor the contract delivery and to share market intelligence in order to maximise the opportunity to attract foreign direct investment into Medway.

Project 3.3 Development of Rochester Airport Technology Park

The Environmental Impact Assessment methodology is being agreed with all stakeholder consultants, which will eventually form part of the planning application. The inaugural strategic board for the North Kent Enterprise Zone met on 9

September 2016, to agree its Terms of Reference and future reporting format. The Board agreed a light touch approach that would allow each local delivery board (e.g. the Rochester Airport Delivery Board) the flexibility and freedom to develop its Enterprise Zone implementation plan and report into the strategic board more effectively. The Council has been working with the airport operator to ensure that it effectively procures its future development requirements and complies with all necessary legislation in an efficient manner.

Project 3.4 Develop business accommodation in Watermill Wharf – Strood

Funding was awarded by DCLG from the Coastal Communities Fund (CCF) to deliver flexible workspace and business support. Watermill Wharf, at Canal Road in Strood was considered an appropriate location for 15 new business units to be created as a satellite function of the Innovation Centre Medway to help meet the high demand for local small and medium sized office space. The new development will be called Innovation Studios, Strood. The contractor started enabling works on site week commencing 3 October 2016.

A holistic marketing strategy is being developed to link Innovation Studios Strood with the Innovation Centre and Rochester Airport Enterprise Zone. This strategy will complement and strengthen the planned wider regeneration marketing programme with events, such as Manufacturing and Construction Expo and Medway1 events and utilising the Innovation Centre's website and the ICM's twitter feed to secure new tenants.

4.2.2 OUTCOME 4: RESIDENTS WITH JOBS AND SKILLS

Project 4.1 Jobs, skills and employability

In 2015 the Government published its strategy for raising UK productivity "Fixing the Foundations" which sets out clear objectives to raise skills levels.

Medway's Council Plan to 2021 has clear priorities, which all relate to bettering our economic position. Through economic delivery, Medway will be "a place to be proud of", enable "Medway's people to realise their potential", and "maximise regeneration and economic growth".

The Council is in discussion with several notable inward investment businesses related to construction that would like to consider Medway as a strategic location. Focusing and encouraging developments at London Thamesport and Kingsnorth as key areas for employment use. The Council is also considering other incentives that could assist in relocation of businesses to Medway including business support.

Work is well underway to support schools, colleges and training providers to work together. The Kent and Medway Skills Commission brings together both employers and providers to focus on how the needs of the economy can be met within a demand-led system. Arrangements to represent Medway within the Kent and Medway Skills Commission are well developed, with most seats and voting members finalised.

At the end of August 2016, the NEET level amongst 16-18 year olds was 7.69% (775 young people). During August 2016, 23 x 16-18 year olds joined NEET and 27 re-joined EET. The Department for Education is from September 2016 reporting local authority NEET data differently; it will now publish a single figure – expressed as a percentage of 16 and 17 year olds – that combines young people NEET and those not known.

Project 4.2 Development of a 16-19 Strategy (including apprenticeships)

Council officers have worked with Medway Youth Trust to develop a 16-19 Strategy, including a Youth Employment Strategy, which was agreed at Cabinet on 7 July 2016. The Strategy outlines the Council's objectives, target areas and outputs. Medway Youth Trust is central to this and provides monthly data on NEETs amongst young people. An action plan has been developed to implement this Strategy.

4.2.3 OUTCOME 5: GETTING AROUND MEDWAY

Project 5.1 Tackle congestion hotspots by transport and public realm improvements

The future prosperity of Medway depends on the prospect of continuing economic growth. The provision of adequate infrastructural investment of new and improved roads is fundamental to enable economic development to come to Medway. In conjunction with these infrastructure developments is the need to meet the challenge of social and environmental objectives of cleaner air and providing a pleasant environment in which to live, work and learn.

Medway Council is committed to enable citizens, visitors and business to move around Medway's road network easily and in the way they choose, i.e. car, public transport, cycling and on foot; encouraging sustainable transport where possible. The connectivity of transport hubs, leisure, shopping and health facilities is at the forefront of our planning so that there is an integrated approach to travel throughout Medway.

Project 5.2 Maintain roads through the successful implementation of the new Highways Contract in 2017

The Tender Evaluation for Contract Award has been completed and the Procurement Board has approved the award of the Highway Infrastructure Contract (subject to the standstill period) to Volker Highways. The Highway Infrastructure Contract will commence in August 2017 as will Highway Maintenance Functions for Highway Repairs, Planned Resurfacing, Highway Structures, Street Lighting, Medway Tunnel, Drainage and Winter Maintenance.

Project 5.3 Transport and public realm improvements for Strood completed by March 2019

Consultation programme completed during Q2 and outline design proposals approved by Strood Regeneration Board in September. Consultants to be engaged in Quarter 3 to develop the Public Realm Improvements to detailed design stage to ensure contract delivery by March 2019. This project will deliver improvements to the road network (traffic flow), improvement public realm (street scene) and safety to support the economic development of Strood Town Centre.

Project 5.4 Support the development of Strood railway station

As part of the Local Growth Fund Strood Public Realm improvements, Plans have been developed for Strood Train Station. The consultation finished on 27 July. Strood Train Station plans will be delivered in partnership with Network Rail and proposals include enhanced pedestrian crossing facilities, landscaping, taxi and drop off bays, art work, road safety improvements, removal of street furniture, additional lighting and improved disability access. In Quarter 2, outline design work on the Strood LGF project has been completed, with officers moving towards the next phase of detailed project design. To ensure the accompanying work on Strood Station is incorporated

into the LGF works, officers have also attended a joint meeting with Network Rail to discuss the next phases of the station project.

Project 5.5 Chatham Centre public realm improvements – LGF

Public consultation took place in January in the Pentagon Centre, Chatham Town Forum, Nucleus Arts and Sun Pier House. Feedback was positive, with 90% of respondents agreeing that the designs met the proposed objectives. Consultants are working on detailed design ready to tender for a contractor to deliver the works. The design is expected to be complete and the tender package issued in November, with a contractor appointed by the end of the year. Mobilisation on site will begin early 2017, with work complete by March 2018. A public exhibition of the final design will take place whilst the tender process is undertaken in order to update members of the public.

There is potential to add value to the scheme with further works towards the future 'city centre' area surrounding Chatham Waterfront Bus Station, subject to successful award of the Local Growth Fund round 3 bid. This will act as a catalyst for development of Medway Street, Mountbatten House, and proposals for a marina at Gun Wharf.

Project 5.6 Support the development of Chatham Railway Station

Medway Council is working in partnership with Network Rail to deliver a transformed Chatham Railway Station. Match funding from Medway Council is from the Local Growth Fund, as part of the Chatham Placemaking Project.

Work will include improvements to the forecourt, streamlining the drop-off area, improving signage and widening the pedestrian access towards Chatham Town Centre. The design of this area will complement the placemaking project proposals from Railway Street through to the Paddock.

Network Rail will be delivering the design with input and agreement from Medway Council Officers. Work is continuing on the development of the detailed design, and creative public realm elements. Network Rail's team have been progressing through their internal interdisciplinary review (IDR) process throughout October and proposals will be shared with Medway Council Officers in November. Works are due to start from spring 2017 and complete by March 2018.

4.2.4 OUTCOME 6: DELIVERING NEW HOMES TO MEET THE NEEDS OF MEDWAY'S RESIDENTS

Project 6.1 Delivering new homes to meet the needs of Medway's residents

The Medway Local Plan is progressing in line with its delivery timescales, as set out in the 2015 Local Development Scheme. This aims for Submission of the draft Local Plan to the Planning Inspectorate in the first half of 2018. The next formal consultation stage of the plan will be presented to Cabinet in December 2016. The Local Plan will establish a housing target for Medway up to 2035. The Council is progressing a number of individual projects across the area, particularly along the waterfronts of Strood, Rochester and Chatham that will help in delivering the housing needed for Medway's growing population and realising the area's regeneration potential.

Project 6.2 Preparation of the new Medway Local Plan

Comments received on the Issues and Options document have been considered, and officers are collating and analysing information to produce a more detailed consultation report. This will be presented to Cabinet in December 2016, and

consultation will be carried out in January and February 2017. The Planning Service successfully bid for a £25,000 grant from DCLG to support work on the Local Plan.

Project 6.3 Oversee the process for the promotion of Lodge Hill Sustainable Community

The Council continues to complete work to support the Public Inquiry. The date agreed for commencement of the Public Inquiry has been set for 20 March 2018. There is liaison with stakeholders on the timetable for submissions to meet the Inquiry requirements.

Project 6.4 Encouraging the delivery of homes through investigation of new financial models and release of Council owned sites.

The Council is currently investigating delivery and funding options around the demand, supply and affordability of housing. A range of innovative options and funding for increasing the supply of affordable and social rented accommodation in Medway are being considered. Options include how to regenerate and improve existing HRA estates that would increase the amount of accommodation potentially via a mix of social, affordable and open market housing.

For the year to date, 38 additional affordable homes have been completed, at an approximate value of just under £5m, in addition to which there are a further schemes on site that will deliver an additional 251 affordable homes when completed. This includes the construction of two additional extra care schemes, one at Horsted and the other on St Marys Island. The schemes have a combined value of over £25m and are being delivered by Amicus-Horizon Housing Association, at no cost to the Council, providing much needed accommodation for some of the most vulnerable residents within our community. Future developments are limited, which is in part due to changes in Governments future funding of affordable housing, combined with a number of schemes that had been expected to deliver affordable housing, as part of planning applications, not now being expected to deliver the 25% of affordable homes.

Project 6.5 Rochester Riverside

Countryside Properties outlined their initial design proposals at a Public Consultation event at the Corn Exchange on 6 September 2016 and to Members on 13 September 2016, with a view to submitting their planning application in 2017.

Regular project steering group meetings take place every 3 weeks and the development agreement is scheduled for completion by the end of the year, subject to a way of funding the future replacement of the flood defences being agreed.

Project 6.6 Strood Riverside

The flood risk management design works started on 12 September 2016 and will now include the Civic Centre site. Detailed design is due to be completed July 2017. Officers submitted a business case to the South East Local Enterprise Partnership requesting investment of £3.5m from the Local Growth Fund Round 3 on 24 July 2016 for the flood works at Civic Centre site. The outcome of the bid is likely to be announced in the Autumn Statement on 23 November 2016.

A tour of the sites with a developer and the HCA took place in August 2016, where considerable interest was shown in the Civic site. As this is a prime site, the works at the Civic Centre site will be taken forward as the 1st phase of the development, followed by Strood Riverside as phase 2 and Kingswear Gardens as phase 3

(subject to prior agreement with Moat and Orbit and regular discussions are continuing).

An urban design practice will be appointed week commencing 3 December 2016 to review and update the masterplan.

Project 6.7 Chatham Waterfront

An objection to the planning application for the 115 residential units scheme at the Chatham Waterfront site was received from the Environment Agency, which officers are reviewing to find an agreeable solution.

4.2.5 OUTCOME 7: PREVENTING HOMELESSNESS

Project 7.1 Preventing homelessness

The Council is focused on reducing homelessness and addressing temporary accommodation through a Council wide approach by (1) supporting people and vulnerable families to access housing (2) working with landlords and agents to support households to maintain their accommodation and prevent homelessness (3) help Medway's people to get a foot on the housing ladder.

Following the move to Kingsley House in Gillingham, with its improved facilities for clients, the Council continues to work with a range of organisations and services to help prevent households from becoming homeless. Where we are able to prevent homelessness the Council aims to be as proactive as possible. 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 Quarter 2 this was 207 compared to 321 for Quarter 2 2015/16.

The number of households in temporary accommodation has increased from 253 in Quarter 2 2015/16 to 306 in Quarter 2 2016/17 and is primarily a reflection on the limited supply of social lettings in this quarter, however despite this the service did not have any households in B&B accommodation at the end of Quarter 2 2016/17. Despite this increase the number of households in temporary accommodation in Medway per 1,000 households is 2.7 which is below the national average of 3.15 and considerably below the London level of 14.72 per thousand.

Project 7.2 Working with landlords and agents to support households to sustain their accommodation and prevent homelessness

In quarter 2 the Council worked with 1,980 households to help them sustain their accommodation or to prevent homelessness. This was achieved by working with landlords in the Private Rented Sector to improve housing conditions, negotiating with landlords and giving timely advice in order to prevent the loss of accommodation. Additionally, via our accommodation based housing related support services and floating support services, we have helped individuals to live independently and prevented homelessness.

Project 7.3 Help Medway's people get a foot on the housing ladder

The council assisted 250 households in quarter 2 to secure accommodation to help meet their needs. Work included the delivery of 3 new shared ownership homes, helping 167 households secure social housing via the Homechoice system and assisting 80 households to obtain accommodation within the private rented sector.

5. WAYS OF WORKING 1: GIVING VALUE FOR MONEY

5.1 Key measures of success - Summary

We measure our success on delivering value for money services firstly by asking our Citizen Panel for their views, and secondly by monitoring how we deal with customer complaints.

5.2 Citizen Panel

In August 2016, 521 residents completed the Citizen Panel survey. When asked: 'how satisfied are you with the way the council runs its services?'

- 63.7% were very or fairly satisfied with the way the Council runs its services
- 12.5% were very satisfied.
- 23.4% were neither satisfied nor dissatisfied.
- 8.6% were very or fairly dissatisfied

When asked: 'do you agree that the council provides value for money services?'

- 50.5% agreed with the statement
- 10.6% disagreed with this statement
- 33.0% neither agreed or disagreed

5.3 Complaints

Stage 1 Complaints Quarterly Data 2016/17				
Quarter	Complaints received	Complaints responded to	Responded to in time (10 days)	% responded to in time
Quarter 2	456	422	336	79.62%
July	146	117	96	82.05%
August	159	141	120	85.11%
September	151	164	120	73.17%

Service comments

Stage 1 corporate complaints

The overall position for Stage 1 corporate complaints in terms of compliance with the 75% performance target for timeliness was 79.62% for quarter 2 2016/17. There has been a small fall back in timeliness which is mainly due to receiving 151 more complaints in quarter 2. The higher volumes were fairly consistent across July, August & September.

Stage 2 corporate complaints

Timeliness performance for stage 2 corporate complaints during quarter 2 was good in terms of compliance with our performance target of 75% with 80% achieved. There was just a small dip in July which equated to the difference 1 response being out of time.

Stage 2 Complaints Quarterly Data 2016/17

Quarter	Complaints received	Complaints responded to	Responded to in time (10 days)	% responded to in time
Q2	36	30	24	80.00%
July	14	7	5	71.43%
August	6	13	11	84.62%
September	16	10	8	80.00%

Referrals to the Local Government Ombudsman (LGO)

5 referrals were made to the LGO in quarter 2, 11 less than quarter 1.

In Quarter 2, 8 decisions were made by the LGO. 1 was Upheld (safeguarding adults) 4 were closed as not upheld. 2 were closed after initial enquiries and 1 is currently at the assessment stage.

6. WAYS OF WORKING 2: FINDING THE BEST DIGITAL INNOVATION AND USING IT TO MEET RESIDENTS' NEEDS

Deliver the service and digital roadmap

The transformation programme is changing how Medway Council delivers its services to “support residents to meet their needs through the best digital innovation”.

This means we want to make the most of the opportunities afforded by advances in technology, to meet customer expectations to self-serve and make our processes and organisation more efficient.

When redesigning transactions, we continuously go back to users (residents) to ask them what they think, checking that what we’re proposing meets their needs and expectations. We then iterate based on this feedback. By designing with the people who’ll use the process, we know that what we’re building is usable and accessible. We always make our redesigned transactions live in beta first, with a feedback form, which means it’s a test product and open to further feedback from users.

Earlier this year we built the single way to pay the council (see our Pay you tube video) and redesigned two services (see council tax and business rates). Since go live, we’ve received nearly 500 comments from users and 82% rated the new processes ‘good’ or ‘very good’. We’ve received some suggestions for future iterations which we’re already looking to implement. During beta (May to July), we saw a 14% increase in online council tax and business rates payments through the new processes compared with the same period the year before.

Now we are redesigning more transactions, to make the online experience much better while streamlining the back office processes.

Building on the ‘Pay’ work, we are redesigning more than 20 payment processes for different services to make it easier and quicker for people to pay online and remove the need for us to handle cash.

We’re working with the fostering team to 1) make it easier for people to find out about becoming a foster carer and apply; and 2) look at ways to better match children with our in house carers. These processes currently require a lot of manual effort (by

customers and staff) and we believe digital technology can help make them simpler and more efficient for everyone.

We're improving how people book and pay for our services, starting with booking/paying for an initial pest control visit and follow up visits. This will be live in beta (test) by the end of the year. And out of this work, we are exploring new models of service delivery to commercialise the pest control service.

Using what we've learnt with the pest control process, we've also been able to start quickly redesigning a similar process - book and pay for a bulky waste collection.

Everything we build is reusable and applicable to other services in the future e.g. the new process to 'book a pest control visit' online is being applied to 'book a bulky waste collection visit'. Paying for both these services will use the same technology as council tax and business rates.

Underpinning individual projects, we are delivering a wider programme of work including culture change, technical roadmap, communications and assisted digital programme and benefits realisation. This will give us the technology and skills fit for a digital council going forward.

Below are some of the ways we will measure successful outcomes of the programme, having benchmarked the existing position:

- User satisfaction – through continuous user research and feedback mechanisms.
- Online take up and completion – measured through site analytics and back end system data
- Savings – reduction in cost of running services as we use technology to make them more automated and efficient.
- Digital skills within the council and in the community – awareness and knowledge of digital opportunities within the council and take up of online channels amongst the community.

Consider the most cost effective ways of delivering ICT services.

Business case for Office 365 will be presented to the Transformation Board in October 2016. Contract awarded for independent review of Cloud Readiness in preparation for producing a Cloud Computing strategy.

7. WAYS OF WORKING 3: WORKING IN PARTNERSHIP WHERE THIS BENEFITS OUR RESIDENTS

Medway is successfully working in partnership to deliver many of our key projects. The following lists the key partnerships which are referenced in this quarter 2 performance report:

Project reference	Partnership / project	Partners
1.1	Community Clear up days	Community Payback
1.2	Managing green spaces	Volunteers
2.1	Employ Medway £1.3million contract supporting long term unemployed towards work	Department of Works and Pensions (DWP)
2.1	One Public Estate Funding bid for potential £450k (led by Property) for feasibility study of	NHS, Homes and Communities Agency (HCA) and DWP

Project reference	Partnership / project	Partners
	land use	
2.1	Dickens 2020- Visit England bid to celebrate and commemorate Dickens 2020.	TSE/other coastal partners, local marine/berth providers, Peel and London Ports
3.3	Rochester Airport Technology Park £4.4m funding has been successfully awarded from the Local Growth Fund (LGF) for improvements to the airport's runway. A business case for a further £3.7m bid to LGF is in progress	South East Local Enterprise Partnership - SELEP (Kent CC, Essex CC, East Sussex, Thurrock, Southend)
3.2	Inward investment contract Procurement of the contract to deliver the next 3 years of Inward Investment service	Kent County Council
4.1	Attracting funding to support Level 4 apprenticeships in engineering and digital technologies	4 Universities in Medway (University of Kent, Canterbury Christ Church University, University of Greenwich and Mid Kent College) and local businesses
4.2	Medway Youth Employment Strategy	Medway Youth Trust
5.4	Strood railway station improvements	Network Rail
5.6	Chatham railway station improvements	Network Rail
8.1	Healthy Weight Network Preventing childhood obesity and supporting families to achieve a healthy weight	Council services: planning, sports and leisure, integrated transport, greenspaces, early years team, school contracts team
9.2	A Healthy Child Partnership Group Aims to bring professionals and commissioners together to become a steering group for future commissioning, workforce development and service integration	Council services: early years team, early help, social care, partnership commissioning, Medway community Healthcare Trust, Medway Foundation Trust: (school nursing and midwifery)
10.1	Staying Connected Programme to reduce social isolation	Kent fire and rescue service

8. RISK MANAGEMENT

- 8.1 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.
- 8.2 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.

9. FINANCIAL AND LEGAL IMPLICATIONS

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

10. RECOMMENDATION

It is recommended that Members:

- Consider the quarter 2 2016/17 performance against the Key measures of success used to monitor progress against the Council Plan 2016/17.

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APPENDICES

Appendix 1: Regeneration, Culture and Environment Overview and Scrutiny
Committee Detailed Quarter 2 2016/17

BACKGROUND PAPERS

Council Plan 2016/17 - 2020/21