

**APPENDIX 1:
Regeneration, Culture and Environment Overview and Scrutiny Committee
Detailed Report Quarter 3 2017/18**



Council priority	Number of measures
Medway: a place to be proud of	3
Maximising regeneration and economic growth	5
Total	8

Key

Status	Trend*	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 – data not available	
N/A – data not available		
*Short trend compares to last quarter.		
*Long trend compares to average of previous 4 quarters.		

Title





1 Priority. Medway: A place to be proud of









Title

1.1 Outcome. A clean and green environment

Title

1.1.1 Programme. Public Realm & Street Scene

Code	Short Name	Success is	2016/17	Q2 2017/18	Q3 2017/18					2017/18	Latest Note Date	Latest Note
			Value	Value	Value	Target	Status	Long Trend	Short Trend	Target		
GH6 CP	Satisfaction with parks and open spaces - Citizens Panel result		68.5%	64.8%	66.2%	70%				70%	12-Jan-2018	<p>Satisfaction has increased to 66.2% in Q3, up from 64.8% in Q2. For respondents who said they had been to a park or open spaces satisfaction remained higher at 84.7% (out of 275 users).</p> <p>There were 433 responses to the August 2017 Citizens' Panel giving an overall margin of error of +/-4.7%, the increase in satisfaction between Q2 and Q3 is therefore not statistically significant.</p> <p>Further questions were asked about parks and open spaces in Medway during the Q2 panel survey. All respondents were asked what three things from a predetermined list could help to improve parks and open spaces in Medway. The most frequently cited issues were: improved maintenance/cleanliness (38%); improved play areas (children's or teenagers) (33%) and improved picnic/seating facilities (31%). These factors are likely to drive dissatisfaction in parks and open spaces.</p> <p>The Council are seeking to expand the number of sites awarded Green Flag over the next three years by a further three (totalling 10). The Team is working with Medway Norse to further improve their maintenance of the existing green flag sites. The continued success in securing s106 contributions will see future investment in parks and play at key destinations.</p>

Code	Short Name	Success is	2016/17	Q2 2017/18	Q3 2017/18					2017/18	Latest Note Date	Latest Note
			Value	Value	Value	Target	Status	Long Trend	Short Trend	Target		
NI 195a NEW	Improved street and environmental cleanliness: Litter		97.25%	97%	96.33%	96%				96%	12-Jan-2018	<p>Inspections are within the target set and additional monitoring by waste services officers outside of these inspections provide a robust contract monitoring programme. Waste Services officers working in partnership with Veolia promptly deal with any poor standards being achieved. Officers carry out joint site visits with supervisors to rectify any issues and contract meetings provide for resolution to larger issues.</p> <p>Medway is split into 22 wards which are inspected yearly with a total of 1,200 sites being inspected. (100 sites per month = 1,200 sites per year) Sites are different land classes: main retail and commercial, local shopping areas, residential streets, car parks, main roads, waste bins (litter, canine and combined) rural roads, alleyways, garage areas, bring sites, footbridge and subways. For Q3 300 sites were inspected and 289 were an acceptable standard.</p> <p>An area of 50 meters is visually inspected for the amount of litter present and graded: A – B (acceptable for litter, C – D (unacceptable). The sites that are at an acceptable standard are then reported as an overall % of good standard sites.</p> <p>In addition to the NI195 inspections, contract monitoring officers carry out proactive street cleansing inspections to ensure that the street cleansing contract is performing to an acceptable standard. 3 officers carry out in the region of 10 – 15 inspections per week.</p> <p>In quarters 1 - 3, 2,065 acceptable standard street inspections took place.</p>
W6 CP	Satisfaction with refuse collection - Citizens Panel result		N/A	89.9%	90.5%	85%				85%	12-Jan-2018	<p>Satisfaction has increased to 90.5% in Q3, up from 89.9% in Q2.</p> <p>There were 433 responses to the August 2017 Citizens' Panel giving an overall margin of error of +/-4.7%, the increase in</p>

Code	Short Name	Success is	2016/17	Q2 2017/18	Q3 2017/18					2017/18	Latest Note Date	Latest Note
			Value	Value	Value	Target	Status	Long Trend	Short Trend	Target		
												<p>satisfaction between Q2 and Q3 is therefore not statistically significant.</p> <p>Satisfaction with the refuse collection service is increasing, Refuse is collected weekly along with recycling and organic waste. Veolia carry out in excess of 5 million refuse collections per year and operate a quick response to any missed collections reported within the agreed 24 hours period.</p> <p>Waste Services Officers carry out regular inspections of the refuse collection service to ensure that service delivery remains high with a low number of missed collections being reported. Contract Monitoring officers and Veolia supervisors continue to work in partnership carrying out joint site visits to resolve any problems.</p>

Title





2 Priority. Maximising regeneration and economic growth





Title

2.1 Outcome. A strong diversified economy

Title





2.1.1 Programme. Business Investment









Code	Short Name	Success is	2016/17	Q2 2017/18	Q3 2017/18					2017/18	Latest Note Date	Latest Note
			Value	Value	Value	Target	Status	Long Trend	Short Trend	Target		
ECD1	% of units let in Council owned business units		N/A	88%	90%	90%				90%	09-Jan-2018	<p>Council owned business units included in this measure are Hopewell Drive, Pier Road, Innovation Studios Strood and Innovation Centre Medway (ICM). These total 128 units for Q3 (43,160.74 sqft). Units across the sites vary in size from approx. 120 sqft to 1,500 sqft.</p> <p>At the end of Q3, there were 13 vacant units amounting to 1,882.79 sqft (174.92 sqm). To put this in context, a double garage is approximately 300 sqft.</p> <p>**To improve on this performance, we work in partnership with Locate in Kent to promote available office space. The promotion of units is also part of the job role of the Innovation Centre and Innovation Studios Manager.</p> <p>Waiting lists are maintained where demand for particular unit sizes exceeds supply, and reconfigurations of office space is considered when it is felt this could better unite supply and demand (e.g. the third floor of the Innovation Centre was subdivided in 2017 to respond to market interest)</p> <p>In addition, and since churn is an expected – and indeed desirable – feature of start-up business accommodation, officers work hard to reduce the downtime between tenancies, by for example, promptly redecorating vacant units, and issuing new licences as rapidly as possible.</p>





Code	Short Name	Success is	2016/17	Q2 2017/18	Q3 2017/18					2017/18	Latest Note Date	Latest Note
			Value	Value	Value	Target	Status	Long Trend	Short Trend	Target		
ECD13	% of square footage let at Innovation Centre Medway (ICM)		95%	96%	95%	90%				90%	11-Jan-2018	<p>The ICM has a total space to let of 17,859.34 sq ft. The empty units vary as the sites are incubators. There is always a “churn” of tenants coming and going and moving location within the building.</p> <p>The vacant square footage at the end of Q3 was 889.79 sq ft (82.6 sqm) or 10 units with nine applications pending.</p> <p>There are no specific trends in the nature of the vacant units at the ICM, and the Council has historically been able to adapt to need e.g. the recent conversion of one large unit to three small ones, allowed us to respond to business demand, and minimise periods between rentals.</p> <p>During Q3, three tenants have migrated and two start ups have moved in. One of which is an inward investment from outside Medway. One existing tenant is about to expand into a second unit.</p> <p>See notes in the section above ** (ECD1) on how we improve performance</p>

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	Q2 2017/18	Q3 2017/18					2017/18	Latest Note Date	Latest Note
			Value	Value	Value	Target	Status	Long Trend	Short Trend	Target		
NI 117(16-17)	The percentage of 16-17 year olds who are not in education, employment or		N/A	3.8%	5.4%	6%				6%	11-Jan-2018	At the end of Q3 there were 382 16 and 17 year olds who are NEET. This is 5.4% of the total age group. This is higher than the rate at the end of Q3 2016, when the rate was 4.8%, which represented 337 young people. There are 5 young









Code	Short Name	Success is	2016/17	Q2 2017/18	Q3 2017/18					2017/18	Latest Note Date	Latest Note
			Value	Value	Value	Target	Status	Long Trend	Short Trend	Target		
	training (NEET)											<p>people who are Looked After Children (LAC) that are NEET. 12 of the 382 NEETS have Education, Health and Care Plans (EHC) and 7 of the 382 16 and 17 year olds are known to the Youth Offending Team (YOT).</p> <p>The rate of young people for whom their activity is not known was 3.7% in 2017, this represents 261 young people. In December 2016 it was 6.1%, representing 429 young people.</p>
LRCC4a	Number of jobs created and safeguarded (cumulative)		391	215	276	225				300	22-Dec-2017	<p>Q3 includes 40 full time equivalent jobs at new Aldi store at Gillingham Business Park.</p> <p>Pacadar, a Spanish company located at Thamesport to produce tunnel segments for Thames Tideway Tunnel created 20 jobs this quarter with a further 80 to be recruited over next 12 months. The total number of jobs to the end of Q3 is 355; against Q3 cumulative target of 225.</p> <p>To improve on this performance we hold monthly monitoring meetings with Locate in Kent where performance is analysed, and avenues for additional successes explored.</p>
MAE 2	% Retention rate Medway Adult Education (MAE)		94.38% 2015/16	94% Q4 of academic year 2016/17	97.62% Q1 of academic year 2017/18	94%				94%	01-Nov-2017	<p>This indicator is based on the academic year rather than financial year. Data as at 2 November 2017 for Q1 of Academic year (August - October 2017).</p> <p>Retention measures the number of learners who start a course with MAE and, at the end of the course/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.</p> <p>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> <p>Medway Adult Education's approach to improving performance is one of continuous improvement through a</p>

Code	Short Name	Success is	2016/17	Q2 2017/18	Q3 2017/18					2017/18	Latest Note Date	Latest Note
			Value	Value	Value	Target	Status	Long Trend	Short Trend	Target		
												<p>range of quality measures including monthly quality review meetings scrutinising key performance indicators KPIs, observations of teaching and learning, performance and development reviews, learner and partner evaluations, self-assessment reviews and quality improvement plans at Service and Programme level.</p> <p>This ensures the service's overall good KPI rates are maintained or exceeded as evidenced by high retention and learner satisfaction rates.</p>
MAE 3	Achievement rate (pass rate) Medway Adult Education (MAE)		96.49% 2015/16	97.36% Q4 of academic year 2016/17	100% Q1 of academic year 2017/18	96%	 Q1 of academic year 2017/18	 Q1 of academic year 2017/18	 Q1 of academic year 2017/18	96%	01-Nov-2017	<p>This measure is based on academic year (as above)</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 – Recognising and Recording Progress and Achievement (RARPA).</p> <p>Medway Adult Education's approach to improving performance is one of continuous improvement through a range of quality measures including monthly quality review meetings scrutinising KPIs, observations of teaching and learning, learner and partner evaluations, performance and development reviews, self-assessment reviews and quality improvement plans at Service and Programme level ensuring the Service's overall good KPI rates are maintained.</p> <p>MAE has maintained its Information Advice & Guidance Matrix kite mark and monitors the effectiveness of assessment processes ensuring learners needs are met through differentiation and additional learning support if required enabling learners to reach their goals and is evidenced in MAE's good pass and achievement rates and high learner satisfaction.</p>

Title
2.3 Outcome. Preventing homelessness





Title
2.3.1 Programme. Preventing homelessness

Code	Short Name	Success is	2016/17	Q2 2017/18	Q3 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	354	377	350				350	10-Jan-2018	<p>At the end of Q3 there were 377 applicants residing in temporary accommodation provided by the Council in line with its statutory responsibilities. This is an increase from the 354 households that were accommodated at the end of Q2 2017/18.</p> <p>Latest available benchmarking figures from September 2017 identify that the rate of households in temporary accommodation is currently 3.05 per 1,000 households; this is slightly lower than the national rate of 3.37 and significantly lower than the rate seen in London of 14.97.</p> <p>Further benchmarking has been undertaken this quarter to identify how Medway compares with other similar sized unitary authorities. In September the numbers in temporary accommodation in Brighton was at a rate of 13.11 households per 1,000 and Milton Keynes had a rate of 5.65 households per 1,000.</p> <p>The service maintains robust legal thresholds to keep the number of households that need assistance to a minimum. The service is now operating a placement review panel that scrutinises all placements in to temporary accommodation as well as disseminating learning points and counteractive instruction to operational staff.</p> <p>There has also been a review of the visiting programme for temporary accommodation to ensure that high risk clients are visited within a week of placement to ensure accommodation is used appropriately.</p>

Code	Short Name	Success is	2016/17	Q2 2017/18	Q3 2017/18					2017/18	Latest Note Date	Latest Note
			Value	Value	Value	Target	Status	Long Trend	Short Trend	Target		
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-Jan-2018	<p>A snapshot at the end of Q3 identified that no families were in bed and breakfast accommodation. Additionally, throughout Q3 no families were placed into bed and breakfast for more than 6 weeks.</p> <p>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> <p>The Service has also reviewed its procedures to ensure that all cases with children or a pregnant woman are moved on from bed and breakfast within appropriate timescales.</p>
HC4	Number of private sector properties improved as a result of the Council's intervention		571	312	281	175				600	09-Jan-2018	<p>In Q3 2017/18, 281 private sector households were assisted in having their properties improved via Council intervention. Performance has reduced slightly from Q2 (312) however, complaints during the warmer months of the year are typically lower as most relate to heating, hot water and dampness.</p> <p>Therefore we expect number of intervention to rise further over future recording periods. Performance remains on track to exceed this year's target of 600.</p> <p>In order to continue to meet target in Q4, the Council's Private Sector Team will continue to handle and resolve complaints from tenants and landlords, inspect and licence Houses in multiple occupation (HMOs) and carry out other property inspections.</p>

Title
2.4 Outcome. Delivering new homes to meet the needs of Medway's residents

Title
2.4.1 Programme. Delivering new homes to meet the needs of Medway's residents

Code	Short Name	Success is	2016/17	Q2 2017/18	Q3 2017/18					2017/18	Latest Note Date	Latest Note
			Value	Value	Value	Target	Status	Long Trend	Short Trend	Target		
NI 154	Net additional homes provided		553 15/16 annual	N/A	642 16/17 annual	1,000 16/17 annual				N/A	12-Jan-2018	<p>This data has been published in the Council's Authority Monitoring Report and is available on the website.</p> <p>The main findings from the Monitoring Report include the completion of 642 dwellings in 2016/17- a 16% increase from the previous year.</p> <p>Housebuilding rates are still recovering from difficult market conditions in recent years. There are signs of growing confidence in development in Medway, such as progress seen in large regeneration schemes eg: Rochester Riverside and Kitchener Barracks.</p> <p>There are also over 800 homes known to be under construction. However, rates of development are below the council's adopted housing target of 1,000 homes a year. The development industry is also delivering significantly fewer new homes than the 1,281 dwellings per annum identified in the Strategic Housing Market Assessment as Medway's objectively assessed need for housing.</p> <p>The introduction of the proposed Department for Communities and Local Government (DCLG) standard method for calculating housing need would lift the annual figure to 1,665 homes. It is questionable if this scale of housing could be delivered by the development industry.</p> <p>The Council is working with developers to grant permissions on a number of large scale sustainable sites which will deliver a significant number of properties. This includes Otterham Quay Lane (300) Mierscourt Road (127), Bakers Field (90),</p>

Code	Short Name	Success is	2016/17	Q2 2017/18	Q3 2017/18					2017/18	Latest Note Date	Latest Note
			Value	Value	Value	Target	Status	Long Trend	Short Trend	Target		
												<p>Darland Farm (46), BAE at Hoo (232), Stoke Road, Hoo (131), Peninsula Way (130), Chatham Docks (199), Kitchener Barracks (302), Southern Water site (110). All of these are on non-allocated sites.</p> <p>The Council are the lead on the production of the Planning Protocol which is a partnership document with the development industry and is about delivering growth on Kent and Medway. This includes commitments to help deliver permissions and includes early planning presentations to members and use of planning performance agreements to pay for additional staff resources to deliver prompt planning permissions.</p> <p>The Council have regular meetings with major developers and agents to try to assist in removing obstacles to growth on appropriate sites; and is setting up its own development company.</p> <p>The Council is moving forward with its regeneration plans which has included working with HCA/Homes England and Countryside to deliver the planning permission for 1,400 homes at Rochester Riverside, a planning permission for flood protection works at Strood Riverside to unlock the development potential for that site, and granting outline planning for 115 dwellings at Chatham Waterfront.</p> <p>The Head of Planning is arranging breakfast meetings with small and medium size enterprises (SME's) to encourage their further development in Medway.</p> <p>Up until now, Medway has not built houses and the market is largely controlled nationally with 10 housebuilders building 60% of homes in the country. They control rates of build and therefore the market. Medway has 7,500 dwellings with unimplemented permissions. To try to address this, Medway is setting up its own development company to take forward development on its land on appropriate sites.</p>





Code	Short Name	Success is	2016/17	Q2 2017/18	Q3 2017/18					2017/18	Latest Note Date	Latest Note
			Value	Value	Value	Target	Status	Long Trend	Short Trend	Target		
												Authority has been granted to recruit an Implementation Officer to try and unlock the unimplemented permissions. Medway is encouraging the development of modular house building (3 sites – Peacock Rise, Southern Water and Kitchener barracks), which will speed up housing delivery. In addition, Medway is working with providers to set up a modular house building factory in Medway.

Title









2.5 Outcome. Getting around Medway













Title

2.5.1 Programme. Tackle congestion hotspots by transport and public realm improvements

Code	Short Name	Success is	2016/17	Q2 2017/18	Q3 2017/18					2017/18	Latest Note Date	Latest Note
			Value	Value	Value	Target	Status	Long Trend	Short Trend	Target		
NI 167 New	Average journey time along 5 routes across Medway		3.45 15/16 annual	3.87 Q2 16/17	4.09 Q3 16/17	4 mins per mile				4 mins per mile	18-Jan-2018	<p>Data shown is for 2016/17 to Q3 (Oct16-Dec16)</p> <p>In 2016/17, technical issues continued with the collection of journey time data. To address this the Council explored alternative options for obtaining this information. The Council commission Basemap to monitor journey times in Medway based on Traffimaster data released from the Department for Transport.</p> <p>Data is tied to the frequency that Department for Transport (DfT) publishes Traffimaster data, currently twice year depending on the collation process. At present Basemap has data up to December 2016.</p> <p>At RCE O&S Pre agenda on 4 January 2018, Members requested a full breakdown of the NI167 i.e. to view all routes</p>

Code	Short Name	Success is	2016/17	Q2 2017/18	Q3 2017/18					2017/18	Latest Note Date	Latest Note
			Value	Value	Value	Target	Status	Long Trend	Short Trend	Target		
												<p>that calculate the overall measure (see below) and for officers to consider additional information that is available.</p> <p>The Basemap System has the ability to provide data on a range of journey time measures, including full/total journey times from point to point, average speed, maximum and minimum speeds, congestion "hot spots" etc.</p> <p>The biggest impact on journey times is roadworks and streetworks undertaken by utility companies and highway works companies. Officers anticipate that the Permit Scheme for streetworks will continue to have a positive impact on journey times by reducing the amount of unnecessary works on the highway, and by imposing stricter conditions on how these works are carried out.</p> <p>The biggest highway works company in Medway are Volker Highways. To help improve journey times, officers added to the new Highways Infrastructure Contract new conditions whereby Volker can be charged for overrunning streetworks. This fine/notice system will ensure that works on the highway do not encroach on the morning or evening commute when traffic in Medway is at its highest.</p>

Code	Short Name	Success is	2014/15	2015/16	Q1 2016/17	Q2 2016/17	Q3 2016/17				Latest Note	
			Value	Value	Value	Value	Value	Target	Status	Long Trend		Short Trend
NI 167a	Wainscott bypass (part A289)		2.36	2.37	3.4	3.33	3.43	4 mins per mile				The journey time for NI-167a remains below the 4 mins-per-mile 8am to 9am morning peak target.
NI 167b	Main Road Hoo to Medway Tunnel		1.58	1.50	3.15	3.15	3.20	4 mins per mile				<p>The journey time for NI-167b remains below the 4 mins-per-mile 8am to 9am morning peak target. There is an increase in time comparing 2015/16 to 2016/17.</p> <p>This could be attributed to an error in the previous data</p>

Code	Short Name	Success is	2014/15	2015/16	Q1 2016/17	Q2 2016/17	Q3 2016/17					Latest Note	
			Value	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend		
													compiled by the ANPR cameras (maintained by Kent Police) or it could be an increase in traffic in this particular route.
NI 167c	Medway Tunnel through to Will Adams Way roundabout		2.01	1.82	3.15	3.15	3.20	4 mins per mile					The journey time for NI-167c remains below the 4 mins-per-mile 8am to 9am morning peak target. There is an increase in time comparing 2015/16 to 2016/17. This could be attributed to an error in the previous data compiled by the ANPR cameras (maintained by Kent Police) or it could be an increase in traffic in this particular route.
NI 167d	A2 corridor from Rainham to New Road near Star Hill		5.24	6.81	5.21	4.15	5.58	4 mins per mile					Of the five corridors measured, this route from Central Rainham to Central Rochester encounters a much higher number of traffic signals, as such, journey times can be significantly impacted.
NI 167e	A2 corridor from Strood to New Road near Star Hill		3.56	4.72	4.93	4.87	5.23	4 mins per mile					As with NI-167d, this route into Central Rochester also includes a number of traffic signals, which can negatively impact on journey times.