

REGENERATION, CULTURE AND ENVIRONMENT OVERVIEW AND SCRUTINY COMMITTEE

15 JUNE 2017

COUNCIL PLAN PERFORMANCE MONITORING REPORT END OF YEAR: QUARTER 4: 2016/17

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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 4 2016/17 for the key measures of success and projects which support the above priorities.

Q4 Performance highlights

- 75% (6/8) key measures of success were on target
- 37.5% (3/8) key measures of success have improved over the long term (average of the last 4 quarters)

2016/17: Key measure of success highlights

- 391 jobs have been created or safeguarded i.e. 91 above target
- We continue to have no families in bed and breakfast
- 74 fewer families accepted as homeless compared with previous year

2016/17: Awards and achievements

2016/17 has been extremely successful for Medway in terms of awards and other achievements which support our key priorities:

Awards and achievements: Medway: a place to be proud of

1. 4.6 million visitors attracted to Medway – contributing £313 million income, supporting 6,000 jobs
2. £1.9 million improvements to Strood Sports Centre
3. £1.8 million external funding awarded for Command of the Heights
4. £170,000 One Public Estate funding for design and build of health and community partnership ventures
5. £58,000 external funding awarded for Luton Millennium Park improvements
6. 21,000 participants in the Medway Festival of Sports 2016
7. 6 Green Flags awarded for our country parks

Awards and achievements: Maximising regeneration and economic growth

1. £3.7 million external funding awarded for Rochester Airport infrastructure
2. £3.5 million external funding awarded for Strood Civic flood defence
3. £1.7 million Coastal Communities (DCLG) funding awarded to create Innovation Studios, Strood.

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 Report Quarter 4/End of Year 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 another Overview and Scrutiny Committee. This information has been included to provide context and clarity of how the priorities as a whole have been performing.

2.5 Project 4.2 (Development of a 16 – 19 Strategy (including apprenticeships)) is similarly highlighted grey as this also falls under another Overview and Scrutiny Committee.

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
- 2 out of 3 measures have improved compared with last quarter
- 1 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 42 PACTs this year at which 278 issues of public concern were raised. 191 of these (69%) were resolved by the Warden Service and 87 were referred to other departments or partner agencies.

The Community Wardens patrol known hotspots every morning to remove particularly offensive or hazardous litter. This year they removed 223 items of drug related litter including needles and 163 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 Q4 the service dealt with 422 reported fly tips. 46 of these were on private land and 58 were proved unsubstantiated as they were gone on inspection, leaving 318. Of these, 318 fly tips (100%) were removed by the team within one working day. In addition, the team removed a further 221 fly tips proactively, meaning that they were gone before the public could report them.

312 Fixed Penalty Notices were issued for littering and dog fouling. 56 fly tipping, littering and waste related cases were prosecuted at Medway Magistrates Court for 2016/17 resulting in fines and costs totalling £26,041.

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, 2 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 has sought planning permission 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. A planning application has been approved but the funding application from Veolia was unsuccessful due to the high numbers of bids received. Alternative funding is currently being investigated.

Following judging, the Council achieved six green flags in August 2016 at Great Lines Heritage Park, Broomhill Park, Hillyfields, The Vines, Capstone Farm Country Park and Riverside Country Park. Whilst Gillingham Park was not judged as meeting the standard, remedial action has been taken and confidence is high that the standard will be met for 2017.

3.2.2 OUTCOME 2: MEDWAY ON THE MAP

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

The Medway on the Map strategy has been agreed with internal and key external stakeholders. The strategy will be considered for 2017/18 alongside the accompanying action plan.

To seek funding opportunities to develop innovative public service solutions

In Q4, confirmation was received from the South East Local Enterprise Partnership (SELEP) that the Council's Local Growth Fund (LGF) round 3 bids for Rochester

Airport Technology Park and Strood Civic Flood Defences were successful. This totals a commitment of £7.2m of funding to Medway projects going forward. The LGF3 bid for Chatham Placemaking; Destination, was just outside of the government allocation and was unsuccessful but will remain as a key priority for the Council when other funding opportunities arise.

We were successful in securing £1.8million for Command of the Heights, which will support the regeneration of Fort Amherst, complementing Chatham Placemaking and our city centre destination. Employ Medway is currently in the supply chains for two of the three shortlisted Work and Health Programme suppliers, with the final supplier contracted in July. We have also submitted an Expression of Interest to the HCA for an Accelerated Construction Programme, which if successful, will add value to our One Public Estate and Local Growth Fund projects by funding and unlocking housing development on those sites.

To increase visitor numbers

Independent research using the Cambridge Model of Economic Impact for Tourism, a 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.

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. An initial bid to the Heritage Lottery Fund (HLF) was unsuccessful. However, the Council are now looking at working together with HLF on an improved bid to incorporate the Swiss chalet (where Dickens worked on some of his most famous novels) and plans for 2020.

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 external partners.

Deliver the 2016 Festival and Events Programme

The Council delivered the following events during 2016: English Festival, The Sweeps Festival, Dickens Festival, River Festival, Castle Concerts, Will Adams Festival, the Capstone Festival, Dickensian Christmas (2-3 December 2016), and the Christmas Market (26-27 November, 3-4, 10-11 December 2016). 934 surveys were completed this year with 876 responses rating very or fairly satisfied (94%) with the events.

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. Progress meetings are regularly being held with stakeholders and 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. Discussions are

progressing with Peel Ports and the Royal Navy to enable access into Basin 2, subject to final pilotage arrangements being agreed. A programme of events is being finalised centering on two key weekends including a civic ceremony and Medway in Flames finale.

Medway Festival of Sport 2016

In January 2017, Medway's sports centres hosted the Medway Big Splash with free aquatic events at Medway Park, Strood, Splashes and Hoo pools; including a new aquathlon event in partnership with Medway Tri, Triathlon Club.

Medway celebrated 10 years of sporting legacy in January with an editorial spread in the Medway Messenger, Medway Matters and articles submitted to relevant sport specific publications.

More than 800 students from universities across the United Kingdom came to Medway Park to take part in the British University Handball Championships on 18/19 March. The event was first held in 2012 and has grown significantly year on year in line with the surge in popularity of the Olympic sport of handball as a legacy of London 2012. Local teams representing the University of Kent were among the 72 teams taking part.

The third Meangate extreme obstacle course at Deangate took place on 11 March, attracting a record number of participants (439 runners).

During Q4, the Council launched a new Fit to Tackle Health and weight loss programme in partnership with public health, Gillingham FC, the University of Kent and Organic Training. The first wave of recruits are already feeling the health and wellbeing benefits, with the next wave of recruits already joining the waiting list.

Q4 has seen 1,441 primary pupils take part in four Mini Youth Games events and 100 pupils participating in two Disability Youth Games events. The Council has also launched a new series of Mini Youth Games Open events aimed at schools from across Kent and Medway to grow competition experience and open additional income streams.

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 1 of these is not reported as data is not expected until after this report is published.

- 4 out of 5 measures of success were on target
- 2 out of 5 measures have 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 a closer working relationship with Locate in Kent (LiK) to target inward investment and we have been successful in Q4 by securing specific sites including Kingsnorth (280,000sq.ft warehouse) and London Thamesport (100 jobs). Work continues to encourage investment in London Medway Commercial Park at Kingsnorth.

The Council has been working with LiK delivering assistance, including recruitment, planning, trading and local supply chain support.

A workshop has recently been conducted with representatives from Kent's district, borough leads, and Medway Council, to focus on the Investor Development Programme. This is an aftercare programme that focusses on understanding the investor's requirements as it develops into the local market, and will assist with the longer term retention of investors.

Project 3.3 Development of Rochester Airport Technology Park

On 15 March 2017, Planning Committee approved the phase 1a planning application, for the development of the airport operator's new hangars. This application excluded the development of the new runway and control tower while supporting documentation is prepared ahead of its scheduled submission at the end of April 2017.

A successful decision on LGF round 3 funding has been given by SELEP. This means a further £3.7 million of funding has been secured, which will be used to develop the enabling infrastructure for the airport site.

The North Kent Enterprise Zone (EZ) was officially launched on 1 April, and a web site has been developed to promote the EZ sites and their benefits for business - www.northkententerprisezone.co.uk

A consultant with comprehensive development options expertise is being sought to appraise the market potential of the airport site, and specifically land that will be released for development once Runway 1634 is closed in February 2018.

Project 3.4 Develop business accommodation in Watermill Wharf – Strood

The design was finalised and approved by Planning in August 2016. The build now consists of two office blocks plus a third block to facilitate the communal areas which will be joined to the office units by a walkway on the first floor. The build is progressing; the containers were delivered to site on the 23-24 March 2017. The containers have been fitted off site as planned, with the development ready to be opened beginning of May 2017.

To date there are two confirmed tenants of the larger office units, two confirmed tenants for the smaller offices and one large storage unit has also been reserved.

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.

The work to support schools, colleges and training providers to work together in a focused way to support young people and meet the economic demands of the area continues. Medway is well represented within the Kent and Medway Skills commission now that nearly all seats and voting members are in situ.

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

Council officers in Children 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.

The 16-19 Strategy is now embedded into Council policy. Resources across a number of services are being considered and allocated regarding the delivery of key actions within the policy into 2017-18.

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 was awarded to Volker Highways (current Term Contractor) and the mobilisation period commenced for a Contract Start Date of August 2017. The Highway Infrastructure Contract 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 Highway Infrastructure Contract 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.

Mobilisation activity delivered during Q4 has focused on:

1. New management and governance arrangements for the Contract
2. Depot co-location - as part of the new Contract, Highways Client Team will co-locate with the Contractor.
3. Procurement of the new Highway Fleet.
4. Recruitment of 4 apprentices that will be employed by the term contractor (Volkers) at contract commencement in August 2017.

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

Work has continued on the detailed design for the project with completion expected in Q2 2017/18. Following the design works, construction will commence on site in Aug/Sept 2017. An architect has been appointed to lead on the public realm elements of the project and is currently considering options. The highway work is being considered by the road safety audit team. Overall the Strood project is progressing well and is on track for completion within the three year funding period.

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 2016. 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.

South Eastern are now progressing with the re-build of Strood train station. The existing building has now been closed and will be dismantled in the coming weeks.

Construction of the new station building was scheduled to commence on 27 April. It is anticipated that the new station building will open to customers on 30 November.

Project 5.5 Chatham Centre public realm improvements – LGF

The detailed design of the scheme was completed in December 2016 and a contractor has been appointed to deliver the scheme following a successful tender process for the works.

Once the contract is finalised, mobilisation will begin on site throughout Spring, ready for work to begin once materials have been delivered to site. Works have been programmed to minimise disruption to vehicles and pedestrians during peak travel times and over the Christmas period in 2017. A standstill on works will also take place over the Battle of Medway period to avoid travel disruption to visitors, particularly those potentially travelling to Chatham station and walking along the works route.

An exhibition of the scheme will take place in the Pentagon from April 2017 to inform the public of the plans 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 final detailed design, and creative public realm elements. The scheme will be submitted for planning permission imminently in order to start work from Summer 2017 following the Battle of Medway celebrations.

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

Consultation on the Spatial Options and Policy approaches document will run from 16 January 2017 to 18 April 2017. A programme of public exhibitions and meetings has taken place during this consultation period. Initial key concerns are the impact of development on infrastructure and the need for growth to be supported by investment in services.

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.

The Government has recently launched a housing white paper entitled “fixing our broken housing market”. The emphasis of this is to encourage local authorities to increase the supply of affordable housing and sets out penalties for those that fail to meet their targets. As well as this, the Government has recently invited bids under a funding programme “Accelerated Construction”. Officers are currently developing a bid for submission.

During 2016/17, a total of 91 additional affordable homes were completed. 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 2017/18 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.

Delivery of affordable housing throughout 2016/17 has been suppressed due to a number of changes to funding and rent structures. Additionally the late slippage of 18 units due to be delivered by Hyde on Albatross Avenue due to issues beyond the council and the RPS control in relation to the aviation fuel line that runs under the site meant that these units will be delivered in 2017/18.

Project 6.5 Rochester Riverside

The development agreement completed by Countryside, Hyde, Medway Council and The Homes and Communities Agency for Rochester Riverside was signed and completed on the 31 March 2017. The planning application has been slightly delayed due to the level of work that Countryside are completing on the detailed proportion of the design for the first 3 phases of the development. They are planning to complete

further public consultation in April 2017 with the aim to submit the planning application in May 2017. They are still aiming to start on site with infrastructure and site set up works around summer 2017.

The final defects inspection for the multi storey car park is due to take place at the end of April 2017.

Project 6.6 Strood Riverside

The flood risk management design works are progressing as planned, the planning application for the former Civic Centre site and Strood Riverside site was submitted on 29 March 2017. Network Rail, South Eastern, Peel Ports, Rochester Bridge Trust and the Environment Agency have been consulted on the flood defence designs, prior to the submission of the application. Further contamination studies are being carried out across both sites, to provide accurate information of the existing condition of the site. The means of delivering the fill material to site is being explored further with considerations being given to barge and lorry movements. Works on site are planned to start late 2017, starting on the Civic site. It is likely the flood defences will be complete early 2019.

The £3.5m bid to the Local Growth Fund was successful, which will enable the construction of the flood defences on the former Civic Centre site.

The Masterplan is also progressing to schedule with a first draft with a viability assessment due for the beginning of April, estimated to deliver circa. 950 residential units. In order to address the localised traffic issues within the site, and on the A2, a transport study is also being undertaken to tie into the masterplan, which will include a review of parking ratios. This is being considered alongside the Strategic Transport Assessment.

Project 6.7 Chatham Waterfront

The Chatham Waterfront Development site went to Planning Committee in January 2017 and the application was deferred due to additional clarification on some of the information. A Members briefing took place towards the end of February and all queries were answered. The scheme finally achieved a resolution to grant planning on the 15 March 2017. The site is now preparing to be marketed and will be launched at the Medway 1 event on 11 April 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 service, we continue 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, there has been a reduction in the amount of households accepted as homeless, 344 in 2016/17 compared to 418 in 2015/16.

Access to private sector accommodation has improved slightly with an increase in the number of successful homebond completions of approximately 8%. The rise in the number of households in temporary accommodation (259 2015/16 to 351 2016/17) has predominantly been caused by the lack of permanent affordable rented homes becoming available in the area. A reduction of 25% compared to the last financial year has meant that there have been 252 fewer homes let on a permanent basis.

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

In Q4 the Council worked with 2,145 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 help meet their housing needs in a number of ways, including through the provision of social housing, shared ownership or by assisting households to secure private sector accommodation. The Council has assisted 333 households into housing in this way for Q4 and 1,205 for the year 2016/17.

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

We currently have just over 800 residents on our Citizen Panel. We ask them for their feedback four times a year on the same questions so that we can compare the results over time. We also ask them about one-off topics at the request of service managers.

In February 2017, 60.8% (498) residents completed the Citizen Panel survey. We are encouraging our Citizen Panel to respond on line and 30% of all responses are now made on line.

When asked: 'how satisfied are you with the way the council runs its services?'(excluding 'no response/don't know')

- **59% were very or fairly satisfied with the way the Council runs its services (61.7% average for 2016/17)**
- 24.1% were neither satisfied nor dissatisfied
- 11.4% were very or fairly dissatisfied

When asked: 'do you agree that the council provides value for money services?' (excluding 'no response/don't know')

- **54.8% agreed with the statement (53.2% average for 2016/17)**
- 11.2% disagreed with this statement
- 28.5% neither agreed or disagreed

5.3 Complaints

Stage 1 Complaints Quarterly Data 2016/17				
	Complaints received	Complaints responded to	Responded to in time (10 days)	% responded to in time
Quarter 4	316	308	286	92.9%
January	93	85	76	89.4%
February	117	127	122	96.1%
March	106	96	88	91.7%

Service comments

Quarter 4 - Stage 1 corporate complaints

The overall position for Stage 1 corporate complaints in terms of compliance with the 75% performance target for timeliness was 92.9% for quarter 4, 2016/17. This is the best quarterly performance this year, and was achieved on a 13% increase in volume compared to quarter 3.

2016-17 full year data

Stage 1 Complaints 2016/17 and 2015/16				
	Complaints received	Complaints responded to	Responded to in time (10 days)	% responded to in time
2016-17	1355	1351	1152	85.3%
2015-16	1268	1251	1073	85.8%

Looking at the whole year, performance on timeliness has been maintained ahead of target, albeit 0.5% less than in 2015-16. Some mitigation for this small drop in performance is given by a 7% rise in total complaints received. Further analysis is underway on the full year story.

Stage 2 Complaints Quarterly Data 2016/17				
	Complaints received	Complaints responded to	Responded to in time (15 days)	% responded to in time
Quarter 4	40	37	26	70.3%
January	12	12	8	66.7%
February	12	12	9	75.0%
March	16	13	9	69.2%

Quarter 4 - Stage 2 corporate complaints

Timeliness performance for stage 2 corporate complaints during quarter 4 was less good in terms of compliance with our performance target of 75% with only 70.3% achieved. Of the 11 complaints that missed target, they were spread over 6 service areas with no service with more than 2 late cases over the three months. Nearly all of those late had provided more responses on time.

The quarterly performance contrasts with the 80-88% achieved over quarters 1, 2 and 3. Notwithstanding the excellent performance on Stage 1s in Q.4, it is important to note that Q.4 is a very busy time for senior managers as one financial and service planning year closes and another begins. It is generally in the nature of Stage 2 complaints to be more complex and to take more time, and it may be that the management time required for these key functions has impacted on the efforts to clear these more time consuming cases.

Stage 2 - 2016-17

Overall in 2016-17, 148 complaints were escalated to Stage 2 which represents an 11% escalation rate based on the 1,355 Stage 1 complaints received. 138 were responded to, of which 111 were within the 15 day target. This represents a timeliness responsive rate of 80.5% for the year as a whole.

Local Government Ombudsman (LGO)

In Quarter 4, the LGO notified the Council of 15 cases that it was examining; the Council also responded to 15 enquiries.

The LGO also made 15 decisions during the course of the quarter: 5 were upheld; and 5 were not upheld. The final 5 cases were closed after initial enquiries. The annual report of the LGO is normally received in July and a more detailed analysis of LGO cases will be made then.

LGO Complaints - Quarterly Data 2016/17							
	Complaints received from LGO	Complaints responded to	LGO decisions				% of decisions Upheld
			Upheld	Not Upheld	Partially Upheld	Not taken forward	
Q4	15	15	5	5	0	5	50%
January	6	4	2	2	0	0	50%
February	6	5	1	1	0	3	50%
March	3	6	2	2	0	2	50%

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

6.1 Deliver the service and digital roadmap

The transformation programme is changing how Medway Council delivers its services. The council is committed to being a 'digital council' and underpinning work in specific services, there is a wider programme of work including culture change and

developing skills, a technical roadmap, communications and benefits realisation. This will give us the technology and skills fit for a digital council going forward. The Council are redesigning transactions to make them available online while streamlining back office processes.

The Council are continuing to build on the 'Pay' work from 2016 by redesigning our payment processes for different services to make it easier and quicker for people to pay online. Tying into the changes taking place in how customers pay for parking in car parks, we have started working on virtualising parking permits and vouchers. This will make it easier for customers to apply online, remove the need to have a hard copy voucher and change the way our staff work.

The Council have redesigned the way parents research school places for their children as part of the application process. 92% of school applications are completed online and now details of every school are searchable online (June and September) to help parents research and shortlist their schools. This has significantly reduced the need to design, print and post hard copy brochures.

The Council are developing a plan of action to centralise our council websites, reducing the need to run multiple sites on multiple systems and allowing us to design a consistent online experience for our customers.

The Council's work on implementing a customer account function continues. An account will make it easier and quicker for customers to transact with the council. We are starting by looking to enable customers to pay their rent and request repairs to their house online through an account. That will give us an exemplar model, which we can take forward into other service areas.

6.2 **Consider the most cost effective ways of delivering ICT services.**

Delivery models for ICT services have been assessed during Q4. A revised ICT organisational structure is now subject to consultation with staff to ensure the service is best placed to deliver our digital transformation ambitions.

The Council commissioned an independent review to assess the future of the data centre and our readiness to maximise use of cloud technology. In the short to medium term we are proposing a hybrid strategy to sustain income streams coming through the data centre whilst moving towards cloud solutions. The first important strand is the adoption of Office 365. Technical testing is ongoing.

The Council are reviewing a suite of ICT applications to consolidate and reduce costs where possible. We are looking at ICT spend across the Council to identify possible efficiencies and the potential of licensing arrangements with other Councils. We are working closely with health colleagues on the digital roadmap which supports the sustainable transformation plan and we continue to provide ICT services for key parts of the health economy.

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 4 performance report:

Project ref	Partnership / project	Partners
2.1	Battle of Medway 350 Anniversary	Historic Dockyard, Peel Ports, Royal Navy
2.1	British University Handball championships	72 universities
2.1	Mini Youth Games: Disability Youth Games	Medway schools
2.1	Fit to Tackle Health and weight loss programme	Public health, Gillingham FC, University of Kent and Organic Training.
3.1	Inward economic investment: Kingsnorth, London Thamesport	Locate in Kent (LiK),
3.2	Investor Development Programme (workshop)	Kent leads
3.3	Rochester Airport Technology Park – infrastructure improvements	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
6.4	Extra Care housing schemes (2)	Amicus-Horizon Housing Association
6.5	Rochester Riverside development agreement	Countryside, Hyde, Homes and Communities Agency, HCA
6.6	Strood riverside flood defences	Network rail, Peel Ports. Rochester Bridge Trust, Environment Agency
8.1	Healthy Weight Network and Summit- Aims to prevent childhood obesity and support families to achieve a healthy weight	Public, private, voluntary and academic partners including University of Kent. Council services includes: planning, sports/leisure, integrated transport, greenspaces, early years team (children's centres, nurseries, pre-school), school catering contracts team
9.2	Medway Multi-Agency Safeguarding Hub (MASH) - Ensures that child protection and safeguarding objectives are achieved.	Medway NHS and Social Care Partnership, Kent Police, Health representation, schools, Medway Youth Trust , Medway Voluntary Action
10.1	Staying Connected – Aims to reduce social isolation	Kent fire and rescue service
10.1	3 Conversation	Partners 4 Change (P4C)
10.1	Developing and empowering resources in communities (DERiC)	Walderslade and Hoo Peninsula communities, Medwy CCG
10.1	Garden Partners – aims to improve the quality of life for disadvantaged communities in Medway	Medway Plus (charity)
	Making Safeguarding personal programme	Kent Police, Medway Community Health Care, Age UK and Advocacy services
11.1	Conference : tackling racism November 2016	Medway Youth Parliament
11.1	National Leaders of Education	National Leaders of Education from London , 10 Medway schools

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 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 Report Quarter 4/End of Year 2016/17

BACKGROUND PAPERS

Council Plan 2016/17 - 2020/21