

**BUSINESS SUPPORT
OVERVIEW AND SCRUTINY COMMITTEE**

30 NOVEMBER 2017

**COUNCIL PLAN PERFORMANCE MONITORING REPORT
QUARTER 2 2017/18**

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Regeneration, Culture, Environment and Transformation
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Public Health
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Summary

Medway's Council Plan 2017/18 sets out the Council's three priorities. This report sets out the quarter 2 2017/18 performance summary against the Council priority and ways of working relevant for this committee which are:

Priority: maximising regeneration and economic growth.

Ways of working: 1.giving value for money, 2.finding the best digital innovation and using it to meet resident's needs, 3. working in partnership where this benefits our residents

Given the overarching responsibilities of this committee to provide guidance and leadership on the development and coordination of the scrutiny function for all Overview and Scrutiny Committees, this report also contains a performance summary of all services (appendix 1). Due to the timings of the other Overview and Scrutiny Committees, a summary of their discussions is not included this quarter.

Council Plan measures of success (Business Support measures only):

- 80% (4 out of 5) on target; and
- 20% (1 out of 5) improved over the long term.

Highlights: New achievements

- 312 private sector properties improved due to Medway intervention (target: 100)

What we are doing to improve performance

Temporary accommodation: The rate of households in temporary accommodation is currently 3.35 per 1,000 households - lower than the national rate of 3.5 - significantly lower than the rate of 16.6 seen in London.

Management actions to improve performance:

- The Housing Options Service continues to work with a range of organisations and services to help prevent households from becoming homeless;
- Using Medway housing stock to reduce the cost of temporary accommodation;
- Development of a Housing Company that will provide affordable accommodation in Medway;
- A weekly Temporary Accommodation Placement Panel has been set up to review all placements into temporary accommodation for previous week;
- Aim to deliver 25% affordable housing or using contributions via S106 consented schemes; and
- Maximise opportunities to discharge homeless duties into the private rental sector.

1. BUDGET AND POLICY FRAMEWORK

- 1.1 The Council Plan 2016/17-2020/21 was agreed at Full Council in February 2016. It set out the Council's three priorities and three ways of working. It is refreshed annually.

2. BACKGROUND

- 2.1 This report sets out the performance summary for the measures that fall under the remit of this committee, against the Council priority: maximising regeneration and economic growth.
- 2.2 It also includes a summary of the ways of working which fall under the remit of this committee: giving value for money, finding the best digital innovation and using it to meet residents' needs and working in partnership where this benefits our residents.
- 2.3 It focuses on where we have achieved or exceeded our targets and how we are tackling underperformance.
- 2.4 Given the overarching responsibilities of Business Support Overview & Scrutiny (O&S) Committee, the overview narrative of Council performance (excluding the narrative which has been extracted and included in this report) is provided for Members' information at **Appendix 1**.
- 2.5 Due to the timing of the other O&S meetings, which take place after this meeting has taken place, the summary of the performance matters discussed at other overview & scrutiny meetings will not be provided this quarter.

3 PRIORITIES AND WAYS OF WORKING

- 3.1 This section summarises the three ways of working which apply across all services, and the 13 programmes which support our priorities and outcomes.
- 3.2 The priorities and outcomes that fall under the remit of this committee are shown in the following table. Sections 4 and 5 provides detailed progress reports on these programmes.

WAYS OF WORKING		
Giving value for money		
Finding the best digital innovation and using it to meet residents' needs		
Working in partnership where this benefits our residents		
PRIORITIES		
Medway: A Place to be proud of	Maximising regeneration and economic growth	Supporting Medway's people to realise their potential
<p>OUTCOME A clean and green environment</p> <p>1 Public realm and street scene</p> <p>2 Replacing Medway's street lights</p> <p>OUTCOME Medway on the map</p> <p>3 Medway: a great place to live, work, learn and visit</p>	<p>OUTCOME A strong diversified economy</p> <p>4 Business investment</p> <p>OUTCOME Residents with jobs and skills</p> <p>5 Jobs, skills and employability</p> <p>OUTCOME Preventing homelessness</p> <p>6 Preventing homelessness</p> <p>OUTCOME Delivering new homes to meet the needs of Medway's residents</p> <p>7 Delivering new homes to meet the needs of Medway's residents</p> <p>OUTCOME Getting around Medway</p> <p>8 Tackle congestion hotspots by transport and public realm improvements</p>	<p>OUTCOME Healthy and active communities</p> <p>9 Improving everyone's health and reducing inequalities</p> <p>OUTCOME Resilient families</p> <p>10 Together we can – Children's services</p> <p>11 The best start in life</p> <p>OUTCOME Older and disabled people living independently in their homes</p> <p>12 Improve support for vulnerable adults by working with partners and communities</p> <p>OUTCOME All children achieving their potential in schools</p> <p>13 Raising aspiration and ambition</p>

KEY:

Unshaded areas fall under the remit of Business Support overview and scrutiny committee. Shaded areas fall under the remit of other overview and scrutiny committees (see appendix 1)

4. BUSINESS SUPPORT OVERVIEW AND SCRUTINY MEASURES

4.1 Measures of success - Summary

4.1.1 There are 6 measures under the remit of this committee. They are:

Priority: Maximising regeneration and economic growth

1. Adult education % retention rate
2. Adult education achievement rate
3. Number of households living in temporary accommodation
4. Number of households with dependent children in bed and breakfast
5. Number of private properties improved due to Council's intervention

Ways of working: Value for money










6. Digital take up









4.1.2 The table on the following page includes details of performance together with an explanation for 5 of these measures. Data for 1 of these measures (Digital take up) is not expected until after this report is published.












- 4 out of 5 measures were on target
- 0 out of 4* measures have improved compared with last quarter
- 1 out of 5 measures have improved compared with the average of the previous 4 quarters

*Total number of measures where comparative data available


Key

Key measure of success Status	Trend Arrows	Success is
 This measure is significantly below target	 The performance of this measure has improved	 Higher figures are better
 This measure is slightly below target	 The performance of this measure has worsened	 Lower figures are better
 This measure has met or exceeded the target	 The performance of this measure is static	N/A - Desired performance is neither too high nor too low
 This measure is data only. There is no target and is provided for reference only.	N/A - Rating not appropriate / possible	

Title												
2.2 Outcome. Residents with jobs and skills												
Title												
2.2.1 Programme. Jobs, skills and employability												
Code	Short Name	Success is	2016/17	Q1 2017/18	Q2 2017/18					2017/18	Latest Note Date	Latest Note
			Value	Value	Value	Target	Status	Long Trend	Short Trend	Target		
MAE 2	% Retention rate		93% 2015/16	94.06% Q3 of academic year 2016/17	94% Q4 of academic year 2016/17	94%	 Q4 of academic year 2016/17	 Q4 of academic year 2016/17	 Q4 of academic year 2016/17	94%	05-Sep-2017	<p>This PI is based on academic year rather than financial year. Data as at 5 September 2017 for Q4 of Academic year (May 2017 – Jul 2017). Data extracted from AQUA MIS software using Crystal report.</p> <p>Retention measures the number of learners who start a course with MAE and, at the end of the academic year, have completed their learning. Retention continues to meet the challenging target of 94% and this demonstrates that MAE's courses meet the aspirational, social and well-being needs of our learners. The overall retention rate also reflects the rigorous monitoring of attendance by tutors and curriculum staff, and improved rigour in the Initial Assessment process (ensuring learners are placed on correct course for them).</p>
MAE 3	Achievement rate (pass rate)		96.49% 2015/16	98% Q3 of academic year 2016/17	97.36% Q4 of academic year 2016/17	96%	 Q4 of academic year 2016/17	 Q4 of academic year 2016/17	 Q4 of academic year 2016/17	96%	11-Oct-2017	<p>This PI is based on academic year rather than financial year. Data as at 5 September 2017 for Q4 of Academic year (May 2017 – Jul 2017). Data extracted from AQUA MIS software using Crystal report.</p> <p>The pass rate measures how many of the learners, who complete their course, achieve a qualification or their learning aim. It shows that MAE learners continue to achieve very high pass rates and demonstrates the excellent processes in place to support learners achieve their qualifications, or to achieve their learning outcomes in non accredited provision (RARPA).</p>

Title												
2.3 Outcome. Preventing homelessness												
Title												
2.3.1 Programme. Preventing homelessness												
Code	Short Name	Success is	2016/17	Q1 2017/18	Q2 2017/18					2017/18	Latest Note Date	Latest Note
			Value	Value	Value	Target	Status	Long Trend	Short Trend	Target		
NI 156	Number of households living in temporary accommodation		351	327	354	350				350	12-Oct-2017	<p>At the end of Q2 there were 354 applicants residing in temporary accommodation provided by the Council in line with its statutory responsibilities. This is an increase from the 327 households that were accommodated at the end of Q4 2016/17.</p> <p>The rate of households in temporary accommodation is currently 3.35 per 1000 households, this is lower than the national rate of 3.5 and significantly lower than the rate of 16.6 seen in London.</p> <p>Further benchmarking has been undertaken this quarter to identify how Medway compares with other similar sized unitary authorities. Brighton currently has a rate of 13.05 households per 1000 in temporary accommodation and Milton Keynes currently have a rate of 7.16.</p>
HC3	No. of households with dependent children in B&B who have resided there for 6+ weeks at the end of the quarter		0	0	0	0				0	10-Oct-2017	<p>A snapshot at the end of Q2 identifies that no families were in bed and breakfast accommodation. Additionally throughout Q1 no families were placed into bed and breakfast for more than 6 weeks. Work is continuously underway to ensure that the use of bed and breakfast is kept to a minimum. This has been done by seeking more suitable temporary accommodation for households and using HRA properties as temporary accommodation</p>
HC4	Number of private sector properties improved as a result of the Council's intervention		571	N/A	312	100			N/A	600	10-Oct-2017	<p>Medway undertakes a range of work to improve properties within the private sector. This includes dealing with complaints from tenants and landlords, inspecting and licencing HMOs, carrying out inspections of properties and</p>

Code	Short Name	Success is	2016/17	Q1 2017/18	Q2 2017/18					2017/18	Latest Note Date	Latest Note
			Value	Value	Value	Target	Status	Long Trend	Short Trend	Target		
												dealing with travellers. In Q2 2017/18, 312 households were assisted in this way, this number has significantly increased compared to previous quarters and it is likely that this year's target of 600 will be exceeded. Complaints during the warmer months of the year are typically lower as most relate to heating, hot water and dampness therefore we expect number to rise further over future recording periods.

Title												
4 Ways of working. Giving value for money												
Commentary included in covering report												
5 Ways of working. Finding the best digital innovation and using it to meet residents' needs												
DIGI TU 01	Digital take up		N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	01-Aug-2017	We will be reporting on the performance of this measure in Quarter 3 2017/18.
NEW												
6 Ways of working. Working in partnership where this benefits our residents												
Commentary included in covering report												

5 PRIORITY: MAXIMISING REGENERATION AND ECONOMIC GROWTH

5.1 Service comments

5.1.1 OUTCOME: RESIDENTS WITH JOBS AND SKILLS

Programme: Jobs, skills and employability

Medway Adult Education (MAE) learning programme to boost local skills level for those furthest from employment

Medway Adult Education (MAE) has agreed a comprehensive Collaborative Working Agreement (CWA) with Public Health (PH) aiming to reduce health inequalities and enhancing the education and skills levels across Medway.

MAE will be branding relevant courses under the '5 Ways to Well Being', banner, and incorporating Public Health interventions courses in its 2018/19 programme. It will further be working with PH on the provision of new courses, in particular in support of the 'Men in Sheds' project and on the expansion of the current joint Family Learning offer delivered through Medway's Children's Centres.

MAE also works closely with Medway Library Service (MLS), taking advantage of its shared customer base and co-location at the Rochester Centre to promote and cross-sell services, and to deliver joint initiative, particularly targeting disadvantaged groups. A recent example includes the 'All Our Voices' project at Luton Library, designed to provide a release from social isolation. This saw local people, supported by an MAE tutor, creating Luton 'Then and Now' books and attaching them to an art installation. MEA is further working with the Library Service on the delivery of 'Tablet for Beginners' sessions across the Medway Libraries Service (MLS) estate, raising ICT literacy, and the delivery of family history sessions, making full use resources and contributing to the development of analytical and research skills.

The apprenticeship programme has further made excellent progress over the last academic year with 30 Medway apprentices joining the programme. Eight have successfully completed their apprenticeships. Overall achievement rates are now at 88.9%, a significant improvement from the 40% in 2015/16. This has been achieved through rigorous monitoring and improved communication with line managers and the Apprentice Academy lead, ensuring apprentices are fully supported at every stage of their learning journey.

5.1.2 OUTCOME: PREVENTING HOMELESSNESS

Programme: 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; and (3) help Medway's people to get a foot on the housing ladder.

The housing options 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, there has been a reduction in the

amount of households accepted as homeless, 87 in Q2 2017/18 compared to 112 in Q2 2016/17.

At the end of Q2 there were 354 applicants residing in temporary accommodation provided by the Council in line with its statutory responsibilities. This is an increase from the 327 households that were accommodated at the end of Q1 2017/18.

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

The Housing Options Team continues to operate a preventative approach towards homelessness. During Q2 the Council has achieved 95 homelessness preventions, minimising the amount of new applicants having to go in to temporary accommodation. Q2 has seen a substantial increase in the number of homeless applications taken by the Council. 212 homeless applications have been taken during the quarter, an increase of 99 on Q1.

Work continues to roll out the landlord hotline, a service that gives landlords the opportunity to flag tenants that may have issues in affording accommodation. The prevention rate has been approximately 70% for cases identified via this stream of work.

Work also continues with Children's Social Care to provide early identification of cases for which there may be a corporate responsibility, such as intentionally homeless families.

Resource has been bought across from a service, contracted from the housing related support budget, to provide a full time floating support work at Kingsley House. This project provides "quick win" support to offer a short term intervention to help prevent homelessness

To support people and vulnerable families to access housing.

At the end of Q2 there were 354 applicants residing in temporary accommodation provided by the Council in line with its statutory responsibilities. This is an increase from the 327 households that were accommodated at the end of Q4 2016/17.

The rate of households in temporary accommodation is currently 3.35 per 1000 households, this is lower than the national rate of 3.5 and significantly lower than the rate of 16.6 seen in London.

Further benchmarking has been undertaken this quarter to identify how Medway compares with other similar sized unitary authorities. Brighton currently have a rate of 13.05 households per 1000 in temporary accommodation and Milton Keynes currently have a rate of 7.16.

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.

For the financial year to date, a further 32 affordable homes have been delivered in Medway. A further 140 homes are expected to be delivered throughout the program this year. Notable developments include the 100 affordable housing units that are being delivered by London and Quadrant Housing Association at the Capstone Road development. This site is the first in Medway to deliver affordable units utilising modular construction. 38 affordable housing units will be delivered by MHS homes on the regeneration scheme on Cross Street Chatham. This affordable home provision represents a financial investment of £25.5m in to Medway.

5.1.3 **OUTCOME : DELIVERING NEW HOMES TO MEET THE NEEDS OF MEDWAY'S RESIDENTS**

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.

On 11 July 2017 Cabinet considered a report on the Housing Company. The Cabinet agreed that the Housing Company could be formed in principle subject to further detail and a final report later in 2017/early 2018. Ultimately the Housing Company will be a vehicle for providing much needed affordable rented accommodation in Medway. As at 31 August 2017, there were 4,670 households within bands A to D on the active Housing register and 352 households in temporary accommodation. The provision of additional units of accommodation will assist with reducing the pressure on the Housing Register and pressures on budgets. The local plan target over the next 30 years is to provide over 29,000 units of accommodation.

Recruitment to key posts within the Housing Company is underway and a 5 year plan has been produced of sites that will be the main focus for regeneration and provision of affordable housing.

Officers have identified a number of HRA sites with potential for development, but are unable to commit to a third phase of new build, based on HRA Business Plan assumptions. A review of services and the operational delivery models may allow some funding to become available for a small development of HRA owned stock over the next 18 months.

Rochester Riverside

Rochester Riverside planning application was agreed at Planning Committee on 25 October 2017 Planning Committee and the contractor Countryside started on site at the end of October 2017. The Gym equipment on the site has been moved to the Doust Way end of the site to allow for the first 3 phases to come forward.

Strood Waterfront

The planning application for the flood defences works will be presented at the November 2017 Planning Committee. A contractor to carry out the works will be appointed by the end of 2017, with work likely to start on the former Civic Centre site in February 2018 and on the Riverside site on Canal Road in March 2018.

The demolition of the redundant buildings at the former Civic Centre site began with utility diversions in October 2017 and demolition of the buildings will begin in

November/December 2017. The works will allow the use of the public car park up to Christmas 2017.

Details of the refreshed Strood Waterfront masterplan are being finalised and it is planned to begin the consultation process in December 2017. Approval to consult on the masterplan will be sought at the Cabinet meeting on 21 November 2017.

Chatham Waterfront

Chatham Project Board considered an options report to de risk the development of the site. Options were considered on flood defences and design schemes. There is also a very small parcel of land that still needs to be acquired as it is currently not registered to anyone which the project board gave permission for compulsory purchase. The Council will award the contract for conceptual design in Q3.

6. WAYS OF WORKING: GIVING VALUE FOR MONEY

We are committed to delivering efficient and effective services for Medway residents, businesses and visitors. We measure our success on delivering value for money by monitoring the contracts we award, by asking our Citizen Panel for their views and by monitoring how we deal with customer complaints.

6.1 Contracts

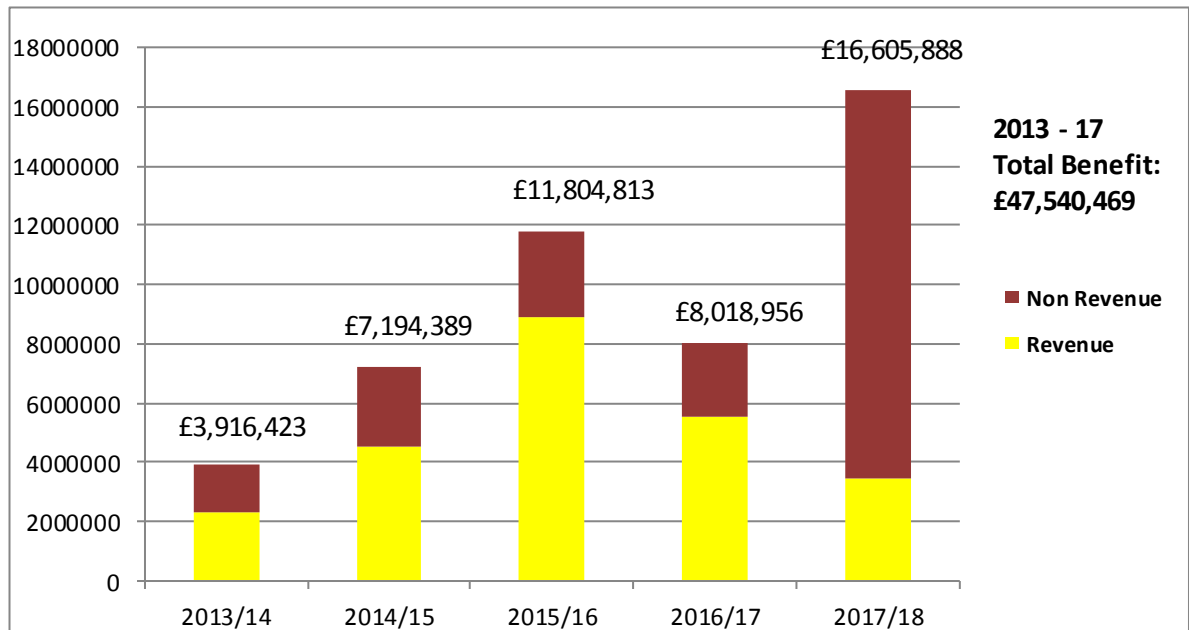
We are achieving significant value for money as a result of the contracts we have recently awarded. The Council spends roughly £360 million each year buying goods, services and works for the community. We aim to secure the best value for money when we buy (procure) from suppliers.

In the last five years (2013 – 2017), we have achieved £47.5 million whole life benefits (ie: benefits across the full term of all contracts). This includes revenue and non-revenue benefits.

During the first 6 months of 2017/18:

- We have achieved £16.6 million whole life benefits (£13.1 million non revenue, £3.5 million revenue).
- 28 contracts were awarded during this period where whole life benefits were identified.

Category management performance



6.2 Citizen Panel





In August 2017, 437 residents completed the Citizen Panel Survey. Analysis of the results is being completed and will be included in the quarter 3 report.

6.3 Complaints

Performance on responding to stage 1 corporate complaints within time (10 days) has exceeded target and has improved by 10.4 percentage points since the same period last year. This is despite numbers of complaints received continuing to increase (from 453 to 448) compared with same period last year. The Q2 trend over the last three years is as follows:

2017/18	89.3% (target 80%)
2016/17	78.9%
2015/16	89.1%

The following table gives an overall picture of the volumes and timeliness performance of each area of complaints, and compares this to the most recent previous quarter, Q1.

	Q.1 2017-18	Q.2 2017-18	Timeliness performance compared to Q1 2017-18
Corporate Stage 1			
Volumes received	344	448	 0.2%
Responses issued	320	447	
Responses within 10 working days	285	399	
% responses within deadline	89.1%	89.3%	
Corporate Stage 2			
Volumes received	46	39	 2.9%
Responses issued	40	41	
Responses within 15 working days	33	35	
% responses within deadline	82.5%	85.4%	
Children's Social Care Stage 1			
Volumes received	21	29	 12.5%
Responses issued	24	20	
Responses within 20 working days	21	15	
% responses within deadline	87.5%	75.0%	
Adult Social Care			
Volumes received	22	26	 10.2%
Responses issued	18	23	
Responses within 20 working days	6	10	
% responses within deadline	33.3%	43.5%	

Stage 1 corporate complaints

Corporate complaints relate to all Council services with the exception of social care complaints. Social care complaints have traditionally been reported upon separately as they are regulated by two sets of statutory guidance.

Performance for stage 1 corporate complaints is positive, with 89.3% of stage 1 corporate complaints being responded to within 10 working days. This is measured against our revised and increased target of 80%, and has increased slightly compared to Q.1 2017-18.

Performance is exceeding target and is continuing to improve year on year despite a 30% increase in volumes of stage 1 complaints received compared to Q.1 2017-18 (from 344 to 448).

Stage 2 corporate complaints

The response target is 15 working days. Performance has improved again during Q.2 and has increased by 2.9% to 85.4% compared to 82.5% in Q.1 2017-18. This is measured against the performance target of 75%. In September 2017, 100% of

stage 2 complaints were again responded to within 15 working days, similar to the story in June of this year.

During Q.2, 39 complaints were escalated to stage 2. This is a 15% decrease in volumes, compared to Q1, and equates to an escalation rate of 8.7% when compared to the volume of stage 1 complaints received in the same quarter (448).

During Q2, there has been a 10% increase in upheld complaints at stage 1. This information, combined with the lower escalation rate, may suggest that services are investigating complaints thoroughly and ensuring that responses are fair and robust, and this may be having a positive impact on the reduced rate of escalation to stage 2. We will continue to monitor this pattern.

Children's social care complaints

The response target is 20 working days, and 75% of responses were issued within this time frame. Although this is a 12.5% decrease in timeliness compared to Q1, there has been an overall improvement in Children's complaints performance compared to Q2, 2016-17. Additionally, the majority of stage 1 childrens' social care complaints are responded to within 10 working days which is well within target.

Adult social care complaints

The response target is 20 working days. In Q2 Adult Social Care responded to 23 complaints and achieved a timeliness performance of 43.5%. This is an increased performance of 10.2% which is positive, despite an increase in volumes of 18%.

There remains some pressures due to the extensive adult social care restructure. The Social Care Complaints Manager is working closely with the adult social care teams and Assistant Director to continue to improve response performance. A post in the new structure will have complaints coordination as one of its areas of responsibility and this will strengthen the partnership with the social care complaints manager. It should also be noted that with data on relatively small numbers, the comparative percentage change can appear particularly significant.

Local Government Ombudsman (LGO) referrals and decisions in Q1

In Q2, 12 cases were referred to the Council by the LGO, requesting further information or asking for the complaint to go through the Council's complaints process. This is consistent with 2016-17 (10 complaints referred) and 2015-16 (12 complaints referred).

A total of seven decisions were made by the LGO in Q2; two of these were to uphold the complaint (28.6%) and the remaining five were closed by the Ombudsman after initial enquiries.

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

7.1 Measure of success – summary

The Transformation Board has agreed to use the following measures to track the performance of the Digital Service Delivery:

	Measure	Explanation
1	Digital take up	percentage of users who access a service using digital/online channel in preference to face to face or telephone
2	Completion rates	number of online transactions which successfully complete as a percentage of the number which started the transaction
3	Cost per transaction	total cost to Medway of providing the online service divided by the total number of transactions
4	User satisfaction	user experience of booking a service through the online channel

Performance on each service which has gone online will be reported on a dashboard in future reports.

7.2 Service comments

We have a major corporate transformation programme under way to make it quicker and easier for customers to access our services online, to suit their lifestyles and expectations, while delivering value for money. We will provide support, including education and access to technology, for those who can't go online at the moment.

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 to support this, we continue to redesign services and streamline business processes, making them available online for customers to self-serve through our 'service roadmap' projects:

- In September, the Council went live with a new way for parents to research school places for their children online, as a precursor to applying online for a school place. This has reduced reliance on paper-based brochures which were previously posted out to schools.
- We are designing a way for customers to be able to assess their care needs and financial situation via medway.gov. Currently a paper-based and face to face service, when online this will link directly into the new model for adult social care.

Website rationalisation

The Council have created a plan for 2017/18 which was signed off by the Transformation Board in March, to continue to reduce both the size and cost of our website estate. Technology and resource is starting to be put in place to progress this work stream.

This year we have started with redesigning new medway.gov.uk, focusing on the 20 most used tasks and making them easier to find and complete. The new site will have a new look and feel, user-focussed navigation and content, and will be mobile responsive (meaning it will reformat automatically to work well on all devices, from big televisions to small smart phones.)

We are also reviewing our hosting arrangements for the whole website estate to identify further options to reduce costs while improving resilience.

Deliver the technical roadmap to support the Council's transformation programme

A review of the Councils desktop equipment (Thin client, PC or laptop) started in September 2017 with the objective of ascertaining the most cost effective desk top environment for Medway Council.

The Council is constantly reviewing the most effective solution for hosting applications and data. Whether this is at Gun Wharf or using cloud technology. A Cloud Strategy document will be presented to Transformation Board in November 2017. In addition Medway is acting as lead partner for the Kent Connects regional cloud project which met for the first time on 3 October 2017.

ICT continue to plan the roll out of office 365. There has been significant progress in this quarter. The first Office 365 application (Power BI) has been implemented and is being used for data analysis in many Service Areas. Microsoft Exchange Hybrid Environment has been achieved with a small number of mailboxes migrated to Office 365 for testing. SharePoint has been implemented with collaboration sites being used for the Transformation Team and the Corporate Peer Review Team. Further work on Mobile Device Management, shared storage and SharePoint is expected to be completed by December 2017.

The Council have a project to rationalise software applications across the organisation. During Q2 work has continued to replace M3 (Environmental Health, trading Standards and private Sector Housing) and Acolaid (Planning and Licencing) with Uniform. Uniform is now live in Environmental Health and Trading Standards. The Council has also replaced two ICT Service desk applications with one called Top Desk in September 2017.

To improve customer service journeys on line and automate front line service officers work the Council have implemented a new Customer Relationship Management (CRM) system. This will be integrated with a customer account portal which will enable residents and businesses to access their information and service requests online.

Design and deliver the Council's assisted digital offer through our community hubs and libraries

The Transformation Board (18 September 2017) agreed the approach to Assisted Digital Services, including a revised definition of "A service for customers and clients who cannot access online services and information on their own, ensuring they have as good an access as everyone else." The approach ensures that the needs of those who genuinely can't use online services are considered as part of mainstream service design, so that at go-live the support from Community Hubs, Libraries and services themselves is clear.

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

- 8.1 We cannot achieve our vision for Medway on our own. We will continue to work with partners to deliver the services that matter most to Medway's residents, businesses and visitors. Medway is successfully working in partnership to deliver many of our programmes. Table A lists the partnerships which have been referenced in this

report because they have been actively involved in delivering our work programme during quarter 2.

Table A

Covering report ref	Partnership / project	Partners
5.2.2	Highway Infrastructure contract	Volker Highways
5.2.2	Strood railway station improvements	South Eastern Network Rail
5.2.2	Chatham railway station improvements	South Eastern Network Rail
5.2.3	Dickens anniversary	Dickens Museum - London, Dickens Fellowship, GADS Hill Place, Visit Kent and Tourism South East
6.2.2.	Medway Adult Education (MAE) Learning Programme – to boost local skills levels for those furthest from employment. Ways to Wellbeing, Men in Sheds, All our voices project – Luton Library	MAE, PH, Medway Children’s Centres, Employ Medway, Job Centre Plus libraries
6.2.3	New build affordable housing	London and Quadrant Housing Association, MHS homes
6.2.4	Rochester Riverside	Countryside, Homes and Communities Agency (HCA)
7.2.1	Healthy Weight Network and Summit: Aims to prevent childhood obesity and support families to achieve a healthy weight NOTE: Acknowledged by LGA as excellent practice	Chartwells, University of Greenwich, Together in Communications, Park Run, Medway Voluntary action, University of Kent, Public Health England, Tonic, Medway Foundation Trust, Home Start Medway Council, Medway Community Healthcare, Medway Clinical Commissioning Group, Gillingham Football Club, Canterbury Christchurch University, Soll leisure, Sunlight Development Trust, Medway Plus, Tesco Strood and Gillingham, Holiday Inn Rochester, Residents
7.2.2	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
7.2.2	First schools’ Emotional and Wellbeing conference - July -almost 100 attendees	Clinical Commissioning Group (CCG) and Charlie Waller Trust
7.2.3	Big Lunch	Strood Faith Group, Sunlight Development Trust, Medway Housing Service

In addition to the partnerships listed above, Medway is an active member of a number of other partnerships which enable us to deliver on our priorities. Some of the main partnerships are listed in Table B below:

Table B

Partnership	Aim
Community Safety Partnership (CSP)	To make Medway a safer place to live, work, learn and visit
Kent Resilience Forum	To ensure that agencies and organisations plan and work together, to ensure a coordinated response to emergencies that could have a significant impact on communities in Kent
Kent Voluntary Sector Emergencies Group	To develop the plans and procedures necessary in order to achieve the capabilities required for an effective operational response from the voluntary sector to major emergencies in Kent
Medway Safeguarding Children Board (MSCB)	statutory service – to ensure the agencies are safeguarding and promoting the welfare of children in Medway)
Kent and Medway Safeguarding	Statutory service which exists to ensure that all member

Adults Board (KMSAB)	agencies are working together to help keep Kent and Medway's adults safe from harm and protect their rights
Medway Safeguarding Executive Group (MSAEG)	To ensure that Medway meets the strategic priorities as set out by the multi-agency Kent and Medway Safeguarding Adults Board
Kent and Medway Sustainability and Transformation Partnership	(A plan for future health & social care to meet the needs of Medway)
South East Local Enterprise Partnership (SELEP)	(To enable the conditions for business growth)
Thames Gateway Kent Partnership	To make Thames Gateway Kent the place to be by creating the best conditions to attract investment and deliver sustainable growth, promote collaboration between private/public sectors, lobby government and other organisations for funding, promote North Kent, work with partners in London and South Essex
Medway Place Board	To create an agenda for putting Medway on the map and to drive growth locally
Medway Partnership Commissioning Team	To commission health and social care services across all ages
Home First initiative	To provide support for patients who are medically fit to be discharged but still require additional support
The developing and empowering resources in communities programme (DERiC)	Hoo and Walderslade - promotes develops and invests in new community owned social enterprises which offer real incentives including financial to all involved.
One Public Estate Board	Promote delivery of housing and healthcare facilities
South East 7	Improving services, saving money by working in partnership

9. RISK MANAGEMENT

- 9.1 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.
- 9.2 The purpose of the Council Plan performance monitoring reports during the year is to enable managers and members to manage the risks identified in delivering on the Council's priorities.

10. FINANCIAL AND LEGAL IMPLICATIONS

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

11. RECOMMENDATION

It is recommended that Members consider the quarter 2 2017/18 performance against the measures of success used to monitor progress against the Council's priorities.

LEAD OFFICER CONTACT

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APPENDICES

Appendix 1: Overall Council Performance - Q2 2017/18

BACKGROUND PAPERS

Council Plan 2016/17 - 2020/21 (2017/18 update)