

REGENERATION, CULTURE AND ENVIRONMENT OVERVIEW AND SCRUTINY COMMITTEE

28 MARCH 2017

COUNCIL PLAN QUARTER 3 2016/17 PERFORMANCE MONITORING REPORT

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Summary:

Medway's three priorities are set out in the Council Plan 2016/17. This committee is responsible for some of the performance measures within the two Council Priorities:

- Medway: A place to be proud of
- Maximising regeneration and economic growth

This report summarises how we have performed in Quarter 3 2016/17 for the key measures of success and projects which support the above priorities.

Performance highlights

- 50% (4/8) key measures of success were on target
- 25% (2/8) key measures of success have improved over the long term (average of the last 4 quarters)

Some of the successes to highlight include the following:

- 267 jobs have been created and safeguarded since April - 42 above target
- We continue to have no families in bed and breakfast

At the request of the RCE O&S Committee pre-agenda meeting a copy of the briefing note issued on 27 January 2017 relating to performance indicator NI 167 – Journey times along 6 primary transport corridors is appended to this report for information.

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 priorities and three 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 3 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 committee's.
- 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: 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.

- 2 out of 3 measures of success were on target
- 0 out of 3 measures has improved compared with last quarter
- 0 out of 3 measures has 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 and green.

The Community Wardens attended 11 PACTs this quarter at which 87 issues of public concern were raised. 56 of these (64%) were resolved by the Warden Service and 31 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 14 items of drug related litter including needles and 48 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, the council takes enforcement action. During quarter 3 the service dealt with 462 reported fly tips. 32 of these were on private land and 90 were proved unsubstantiated as they were gone on inspection, leaving 340. Of these, 334 fly tips (98%) were removed by the team within one working day. In addition, the team removed a further 141 fly tips proactively, meaning that they were gone before the public could report them.

44 Fixed Penalty Notices were issued for littering and dog fouling. 11 fly tipping, littering and waste related cases were prosecuted at Medway Magistrates Court this quarter resulting in fines and costs totalling £4,543.

Community Warden Facebook pages for each Ward are being investigated and are anticipated to be operational by the end of the year. This will facilitate communications with stakeholders, give a platform for obtaining information and assist the promotion of good work.

Project 1.2 Parks and open spaces

The Council maintains parks and open spaces for the enjoyment of all. The estate covers 1900ha (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 will work to maximise the use of Medway's green spaces for sporting and other healthy activities during the course of the year.

To improve Medway's estate, the Greenspace Development team was granted planning permission on 15 February 2017 (subject to planning conditions) for the creation of a BMX pump track at the Queen Elizabeth Playing Fields. The team has secured £25,000 from Local Growth Fund and is seeking an additional £75,000 from Veolia Environmental Trust and a decision from Veolia's funding board is expected in the spring.

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. Green spaces volunteering hours (Citizen Participation) for Q3 are 4,138 giving a year to date performance of 12,469 hours delivered against a nine month target of 10,000. It is a priority for the Council to progress the take up of volunteering to maximise numbers.

Project 1.3 Replacing Medway's street lights

An LED Options report was prepared in Q1 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. There may also be an opportunity to progress the longer term ambition of SMART Cities. The next stage for the LED project is to develop more detailed modelling to maximise the efficiency benefits of a LED conversion programme. Part of this was undertaken by the team and is now complete. This has been 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. The revised strategy awaits approval from the Medway on the Map Group in quarter 4.

To seek funding opportunities to develop innovative public service solutions

The One Public Estate (OPE) bid has led to the award of £170,000 which will be used to look at collaborating with other public bodies and designing services as well as working on the feasibility of new health centres and a community facility in the Borough. The groundwork on potential bids to the Work and Health Programme is ongoing with a clear steer from Central Government on deadlines and work streams expected within the last quarter of the year. In addition there is a new funding stream from the European Social Fund (ESF) managed by the SELEP which could be used to augment the link between the Council and the private sector to support local businesses employment needs and the upskilling of local people.

Due to severe over subscription, the Great Places Scheme bid did not go through to the 2nd stage, however the Autumn Statement did confirm that funding had been allocated to the South East Local Enterprise Partnership (SELEP). The Councils' Local Growth Fund round three bids have been confirmed as Rochester Airport £3.7m and the Strood Civic Centre Site £3.5m.

To increase visitor numbers

Independent research using the Cambridge Model of Economic Impact for Tourism, nationally-recognised model, has shown the number of visitors to Medway has reached 4.6m per year, with the local economy benefitting by some £313m. Tourism supports more than 6,000 jobs in Medway – 7% of the total jobs in Medway.

The Dickens Country Experience Tour ran twice daily for 6 days starting 26 November and finishing on the 18 of December with 154 tickets sold during this period.

Currently the Council is working with external partners to develop a programme of activity to commemorate the 150th anniversary of Dickens' death. As part of the build-up to this the Council will be celebrating in 2018 the 175th anniversary of the publication of A Christmas Carol – arguably Dickens' most famous work.

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

The Dickens Country Experience ran alongside the Christmas Carol in the Guildhall. 8 performances ran and tickets sold out. An addition of Dickens 'flash mob' style entertainment was introduced over the weekend of 17/18 December.

To introduce improved tourism signage and wayfaring

In partnership with marketing, work is progressing on information signage at Rochester train station. Additional signage and wayfaring updates are being planned for the next financial year, in conjunction with consultation with external partners.

Deliver the 2016 Festival and Events Programme

Dickensian Christmas took place on 2-3 December 2016 and the Christmas Market 26-27 November, 3-4 of December and 10-11 December 2016. 198 surveys were completed with 184 responded rated the event as very or fairly satisfied.

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.

Medway Festival of Sport 2016

In December the 2016 Medway Sports Awards gala event took place at Mid Kent College. Olympic gold medallist and Holcombe hockey star Maddie Hinch was crowned the 2016 Medway sports person of the year.

Deangate Ridge Sports Complex hosted 'Meangate' on 22 October 2016. This is an 8km purpose-built extreme cross country obstacle course run on rolling hills and woods and was attended by over 200 competitors.

Medway Park our Regional Centre of Sporting Excellence, hosted the International Handball Women's Challenge Cup on 19-20 November 2016 and the European Women's table Tennis Team Championship qualifier on 22 November 2016.

In line with the council's digital transformation agenda and Sport England's digital strategy, Medway Sport launched the Mini Youth Games (MYG) Digi Leaders programme which uses the excitement of the MYG to develop and inspire young DigiLeaders across Medway's primary schools. The project brings the MYG experience to a wider audience and empowers a select team of Year 4, 5, and 6 pupils to document their school's involvement in the Games through new technologies. Each event has a particular focus on one of four aspects of digital activity – reporting, photography, videography and social media.

4. KEY PRIORITY: 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.

- 2 out of 5 measures of success were on target
- 1 out of 5 measures has improved compared with last quarter
- 2 out of 5 measures have improved compared with average of the previous 4 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 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

There has been ongoing work to develop closer working relationship with Locate in Kent (LiK) to target inward investment for specific sites including Kingsnorth, Isle of Grain and Rochester Airfield Enterprise Zone. Economic Development Officers have been actively pursuing prospective inward investment companies for Kingsnorth and Isle of Grain focusing on off-site construction and construction raw materials.

A good working relationship has been developed with Thamesport who are realigning their business to non-containerised port operations.

The team has been working with LiK on ongoing marketing and branding of the Medway inward investment offer, a future Rochester Airfield website and branding where a contract has been awarded to Zest at Lordswood Industrial Estate.

Project 3.3 Development of Rochester Airport Technology Park

The airport operator submitted an amendment to its planning application at the end of December 2016, which will exclude the runway and control tower. The amended application will allow for expenditure progress to be made against the secured Round 2 LGF funding. A second planning application for the runway and control tower may follow later in the year, which allows more time and consideration to be given to the required Environmental Impact Assessment work that should accompany the planning application.

A decision on LGF round 3 funding is yet to be made in spite of confirmation in the 2016 autumn statement of a broad but undefined settlement of funding for projects in the south east region. However, the Rochester Airport development project was high on the SELEP prioritised list to receive funding. *(We have subsequently been advised that that this bid has been successful)*

The North Kent Enterprise Zone (NKEZ) applied for EZ funding for business consultancy support in order to assist development of EZ sites. A relatively low number of business cases to the fund were submitted, but the bid from the North Kent EZ for property disposal / marketing consultancy was well received. However, a final decision on successful bids is awaited.

Project 3.4 Develop business accommodation in Watermill Wharf – Strood

The final design has been agreed and the shipping containers have been ordered and delivered to the factories where the off-site fit-out started in December 2016; the project team will visit one of the factories to approve the quality of the first completed container which will be used as a benchmark to measure the quality of the remaining containers. The enabling works on site will begin in February and the completed containers will be craned in and connected by the end of March. Landscaping will then be completed in April.

The marketing posters are now displayed on the site hoarding; there has already been significant interest in the workspaces from local companies.

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.

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

Council officers in Children's and Adults have worked with the Medway Youth Trust and developed a Youth Employment Strategy which was agreed by Cabinet on 7 June 2016. The strategy outlines the Council's objectives, target areas and outputs.

Children and Adults Directorate are leading on qualifications and engaging with schools and colleges to meet the needs of the business community. The Regeneration Delivery Service is working with local businesses and stakeholders to determine current and future skills requirements.

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 Highway Infrastructure Contract (HIC) was awarded to Volker Highways (current Term Contractor) and mobilisation period commenced for a contract start date of August 2017. The HIC will replace the existing separate Term Maintenance Contracts for Highway Maintenance and Street Lighting with one prime contractor that also includes provision for Highway Construction Projects, Structures and Professional Services. The HIC uses the NEC3 form of contract and except for fixed preliminary costs is essentially a call-off contract with Medway Council determining the level of contracted spend principally through the annual budget setting process.

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

A consultant has been appointed to deliver the detailed design for this project. Work has commenced on the design and completion is expected by the end of April 2017.

A procurement exercise is underway to appoint a consultant to lead on the shop front improvements element of the project. It is anticipated that an architect will be appointed by March 2017.

South Eastern is progressing with the re-build of Strood train station. A contractor has now been appointed to build the new station.

The Strood project is progressing well and is on track for completion within the funding period and to meet the funding schedule for 2016/17.

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 3, South Eastern appointed a contractor to build the new station. Officers continue to engage with South Eastern on the public realm outside the station.

Project 5.5 Chatham Centre public realm improvements – LGF

The detailed design of the scheme was completed in December 2016 and the tender for the procurement of a works contractor is now live, and is due to be returned by the end of January. Once the contract is awarded, mobilisation will begin on site late February. Some early enabling works will begin at the end of January. Works on site are expected to be complete by March 2018; this will be programmed to minimise disruption to vehicles and pedestrians during peak rush hour times and over the Christmas period in 2017.

An exhibition of the scheme will take place from February 2017 to inform the public of what will be delivered and approximate timescales for delivery.

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 Place making Project.

Work is continuing on the development of the detailed design, and creative public realm elements. Network Rail held their interdisciplinary review (IDR) for the Chatham design at the end of October and the scheme was approved in principle. Following comments from Medway Council and South-Eastern, some detail is being worked into the final design. In order to avoid disruption during the Battle of Medway, works on site will begin early July, and will be completed March 2018, as planned.

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 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

Development options report was presented to Cabinet on 20 December 2016 along with an updated local development scheme. Cabinet approved the report for public consultation to be undertaken between 16 January and 6 March 2017. The consultation period has been extended, in accordance with the statutory requirements, to 10 April 2017 to allow respondents time to review new information received by the Council on retail and the sustainability appraisal.

Following closing of consultation, the Planning Service will assess all the comments received and this, along with further evidential work covering aspects like strategic transport assessment, will inform the next stage of the Local Plan, which is the draft publication, towards the end of 2017.

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.

Regeneration Delivery continues to work with colleagues in Property and Housing looking at Council stock and land, and the opportunities to improve or develop sites. Emerging options are being shared and consulted within the Council and subject to detail and review, will be worked up into the next financial year.

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, 80 additional affordable homes have been completed and the Council forecast to deliver a total of around 100 new affordable homes by the end of the financial year. Good progress has been made on the two Extra Care schemes being delivered by Amicus-Horizon Housing Association. These will deliver an additional 125 units of accommodation for older people in Medway who require flexible care and support. Both schemes will be completed in 2017-2018 and have a combined value of £25m. Additional provision of extra care schemes in Medway will assist with meeting the needs of the older population and assist social care teams in delivering care in a purpose built property. These schemes also see the first mixed tenure units in Extra Care Housing offering shared equity options for residents.

Project 6.5 Rochester Riverside

Countryside, Hyde, Medway Council and The Homes and Communities Agency are all working together to complete the Development Agreement for the site, it is planned for this to be signed very early in 2017. All parties are also working towards submitting a planning application which will be a hybrid application with outline permission for the whole of the site and a detailed permission for phase 1. This was due to be submitted in January 2017, but has now been delayed and should be submitted in March/April 2017. There will be further consultation around February 2017 prior to the application being submitted. Countryside are still planning to start on site in the summer of 2017 with the infrastructure and servicing works.

The Multi Storey Car Park is now complete and has been handed over to operational departments; the final defect inspection is due in April 2017.

Project 6.6 Strood Riverside

The flood risk management design works are progressing well and to the specified programme. A planning application is due to be submitted by the end of March, with the decision expected by the beginning of July. The team met with the Environment Agency to ensure that the proposed design will be acceptable in terms of the flood mitigation measures, height of the flood wall and ecological considerations. In preparation for the Archaeological Desk Based Assessment, the archaeological subcontractor has identified that certain areas of the site are likely to be of significant archaeological interest. Therefore an archaeological watching brief will be undertaken for the surveys being carried out in these locations adjacent to the riverside and former canal. Interests include maritime timbers and possible roman finds.

Work is progressing in the development of the refreshed masterplan and development brief.

The outcome of the bid to the South East Local Enterprise Partnership (requesting investment of £3.5m from the Local Growth Fund Round 3) that was submitted last summer for the flood works at Civic Centre site is still to be announced. It has been indicated this will be early this year. *(We have subsequently been advised that that this bid has been successful).*

Project 6.7 Chatham Waterfront

In quarter 2 we reported that the application would be presented to planning committee on 16 November 2016. This was delayed due to officers having to work with the Environment Agency to come to an agreeable solution to their objection to the planning application. The report has now been completed and was submitted to planning committee on 18 January 2017.

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 of the housing options team to Kingsley House in Gillingham, with its improved facilities for clients, the service continues to work with a range of organisations and services to help prevent households from becoming homeless. Whilst it is not possible to prevent homelessness in all cases, the number of households that the Council is accepting a duty to provide accommodation remains generally stable at a 3.5% increase compared to 7.8% across Kent. Where a duty to provide accommodation is accepted, the Council has to identify suitable alternative housing and in most cases this will mean an offer of affordable housing. 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 3 this was 154 compared to 226 for quarter 3 2015/16.

The number of households in temporary accommodation has increased from 255 in quarter 3 2015/16 to 317 in quarter 3 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 3 2016/17.

In recent weeks there has been a need to trigger the Council's Severe Weather Emergency Protocol (SWEP) in order to safeguard people who may be at risk of rough sleeping. As of 20 January 2017, the protocol has provided 61 individual nights of accommodation for people who otherwise may have had to sleep rough during periods of cold weather. The winter shelter has also been open since 03 January 2017 and is staffed and run by volunteers and charities. Officers from the Housing Options Team have been visiting the shelter to determine if any other support can be offered to those who are residing there.

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

In quarter 3 the Council worked with 2,056 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 is working with a range of housing providers to help households secure accommodation to meet their housing needs these include the provision of social housing, shared ownership or by assisting households to secure private sector accommodation. During quarter 3 the Council has assisted 267 households into housing in this way.

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 November 2016, 497 residents completed the Citizen Panel survey (352 on paper, and 145 online).

When asked: 'how satisfied are you with the way the council runs its services?'

- 61.6% were very or fairly satisfied with the way the Council runs its services
- 12.9% were very satisfied
- 22.3% were neither satisfied nor dissatisfied
- 13.5% were very or fairly dissatisfied

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

- 53.7% agreed with the statement
- 11.9% disagreed with this statement
- 29.4% 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 3	280	303	259	85.48%
October	98	98	86	87.76%
November	110	114	98	85.96%
December	72	91	75	82.42%

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 85.48% for quarter 3 2016/17. Quarter 3 is in line with quarter 1 results both in volume and performance.

Stage 2 corporate complaints

Timeliness performance for stage 2 corporate complaints during quarter 3 was good in terms of compliance with our performance target of 75% with 84.44% achieved.

Stage 2 Complaints Quarterly Data 2016/17

Quarter	Complaints received	Complaints responded to	Responded to in time (15 days)	% responded to in time
Q3	42	45	38	84.44%
October	19	18	15	83.33%
November	14	14	12	85.71%
December	9	13	11	84.62%

Referrals to the Local Government Ombudsman (LGO)

13 referrals were made to the LGO in quarter 3, which is 8 more than in quarter 2. 6 decisions were made by the LGO in quarter 3. 1 was Not Upheld, 4 were upheld and 1 was closed after initial enquiries.

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”. We are redesigning transactions, to make them available online while streamlining back office processes.

Building on the ‘Pay’ work (May 2016), 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.

The Council is redesigning the medway.gov web content for:

- Fostering to make it easier for people to find out about becoming a foster carer and apply.
- Libraries to make it easier for people to find key transactions which currently create a lot of contact in customer contact.
- Online school pre-admissions information, to make it easier for users to find schools suitable for their child, and reduce the manual effort and printing/posting costs associated with the service.
- Improving how people book and pay for our services, starting with booking/paying for a pest control visit. This will be live for testing in February and as part of this, the Council has explored new models of service delivery to commercialise the pest control service.

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

The Council is starting to investigate implementing a customer account function, which will make it easier and quicker for people to transact with the Council. A draft strategy is being written which will outline how we expect to interact with customers in the future and the resources and technology we need to make this work.

Consider the most cost effective ways of delivering ICT services.

The Council will be migrating to Office 365 over the next three years. This means a number of exciting new upgrades and features:

- Everyday productivity tools will be upgraded to Office 2016 (e.g. Outlook / Word 2016).
- Access to new Microsoft applications like Skype for Business, Planner, Yammer, Sway, Delve and SharePoint.
- The storage of U, V and W drives will be hosted in the Microsoft cloud.

- All employees will be able to access corporate email from personal devices, such as smart phones and tablets at no additional cost.

The project to implement Office 365 has just started. The ICT and Digital team are currently in the early planning stages. It is expected that early adoption of Office 365 will start towards the end of summer 2017.

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 3 performance report:

Table B

Project ref	Partnership / project	Partners
1.2	Managing green spaces	Volunteers
2.1	One Public Estate £170,000 funding for feasibility study: health and community facility	public bodies including: NHS, Homes and Communities Agency
2.1	European social funding : to support local businesses employment needs and the upskilling of local people	South East Local Enterprise Partnership (SELEP)
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
2.1	Battle of Medway 350 Anniversary	Historic Dockyard, Peel Ports
2.1	Mini Youth Games: Digi leaders programme	Medway schools, Sport England
3.1	Inward economic investment: Kingsnorth, Isle of Grain, Rochester Airfield Enterprise Zone	Locate in Kent (LiK), Thamesport
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)
4.2	Medway Youth Employment Strategy	Medway Youth Trust
5.2	Highways Infrastructure maintenance contract	Volker Highways
5.4	Strood railway station improvements	South Eastern Network Rail
5.6	Chatham railway station improvements	South Eastern Network Rail
6.5	Rochester Riverside development agreement	Countryside, Hyde, Homes and Communities Agency, HCA
7.1	Winter shelter for rough sleepers	Charities and volunteers
8.1	Healthy Weight Network Preventing childhood obesity and supporting families to achieve a healthy weight	Council services: planning, sports/leisure, integrated transport, greenspaces, early years team (children's centres, nurseries, pre-school), school catering 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)
9.2	Child Health Services (0-19 yrs) new contract starting Autumn 2017	Clinical Commissioning Group (CCG), Public Health
10.1	Staying Connected Programme to reduce social isolation	Kent fire and rescue service
11.1	Conference : tackling racism November 2016	Medway Youth Parliament

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 3 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: 32 Council Plan Key measures of success: Detailed table

Appendix 2: Briefing Note 4/17 – Performance indicator NI167

BACKGROUND PAPERS

Council Plan 2016/17 - 2020/21