

# Council Priority: GROWTH

## Maximising regeneration and economic growth

REGENERATION, CULTURE AND ENVIRONMENT  
OVERVIEW AND SCRUTINY MEETING

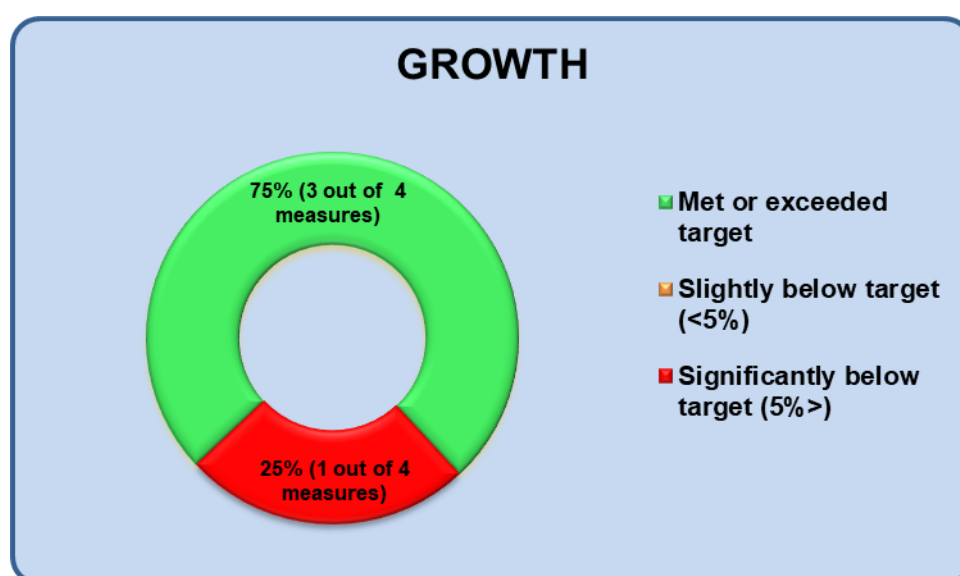
### Performance: Quarter 3 2020/21

Key

<b>Red</b>	significantly below target (>5%)	<b>Amber</b>	slightly below target (<5%)	<b>Green</b>	met or exceeded target
<b>IMP</b>	Improved	<b>DET</b>	Worsened	<b>Static</b>	Static
<b>Data</b>	No target	<b>NA</b>	Not available	Not available	Not available
<b>Short Trend</b>	Since last qtr	<b>Long Trend</b>	Avg over last 4 qtrs	Avg over last 4 qtrs	Avg over last 4 qtrs

### Council Plan measures: summary performance

There are 6 Council Plan measures that fall under the remit of this committee. We are reporting on 4 this quarter as data is not available for 2 measures.



**Improved performance**

- 75% (3 out of 4\*) improved long term (average of previous 4 quarters)
- 50% (2 out of 4\*) improved over the short term (since last quarter)

\*where data available

**Measures in target (green)**

Code	Status	Measure	Long Trend	Short Trend
ECD13	Green	% of square footage let at Innovation Centre Medway (ICM)	IMP	IMP
MAE 3	Green	Achievement rate (pass rate)	IMP	IMP
HC3	Green	No. of households with dependent children in B&B who have resided there for 6+ weeks at the end of the quarter	STATIC	STATIC
HC4	Green	Number of private sector properties improved because of the Council's intervention	IMP	DET
ECD20	Green	% of square footage let in council owned business units	IMP	DET
NI 156	Green	Number of households living in temporary accommodation	IMP	IMP
NI 117(16-17)	Green	The percentage of 16-17-year olds who are not in education, employment or training (NEET)	IMP	DET
NI 154	Green	Net additional homes provided	IMP	IMP

**Measures slightly below target (amber)**

Code	Status	Name	Long Trend	Short Trend
MAE 2	Amber	% Retention rate	IMP	IMP

**Measures significantly below target (red)**

Code	Status	Name	Long Trend	Short Trend
LRCC4a	Red	Number of jobs created and safeguarded (cumulative)	DET	DET

**Measures not available this quarter**

Code	Status	Name	Long Trend	Short Trend
GVAPJM	NA	GVA per job	NA	NA
NI 167 NEW	NA	Average journey time along 5 routes across Medway (mins per mile)	NA	NA

## Strategic Risks

The quarter 3 20/21 strategic risk register is attached at Appendix 3. The register shows all strategic risks together with mitigation in place to minimise impact and

likelihood. The risks pertaining solely to this council priority are shown below (full details in Appendix 3).

Reference	Risk Register Page (app 3)	Risk	Owner	Current residual risk score	L-likelihood I-impact
SR17	4	Delivering regeneration	Director of RCET	BII	L - high I - critical
SR35	43	Homelessness	AD Physical and Cultural Regeneration	CIII	L - significant I - marginal

The following risks pertain to all priorities:

Reference	Risk Register Page (app 3)	Risk	Owner	Current residual risk score	L-likelihood I-impact
SRO3B	14	Finances	Chief Finance Officer	AI	L – very high I - catastrophic
SR46	17	Medway's Economic Recovery from COVID19	AD Regeneration (Recovery Lead Officer for Medway Council)	BII	L - high I - critical
SR32	23	Data and information	Chief Legal Officer	CII	L - significant I - critical
SR36	26	Alternative service delivery models	Chief Legal Officer, Director of RCET	BIII	L - high I - Marginal
SR37	30	Cyber Security	Chief Finance Officer	CI	L - Significant I - Catastrophic
SR02	36	Business continuity and emergency planning	Director of Place	DII	L - low I - critical

Reference	Risk Register Page (app 3)	Risk	Owner	Current residual risk score	L-likelihood I-impact
SR49	39	Income Reduction due to COVID19	Chief Finance Officer	BII	L - high I - critical

## Council Plan Outcome: A strong diversified community

### Programme: Business investment

#### Council Plan Measures

#### **ECD13 % of square footage let at Innovation Centre Medway (ICM)**

Quarter	Target	Value	Status	Aim to	Long Trend	Short Trend
Q3 2020/21	90.0%	98.68%	Green	Maximise	IMP	IMP
Q2 2020/21	90.0%	98.45%	Green	Maximise	IMP	IMP

#### Comments

The Innovation Centre Medway (ICM) aims to support start-up and growth businesses.

There has been a lot of tenant movement again this quarter and this trend is expected to continue in Q4. Q3 has continued to be a busy quarter with 19% of tenants (11 out of 57 tenants) changing office, however tenancy levels are still over target with only two medium offices vacant. Four offices were vacated, 6 offices occupied by new tenants and two tenants swapped offices in Q3. The trend with tenants re-evaluating office requirements due to COVID-19 continues with higher-than-normal levels of office changes taking place and expected to continue in the first 6 months of 2021.

We may see a slight rise in vacant offices as COVID-19 continues to affect businesses and less new enquiries are expected to occur due to Tier 4 restrictions.

There are currently two vacant small offices, however one is due to be occupied by February 2021.

Overall, with the letting of the meeting room G5 we currently have more sq. foot let than the usual capacity of the ICM.

#### **ECD20 % of square footage let in council owned business units**

Quarter	Target	Value	Status	Aim to	Long Trend	Short Trend
Q3 2020/21	90.0%	91.67%	Green	Maximise	IMP	DET
Q2 2020/21	90.0%	92.22%	Green	Maximise	IMP	IMP

#### Comments

Overall, all four properties continue to perform well despite COVID-19.

The Innovation Centre Medway has two small offices vacant with one about to be occupied by February. There have been 4 offices vacated, 6 offices occupied by new tenants and two tenants swap offices this quarter. The trend with tenants re-evaluating office requirements due to COVID-19 continues with higher-than-normal levels of office changes taking place and expected to continue in the first 6 months of 2021.

The Innovation Studio Medway site has one small office which has just been vacated. One tenant has downsized from two offices to one, one tenant vacated, and one joined in Q3. We have also managed to let more containers in the short term with 13 out of 17 let.

In previous quarters there were 18 containers to let this has reduced to 17 containers as one has become the caretaker's container as a cost reduction opportunity have resulted in the service taking up gardening, window cleaning and carpet tile laying services with associated tools and products needed to be stored on site. This situation would be reviewed if full occupancy of containers were achieved, which is highly unlikely.

Hopewell Drive has 18 out of 23 units let. The site has had 2 new tenants arrive and 2 tenants vacate.

Pier Road has 26 out of 29 units let. The site has had 2 tenants vacate and one new tenant arrive; with a further tenant waiting to occupy in the new year.

#### **GVAPJ M GVA per job - Medway**

Annual	Target	Value	Status	Aim to	Long Trend	Short Trend
2019/20	NA	NA	NA	Maximise	NA	NA
2018/19	Data	52,333.00	Data	Maximise	IMP	IMP

#### Comments

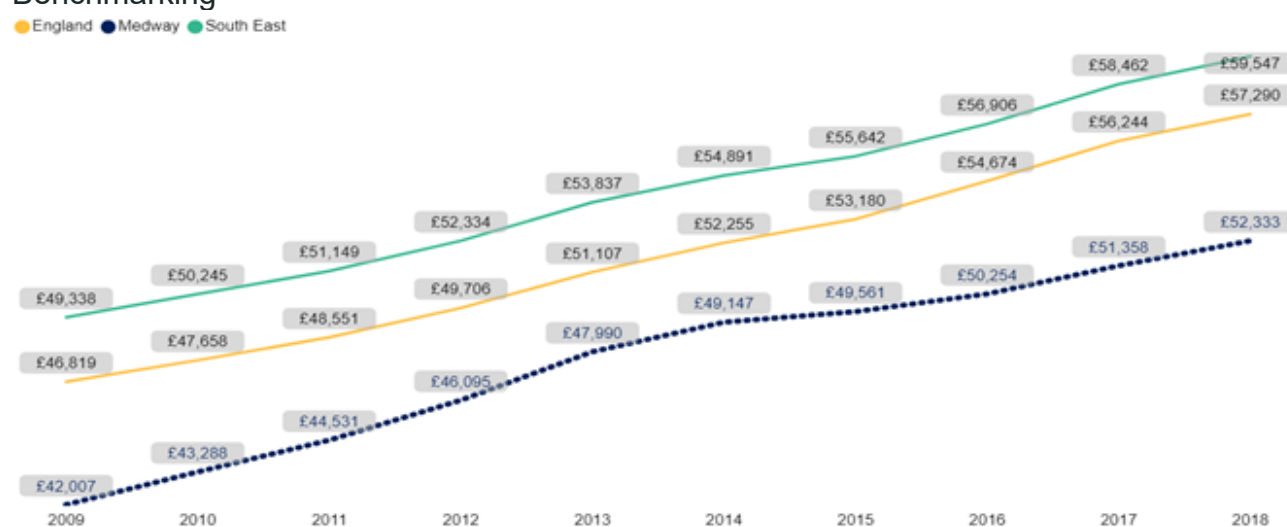
This data is published by the Office of National Statistics (ONS) and is normally released in December each year in arrears. ONS reported in December 2021 that the publication date for 2019 data will not be available until May 2021. GVA data is only available up to 2018/19 from the Office of National Statistics.

Given the volatility with the raw data and because the smoothed data is weighted, year on year comparisons should not be made. GVA per filled job is better considered over a longer period. Trends over a longer period are less likely to be the result of the volatility around any single year estimate and are more likely to be showing a change in the economic performance of Medway.

### Actions

Medway GVA per job is currently 8.7% lower than England; a 1.6 percentage point improvement from 2009 where Medway was 10.3% lower. From 2014 to 2018, Medway's GVA per job has increased by 6.5%, which is below England (9.6%) and the South East (8.5%), however from 2009 Medway has increased by 24.6%, ahead of England (22.4%) and the South East (20.6%).

### Benchmarking



### Council Plan Projects

**Ensure Medway's regeneration agenda delivers economic growth, increasing high-value businesses and high-quality employment, and creating jobs and inward investment.**

During Q3 the Council designed and implemented the Additional Restrictions Grant to assist small businesses affected by the 5 November to 2 December COVID-19 national lockdown. The assessment and monitoring work will continue in Q4

### **Continue to encourage and help facilitate the growth of businesses in Medway**

Since Q1 of this year the Kent Invicta Chamber of Commerce introduced a business Advice Line, which was supported by Medway and other Kent Local Authorities. Since the advice line's inception, a total of 1298 advice line support calls have been received from Medway Businesses, with 269 of these taking place in Q3. Predominately advice line calls were related to COVID-19, seeking general assistance with accessing available Government support and grants.

### **Development of Innovation Park Medway (IPM)**

Innovation Park Medway is a significant redevelopment opportunity and has a vital role to play in Medway's economic future. A masterplan has been adopted (subject to Highways England response) to set the context for the development of up to 101,000sqm of high quality, innovative B1 and B2 commercial development in the high value technology, engineering, manufacturing, and knowledge intensive industries. Medway Council and Tonbridge & Malling Borough Council have each drafted a Local Development Order (LDO), which will offer a fast-tracked planning approvals process within 28 days, if adopted. Supported by a Design Code, Environmental Statement, and self-certification form, the LDO simplifies the planning requirements for future occupants.

Part of the North Kent Enterprise Zone, Enterprise Zone status runs until March 2022 and offers incentives such as business rates discounts to occupants. Medway Council has secured significant funding via the Government's Local Growth Fund (LGF) and Growing Places Fund (GPF).

Innovation Park Medway continues to be developed and is progressing well against programme, albeit slightly delayed due to COVID.

The Local Development Order (LDO) has now been adopted by Medway and is expected to be adopted by Tonbridge & Malling in February 2021. The tender pack is now complete and is expected to go live on the procurement portal 25 January, we expect to appoint a contractor in March with a view to start on site in May 2021. The archaeological ground works (trial trenches) will commence late January and are expected to last approx. 6 weeks. The boundary fence is now installed and hoarding, and graphics are in place. Various monitoring and management plans will be put in place to satisfy conditions of the LDO adoption for the benefit of Highways England. Procurement has commenced to appoint a contractor to deliver the infrastructure works at IPM. This process is due to be completed at the end of March, with various internal approval processes being undertaken between then and May 2021. It is expected that the contractor will be appointed formally at this time with a start on site expected at the end of June 2021. There is likely to be a phased approach to the delivery of the infrastructure and this will be determined in conjunction with the contractor.

Airport works continue at pace, again a delay due to COVID19 has occurred, however, it is expected these works will be completed by November 2021.

## **Council Plan Outcome: Residents with jobs and skills**

### **Programme: Jobs, Skills and Employability**

#### **Council Plan Measures**

**NI 117(16-17)      The percentage of 16-17 year olds who are not in education, employment or training (NEET)**

Quarter	Target	Value	Status	Aim to	Long Trend	Short Trend
Q3 2020/21	2.6%	2.60%	Green	Minimise	IMP	DET
Q2 2020/21	2.6%	1.60%	Green	Minimise	IMP	IMP

The rate of NEET 16- and 17-year olds is 2.6 %. this represents 169 young people.

Due to the cyclical nature of this measure comparisons are made to the position 12 months ago rather than from quarter to quarter.

In November 2019, 2.8% of 16- and 17-year olds, 180 individuals, were NEET. Year on year there has been a 6.1% improvement in the proportion of young people who are NEET. There are currently 11 less 16- and 17-year old's who are NEET than a year ago.

The rate of NEET must be looked at in conjunction with the number of 16- and 17-year olds whose activity is not known. Currently this is 10.2% which represents 673 individuals. In November 2019 there were 627 children whose activity was unknown this was 12.8%. As such, compared to last year this statistic has improved by 20%.

The reduction in the number of not knowns will have been one reason for the increase in the number of NEETs. However, to contextualise the data the combined NEET/not Known percentage is now 12.7%, compared to 12.8% a year ago.

#### Benchmarking

Nationally, the rate of NEET is at 2.5 % for November and at 2.1% in the South East.

The National rate of Not Knowns is 5.7% and the rate in the South East is 8.1%. Both of these have worsened compared to last year 0.9% and 2.5% respectfully. However, Medway has seen more of a deterioration at 3.7%.

Nationally, the combined NEET/Not known percentage is 8.2% and in the South east it is 11.6%. As such, Medway is worse than both National and the South East. Kent's combined rate is 10.1%.

#### LRCC4a Number of jobs created and safeguarded (cumulative)

Quarter	Target	Value	Status	Aim to	Long Trend	Short Trend
Q3 2020/21	225	58	Red	Maximise	DET	DET
Q2 2020/21	150	18	Red	Maximise	DET	DET

#### Comments

In Q3, a successful inward Investment, (Introland 30 FTE,) was achieved by our contracted inward investment agency, Locate in Kent.

#### Action



Throughout Q3, we are now beginning to see a consistent increase in new workplace tenancies across a range of the Council managed workspaces, contributing significantly to the figures reported.

In addition to this, a central focus of the Economic Development Team, throughout the later phases of Q3 was the development and administration of Medway Council's Additional Restrictions Grant (ARG) Scheme. Through the ARG scheme, Central Government allocated Medway Council £5.571million to support businesses through future national lockdowns from December.

### MAE 2 Medway Adult Education % retention rate

Quarter	Target	Value	Status	Aim to	Long Trend	Short Trend
Q1 2020/21	94.0%	91.68%	Amber	Maximise	IMP	IMP
Q4 2019/20	94.0%	72.06%	Red	Maximise	DET	DET

#### Comment

This performance indicator (PI) is based on academic year rather than financial year. Data is at 18 December 2020 for Q1 of Academic year 20/21 (August – October 2020).

Although starts have reduced significantly in some areas (particularly in the community learning funded leisure courses), retention has increased to 91.7% compared to 72% in the previous quarter. Despite the issues around the current COVID-19 pandemic, retention at the end of Q1 is only 3.5 percentage points below the retention at the end of Q1 in the previous academic year.

#### Action

Managers and Tutors have worked, following lock down and the closure of Medway Adult Education Centres, to ensure that learners have access to online and remote delivery. Tutors have had to be innovative and to respond very quickly to the challenges presented by new ways of delivering learning.

### MAE 3 Medway Adult Education achievement rate (pass rate)

Quarter	Target	Value	Status	Aim to	Long Trend	Short Trend
Q1 2020/21	96.0%	1007%	Green	Maximise	IMP	IMP
Q4 2019/20	96.0%	99.87%	Green	Maximise	IMP	IMP

#### Comments

This PI is based on academic year rather than financial year. Data is at 18 December 2020 for Q1 of Academic year 20/21 (August – October 2020).

The pass rate measures how many of the learners, who complete their course, achieve a qualification or their learning aim. There are significantly less enrolments with a known outcome, compared to the first quarter of previous year, as these are mainly community learning short courses which would have finished this early in the academic year and have been particularly affected by COVID-19. However, 100% of these learners achieved their learning goals. It shows that Medway Adult Education 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).

#### Action

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. These ensure the Service's overall excellent KPI rates are maintained. Medway Adult Education has maintained its Information, Advice and Guidance Matrix kite mark, and monitors the effectiveness of assessment processes, ensuring learner needs are met through differentiation, and additional learning support if required, enabling learners to reach their goals and is evidenced in the good pass and achievement rates and high learner satisfaction.

### Council Plan Projects

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

The Work Skills Programme which targets employability skills and provides qualifications for learners who are unemployed, in receipt of benefits or who are wanting to improve their current employment prospects or progress in work has a refreshed offer. This remains a challenging area of work due to the introduction of Universal Credit, Employ Medway closing and the lower number of referrals from Job Centre Plus locally. The introduction of shorter introduction course has proved successful and the offer also includes entry level courses to provide a better stepping - stone progression route for learners who are unskilled or have no or very low levels of qualification.

MAE Centres have remained fully open from September 2020 with COVID19 measures in place. The Work Skills Programme has a refreshed offer which includes an online programme of qualifications developed during lock down as well as the face-to-face delivery. Discussions have been held with the Job Centre to increase referrals and this is proving to have some impact with more referrals being made to the employability and work skills programmes. Most referrals are residents with English language needs as a barrier to employment opportunities. These referrals will be offered a place on English for Speakers of Other Languages (ESOL) courses following initial assessments and advice and guidance sessions. Leaflets have been created and sent to the Job Centre and close attention is being paid to national announcements regarding upskilling and retraining funding.

## Support Medway Skills Board to champion skills development to all ages and to support lifelong learning

Providing people with the skills they need to be able to make a positive contribution to all levels of Medway's economic future is critical to delivering economic growth. Medway will need a pool of skilled and employable staff to ensure the long-term growth of high economic value contributors, such as the business likely to locate at the Innovation Park Medway. As Medway Council encourages existing businesses to grow and new businesses to move to Medway, it is vital that there is a suitable workforce ready to meet business need.

In order to do this effectively, two Medway Skills Boards have been established. An Officers Skills and Employability Board first met in August 2017 to begin defining emerging skills priorities, which were then discussed at the first Members Skills Partnership Board and has been established as a Cabinet Advisory Group. The group has overseen the development of the Skills and Employability Plan for Medway and will oversee the action plan delivery.

Due to COVID-19, most skills programmes were paused as they involved group training and engagement with businesses, however the majority have now been started. These include:

- Supported Employment project - was due to start in April - started on the 1 August
- Scaffolding training project - was due to start in April - will now likely start in early 2021, this is due to training arrangements
- Medway Apprenticeship Advice Service - was due to start in April - started on 1 September

The Enterprise Coordinator programme has continued and used this time to engage with schools, developing new careers strategies. As the new academic year starts, the focus is on encouraging schools/college to update their careers self-evaluation and demonstrate the positive impact the network is having. Focus will also be put on supporting schools/college to adapt careers information to a changing economic landscape.

Work is being undertaken to liaise closely with the South East Local Enterprise Partnership and Government funding and initiatives to ensure Medway benefits.

On the 28 October an event called Brighter Futures was held virtually as a business focused event, informing businesses of the challenges that Care Leavers face and providing a chance for them to provide opportunities to young people, whilst encouraging them to sign up to the Care Leaver Covenant. The second half of the event saw mock interviews with young people and businesses held virtually. The event was a success with many of the businesses present keen to support Care Leaver initiatives. There has also been one job offer from the interviews.

A Kent and Medway Employment Taskforce has been created to tackle rising unemployment and held its inaugural meeting on 1 October 2020. An action plan has been developed and is in the final stages of sign off. Key actions include making the

most of Kickstart, sharing the Apprenticeship Levy and a strategic review of Adult Skills Training. Medway Council will play a key part in all of those actions.

Medway Council has been registered as a Kickstart Employer and will provide at least 37 placements for young people who are unemployed. A support offer has been designed to provide pastoral and employability support.

Medway Adult Education has been integrated with Skills and Employability, with work being done to align priorities and activities. The Skills and Employability Plan will be reviewed considering COVID19 and be updated as more information and data are gathered.

## Council Plan Outcome: Preventing homelessness

**Programme: Preventing homelessness**

**Council Plan measures**

### NI 156 Number of households living in temporary accommodation

Quarter	Target	Value	Status	Aim to	Long Trend	Short Trend
Q3 2020/21	350	307	Green	Minimise	IMP	IMP
Q2 2020/21	350	370	Red	Minimise	DET	DET

#### Comments

At the end of Q3 2020 there were a total of 307 households residing in temporary accommodation (TA) provided by the Council in line with its statutory responsibilities. This is a decrease from the 370 households that were accommodated at the end of Q1. Most households in TA will have children. Therefore, there is a correlation between the overall number of households in TA and the number of children in TA. The accommodation provided to families will usually be in the form of a self-contained property located in Medway.

#### Benchmarking

Recent benchmarking at the end of March 2020, showed the rate of households in temporary accommodation in Medway was 3.01 per 1,000 households, this is slightly lower than the national rate of 3.92.

Further benchmarking has been undertaken to identify how Medway compares with other similar sized unitary authorities. In March 2020, the numbers in temporary accommodation Milton Keynes had a rate of 7.97 households per 1,000 households and Brighton and Hove a rate of 12.92. Locally, Swale had a rate of 4.57 in the same period.

Benchmarking data has been reviewed and will not be comparable to previous quarters.

### HC3 No. of households with dependent children in B&B who have resided there for 6+ weeks at the end of the quarter

Quarter	Target	Value	Status	Aim to	Long Trend	Short Trend
Q3 2020/21	0	0	Green	Minimise	STATIC	STATIC
Q2 2020/21	0	0	Green	Minimise	STATIC	STATIC

#### Comments

A snapshot at the end of Q3 2020/21 identifies 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.

#### Action

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. The Service has also reviewed its procedures to ensure that all cases with children or a pregnant mother are moved on from bed and breakfast within appropriate timescales.

### HC4 Number of private sector properties improved as a result of the Council's intervention

Quarter	Target	Value	Status	Aim to	Long Trend	Short Trend
Q3 2020/21	175	280	Green	Maximise	IMP	DET
Q2 2020/21	175	285	Green	Maximise	IMP	DET

#### Comments

In Q3 280 private sector households were assisted in having their properties improved via Council intervention despite the restriction over COVID-19 on inspections. The Council have continued with its statutory services and targeted work with the taskforce and will continue this through Q4.

14 new Homes of Multiple Occupancy (HMO) licences have been issued in Q3 bringing a total of 199 licenced HMO throughout Medway. 19 category 1 hazards and 155 category 2 hazards have been identified in this quarter. 23 category 1 hazards and 173 category 2 hazards have been alleviated throughout this quarter with either formal or informal actions. This action helps improve living conditions and raises the standards in the Private sector rented accommodation.

#### Action

The Council continues to undertake its range of actions to improve accommodation in the private sector ranging from informal advice to enforcing legislation via the service

of statutory notices. Throughout the quarter the most prominent hazards have been damp and mould followed by, Personal Hygiene, Sanitation and Drainage.

## **Council Plan Projects**

### **Help Medway's people get a foot on the housing ladder**

Last year the Council delivered over our target of 204 affordable homes (total of 333 units) and this year we are on target to reach our target of 204 units featuring a range of 1-4 bed units for Affordable Rent and Shared Ownership, following discussions with developers and registered providers in terms of COVID-19 impact on new housing supply. So far this year a total of 134 affordable units have been delivered. The Council are also looking to increase the number of potential housing options.

All potential avenues are being explored to help people get on the housing ladder e.g. new key worker housing scheme, making effective use of the allocations policy and maximising update of private rented properties through our Private Rented Sector scheme.

### **Prevent homelessness by providing targeted support to those who need it.**

Work continues to ensure that HRA tenants are supported to mitigate the negative impact of welfare reform, to minimise rent arrears, evictions, and support tenant's financial well-being. In Q4, the focus will be on supporting tenants who have been financially affected by COVID-19, especially tenants who are claiming benefits for the first time and new tenants.

### **Review Housing Related Support (HRS) commissioning**

The Council are currently undertaking a review of the current provision of Housing Related Support (HRS) and identifying any gaps, with the aim of reducing the number of those rough sleeping. Opportunities are currently being explored for joint work with children's services commissioning and aligning our tender activity with potential Rough Sleeper Initiative (RSI) funding, to ensure we meet the needs of Medway residents. It is anticipated the Council will go out to Tender in Feb/March with new contracts starting in July 2021.

We are looking to ensure that all commissioned services work in a Trauma Informed way to increase engagement of people with complex needs.

### **Shift the focus of the rough sleeping initiative**

Through the 'everyone in' initiative, all people known to be sleeping rough at the start of the pandemic lockdown were accommodated (or offered accommodation). This was initially 20 people, but over time this grew to 40 rooms being available at any one time. Additional cases presented because of sofa surfing and identifying a number of preventative cases where people would have gone on to sleep rough. In total 70 people were accommodated or offered accommodation. Of these, we have managed to support 51 people who were sleeping rough, or at risk of sleeping rough, in to settled accommodation.

The Rough Sleeping Initiative team (RSI) has now moved back to a 'business as usual' approach and is working with those who have recently been accommodated, as well as those who have been identified as sleeping rough, or have not taken up offers of accommodation to date. We are working with partners across the statutory, voluntary and community sectors to identify vulnerable people at risk of eviction and so reduce the numbers of people returning to the street. The Housing Strategy and Partnerships Team facilitate a wide variety of partnership meetings and are launching a Services Mentoring Scheme. Additional offers of training are delivered by Housing Strategy team members to services external to Council departments directly as well as via 'A Better Medway Champion' courses.

From the start of the 'everyone in' request from government, to date the Council have accommodated 88 people who were rough sleeping. 50 of those are now in settled longer term accommodation.

The Council was awarded £239,000 from the Next Steps Accommodation Program to ensure there is capacity to house those sleeping rough in Medway, particularly as traditional night shelters are unable to open due to safety reasons.

The development of our variety of services has allowed a look at alternatives in the type of accommodation being provided, avoiding the need to exit people from service.

The Service has been working with the local hospital to increase understanding of people who are sleeping rough and to ensure that discharges are done in such a way to maintain people in accommodation rather than returning people to rough sleeping.

### **Ensure that the council maximises the opportunity to reduce homelessness through prevention and relief**

The Council continues to ensure that the opportunities for the prevention and relief of homelessness are maximised within the district. This includes through joint prevention working arrangements with local landlords and housing providers, to seek to sustain those tenancies of their tenants who are at risk of eviction.

In Q3 to there were 702 approaches for homeless assistance, compared to 565 for Q3 2019/20. This represents a substantial increase of 24%, with December alone seeing nearly double the number of approaches compared to last year (@ 224 vs 119).

Data for the year for accepted cases to mid-December shows a 21% reduction in approaches from households with children with a 29% increase in approaches from single persons. This very roughly correlates to a 33% reduction in approaches from those being evicted from private sector and social housing (likely due to the stay on possession proceedings earlier in the year) and an increase of 39% in the number of households approaching as homeless due to being asked to leave (ATL) accommodation by family or friends (many due to concerns over COVID-19).

The figures given above are for accepted homeless cases only and therefore will not correlate exactly with the 24% increase in approach enquiries and which include all cases whether accepted for homeless duties or otherwise. However, they do directly

reflect our experience of a substantial increase in approaches from those ATL, accompanied by a reduction in possession/eviction cases.

Of concern is that there is currently said to be a large backlog of possession cases awaiting administration by the courts and it is likely that this will feed into an increase in our approach figures going forwards into 2021. This represents a risk to our service.

Despite the challenges posed by COVID-19, during Q3 there were 231 successful prevention/reliefs for homeless households. For cases accepted as being owed a homeless duty, the average success rate for the service is running at 58%. This is comparable to 2019/20 which saw an overall success rate for the year of 60%. This high level of performance is being achieved by robust supervision and monitoring of staff prevention/relief activity, including proactive working with homeless households, and the maintenance of regular contacts with private and social landlords and supported providers to offer early intervention appointments.

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

Work continues with landlords and tenants to offer support and prevent homelessness. This includes via the landlord helpline, joint working with social housing providers, and via using social media and the Council's website to promote our services. We have agreed arrangements with the County Court to display our leaflets and posters to promote our service to landlords and their tenants at threat of eviction and who are attending the court. We have also reached out to Medway CAB who operate the court duty desk to seek their assistance, but to date have been unsuccessful in securing their engagement.

Landlords and agents are reporting to the Council that they have seen a significant increase in rent arrears during the pandemic which puts tenancies at risk. CallB4UServe provides an important service to landlords for joint working to seek to prevent loss of tenancies and loss of tenancy income. A mailshot was previously sent to 1100 landlords to raise awareness of support that is available as well as promotions via social media.

During this period of Q3 CallB4UServe helpline received 18 contacts from landlords compared with 11 for the whole of Q3 in 2019/20. This indicates some success in our efforts to increase awareness of our service. In addition, once initial contacts have been made via the helpline and relationships established, landlords will often contact the PRS Team direct. For Q3 to date the Team dealt have dealt with 25 such enquiries

The team also continues to reach out to social landlords, with response being variable and the most consistent being MHS. Joint prevention appointments with MHS have been restarted when a tenant is at risk of eviction. Contact has been made with the county court who have agreed to display details of our service in their reception area for those attending for possession hearings.



Maximising the number of Private rented Sector (PRS) properties available to us to prevent and relieve homelessness remains an essential service goal. Earlier in the year there were several initiatives to seek to increase supply, including mail shots to landlords and messages on social media. Q3 to date has seen an increase in the availability of new PRS properties, with 123 new becoming available to the team compared to 99 for the whole of Q3 in 2019.

For the first two months of Q3 the PRS Team have secured 58 new tenancy sign-ups and are on target to meet or exceed the 76 secured in Q2.

A new rent guarantee was launched at the end of Q2 which supports an improved offer to landlords with a view to enhancing procurement and an increase in PRS properties. There has been one take up of the scheme to date but with several Landlords expressing interest and with several potential properties being in the pipeline.

### **Ensure that HRA tenants are supported to mitigate the negative impact of welfare reform.**

The Welfare Team continue to work closely with tenants to maximise their benefits and ensure that rent is paid and budgeted for. Following the intervention from the team HRA tenants during Q3 were awarded £34,467 in backdated benefits or DHP, of this £9,095 was paid directly onto the rent accounts. They also assisting in achieving £77,008 in annualised benefits for tenants.

The team continue to attend all Council sign ups to identify those that require additional support and ensure that benefits are in place. The service assisted with the sign-ups for the new Council homes at Ingram Court, where they completed affordability checks to ensure that potential tenants were able to afford the rent, given they are set higher than usual Council rents. This is something that will be continued going forward for any new homes where affordable rent has been set. COVID-19 secure venues have been identified, however following the second lockdown and the high rates in Medway, this has therefore been placed on hold until it is safer to proceed.

### **Ensure that rent arrears are maintained under the existing target of 1.65%.**

Effective rent arrears prevention and control is a key performance indicator for the Landlord Services team. Maximising rental income is vital to support the services provided to tenants such as the repairs service and is vital in supporting tenants to avoid getting into rent debt.

Arrears at the end of Q3 are 1.55%, within target. This is a slight increase from the end of Q2, which was 1.53%.

The team are continuing to face challenges with the roll out of Universal Credit (UC) and the pandemic, however, they have been keeping regular contact with customers, reminding them through text messages and e-mails to pay their rent and referring to the Welfare Team for tenancy support when required. This has proven to be productive and aid in reducing arrears.

There have been changes to the way that the UC Alternative Payment Arrangement (APA) is processed, and this is now electronic and is processed every couple of weeks rather than every 6/7 weeks, this means that the funds are going into the rent accounts quicker and arrears are not building, therefore assisting in the reduction of arrears.

### Capital works programme

Following excellent recovery work from June - October 2020, to reduce risk, we have suspended internal non-essential planned works. i.e kitchen, bathroom replacement which will impact on the delivery of this full programme. Contractors are supportive of this action, and ready to hit the ground running once the risk level is lower. Where possible external works will still be undertaken and progress in these areas has been excellent.

### Repairs and maintenance contracts

The Mears contract extension has been signed and agreed, this confirms that Mears will continue to be the Council's repairs and maintenance service provider until September 2024. The contract extension is forecast to deliver annual savings of over £100k. The annual review of costs using Housemark benchmarking data was completed in December 2020. The report notes that overall maintenance performance was performing well in comparison with peer organisations. A detailed feedback session has been scheduled for the end of January.

## Council Plan Outcome: Delivering new homes to meet the needs of Medway's residents

### Programme: Delivering new homes to meet the needs of Medway's residents

#### Council Plan Measures

#### NI 154 Net additional homes provided

Annual	Target	Value	Status	Aim to	Long Trend	Short Trend
2019/20	1000	1130	Green	Maximise	IMP	IMP
2018/19	1000	647	Red	Maximise	IMP	DET

#### Comments

This performance is reported annually. This data was published in the Council's Authority Monitoring Report in December 2020 and is available on the website.

The main findings from the Monitoring Report (December 2020) includes the completion of 1,130 dwellings, which is a significant increase compared to 647 dwellings in 2018/19. The Government has provided Local Housing need figures for each local authority. With effect from March 2020 a target of 1,662 dwellings per annum has been set for the Medway area.

## Council Plan Projects

### Preparation of the new Medway Local Plan

The Local Plan 2019 to 2037 sets out a vision for future development in Medway to ensure that the needs of the area are met by providing homes and supporting infrastructure.

Officers are currently working on completing the evidence base to support the publication of the draft local plan. This includes work on Strategic Transport Assessment, Viability Assessment, Infrastructure Delivery Plan, Habitat Regulations Assessment, Sustainability Appraisal and Cumulative Ecological Impact Assessment. The updated Local Development Scheme was reported to Cabinet in August. The draft plan is to be published in Spring 2021.

The Housing Test Delivery Plan (HTDP) proposes measures to contribute to increasing the amount and speed of delivery of new housing and sets out measures to continue housing delivery and understanding factors influencing delivery rates. The second HTDP was reported to Cabinet on 4 August 20 and published mid-August.

The Council continue to promote the pre-application service and the use of the Planning Protocol with developers and landowners to improve the quality of applications and development and deliver growth through partnership working.

### Increase the supply of accommodation available to Medway residents

Projections of new builds indicate the Council will meet the target of 204 units again this year. We currently anticipate 120 social rented units and 80 shared ownership ranging from 1 bed flats to 4 bed houses. These are on Rochester Riverside and various sites in Hoo, including former BAE site, Rainham and Chatham including Southern Water site. So far this year a total of 134 units have been delivered.

The service continues to ensure that commuted sums\* are utilised to provide additional affordable housing in Medway. One proposal is progressing at present with MOAT for between 8-20 three bed social rented homes. A further proposal has been received from the HRA for purchase of land known as Lennox Wood. The bid is for £750,000 and would allow delivery of 20 units of social rented housing. The bid has been independently evaluated and confirmation received that this represents appropriate use of commuted sums. Approval to progress has been given in principle.

The HRA have recently drafted a Development Strategy along with detailed delivery report. The high level 3-year programme has been identified focusing on delivering 30-31 units per year over the next 10 years.

Tenders have been returned for phase 4 developments and visits completed with architect and options appraisal are in the process of being completed. Phase 4 works are due to start mid-2021.

\*Commuted sums – on occasion, instead of providing affordable units within a development, the developer transfers money to the Council to assist with more of these units elsewhere.

### **HRA Development of new homes**

The team continue to look and review potential sites for development.

Phase 4 works were due to start in December 20 to deliver 28 units in the Twydall area, however the originally appointed contractor has now gone in to administration. The programme is being tendered again and it is anticipated that works will now start mid-2021.

Several HRA owned garage sites have been revisited with an architect and options appraisals are in the process of being completed. If any of these sites are deemed as being viable then there may be an opportunity to add them into phase 4.

### **Explore the opportunities arising from the establishment of Medway Development Company Limited (MDCL)**

MDCL are progressing a number of schemes and each has brought various opportunities to widen the benefits achieved which are outlined below:

#### Britton Farm

The delivery of a project at Britton Farm that will provide 44 new homes and forms part of wider regeneration initiatives being implemented in Gillingham.

An example of this is the conversion of the adjacent former supermarket into accommodation for the Kent and Medway NHS and Social Care Partnership Trust (KMPT). This project has been delivered by MDC due to our detailed knowledge of this site and the interface with the residential scheme.

At the end of Q2 we confirmed that Kent and Medway NHS and Social Care Partnership Trust (KMPT) were operational and that we were supporting the Council to prepare a funding bid for the conversion of part of the former supermarket into a new skills hub and public realm enhancements in front of KMPT's new main entrance, plus funding for the planning approved residential scheme.

We are pleased to say that the bid has been successful, and we are already progressing these new projects which will deliver further investment to support the regeneration of Gillingham.

#### White Road

This scheme will provide 20 family homes. The aim of this project is to deliver high quality housing to enhance a site which has suffered with anti-social behaviour problems.

The scheme has a modern innovative design and is built using the latest modular construction techniques. The houses are designed to maximise light into the homes and will provide spacious accommodation which exceed the national described space standards.

The project will also deliver improvements to the adjacent Community Centre including enhanced access, a new play area and tree planting to the school playing field behind the site.

The scheme has been completed and handed over to MHS. Fully occupied now.

#### Whiffens Avenue

This scheme will deliver 115 new homes on a site which is positioned in front of an historic escarpment which provides defenses to the buildings of Fort Amherst. The proposed development has a modern contemporary design and has been carefully developed to be sympathetic to the character of the surrounding area.

The project provided the opportunity to enhance the historically significant Fort Amherst by removing vegetation to reveal its historic structures. The scheme will also lead to significant improvements to the adjacent Town Hall Gardens and the Military Road area that lies opposite the Brook Theatre.

The project is within its enabling works phase where archaeological works are progressing, and levels are being reduced to enable foundations to commence.

#### Mountbatten House

This scheme is within its early phases and planning designs are currently being developed. The appointed architect was identified through a design competition process and extensive consultation was undertaken with Historic England in compiling the competition documents and this engagement continues.

The project will see the conversion of Mountbatten House which will bring an empty building back into use alongside a new build extension where the former bus station ramps are located.

The project is expected to deliver circa 160 homes as well as enhancements to the former bus station, taxi rank and public realm areas that surround the site. We are also exploring enhancements to the building facades to improve its appearance as well as potential ground and rooftop commercial uses.

This project will build on the regeneration initiatives that have been delivered in Chatham and those which are currently in their delivery phases.

### **Chatham Waterfront – 170 housing units and with appropriate commercial development.**

Planning permission has been granted to develop a high-quality, mixed-use development at the Chatham Waterfront site which will act as a driver for further regeneration in the area. The plans include 175 new homes, new commercial spaces for cafes, restaurants, and offices alongside a new public realm to create a vibrant centre for Chatham.

The works are now progressing through their enabling works phase and currently the archaeology works are nearing completion and these activities are expected to finish in July 2021 to allow the project to progress to its construction phase.

The scheme will see a significant enhancement to Chatham and will transform the riverside area.

### **Encourage the delivery of homes to meet our targets – Rochester Riverside**

During Q1 the site was closed in April and May due to COVID-19. The site was re-opened and construction recommenced in June after the development of new social distancing protocols.

Phase 1 – 2: Almost completion, with commercial units now occupied, affordable units handed over and the remaining 129 houses awaiting fixtures and fitting which will be completed in Q4.

Phase 3: We are awaiting a decision from the Department for Education in February 21 to fund the difference between delivery of one further education classrooms (one class per year) to two. The Contractor Mid Group, who will build the school, are to be appointed in February 2021. Start on site expected in Q1 2021/22 and target opening date for the school is September 2022.

Contractors have been appointed and works have started on the Repair of the Roman wall on site; this will be completed by Q4.

Phase 3 – 7: Phase 3 Draw Down discussion are ongoing are hoping to be completed by Q1 2021/22. Phase 7 pre-app discussions continue re development of the site for further housing.

### **Encourage the delivery of homes to meet our targets – Strood Waterfront**

The former Civic Centre site is currently undergoing a revised massing study being led by Medway Development Company, who are due to report back in mid-February. The 2 bids from Countryside and London Square are currently on hold pending the results of this massing study as both bids were below expectations.

### **Support the delivery of 1,200sqm of commercial development at Rochester Riverside**

Phase 4 which will see an additional 9,000 square feet of commercial/retail space on Rochester Riverside. The developer is starting to identify users/occupiers, but no tenancies have been agreed to date.

## **Council Plan Outcome: Getting around Medway Programme: Tackle congestion hotspots by transport and public realm improvements**

### **Council Plan measures**

**NI 167 Average journey time along 5 routes across Medway (mins per mile)**

Quarter	Target	Value	Status	Aim to	Long Trend	Short Trend
2019/20	4	NA	NA	Minimise	NA	NA
2018/19	4	3.14	Green	Minimise	IMP	IMP

### Comments

During Q3, the analysis of the journey time data issued by the Department of Transport (DfT) for the calendar year 2019 was completed by the commissioned consultant. The results provided minutes-per-mile data for all five of the key transport corridors into the centre of Medway, the average of these calculated for this measure.

Across all five routes, (Wainscott bypass, Main Road Hoo to Medway Tunnel, Medway Tunnel through to Will Adams Way roundabout, A2 corridor from Rainham to New Road near Star Hill and A2 corridor from Strood to New Road near Star Hill) journey times went down, in some cases up to a minute per mile. This is an excellent result and a testament to the varied projects undertaken across the year to improve traffic flows across Medway, such as the Local Growth Fund Strood Journey Times Improvement scheme, and the program of traffic signal timing improvements carried out.

### Action

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.

### Council Plan Projects

**Deliver Phase 1 of the Medway Tunnel Improvement Programme for 2020-21**

Medway Council has secured £4.972 million ring-fenced capital grant from the Department for Transport (DfT) Challenge 2B Fund. This award is for essential capital infrastructure works required for the Medway Tunnel as well as funding for highway resurfacing and rebuilding of the retaining wall along Pier Road. All works need to be completed by the end of financial year 2023- 2024 and will be delivered through the Highways Infrastructure Contract in programme phases.

Key work-streams delivered during Q3 include:

- Ventilation Fans: The details around this scheme are being developed in conjunction with the Mechanical and Electrical Principal Inspection (M&EPI) to enable the full scope to be produced. Following this, consultants will be able to produce a detailed specification and tender package for the upgrade and replacement of the ventilation fans. The aim is to not only replace the fans but also upgrade the detection system which determines how the fans operate.
- Contraflow Gaps Sub-contractors visited site during the September closure to enable them to accurately measure and price up the works required to close up the old contraflow gaps and install removable barrier in two of the locations. Trial holes were carried out to determine the base construction.
- Sump Gas Sampling System Investigation works, and detailed design has been progressing well with the final design due to be completed by the end of November. There will be relevant sign offs and checks on the design, following this the estimated start date for the works is at the June 2021 closure.
- VMS / SCADA / CCTV Consultants have begun investigation works on the current systems to establish the detailed condition.
- Pier Road Retaining Wall: A feasibility study has been produced by consultants to put forward the different construction options to rebuild the unstable parapet to the retaining wall. A price is being put together for the detailed design for a reinforced concrete parapet which will fit in well with the rest of the retaining wall. The current estimated start date for works on site is summer 2021, but this is subject to change.
- Manhole Upgrade and Replacement: The programme for upgrading all the manholes within the tunnel remit started in the September closure. The new manholes come with a five-year guarantee, but the expected life is much longer than this.
- Pumps and Sumps Refurbishment and Upgrade: The full scope of this scheme will be able to be discussed and determined following the completion of the M & E PI.

### Council Plan Projects

#### Achieve Band 3 status for Highway Asset Management Self-Assessment via DfT

The Department of Transport (DfT) introduced an Annual Self-Assessment Process for Highway Authorities in 2015-16 that measures how Highway Authorities manage the Highway Network in respect of:

- Asset Management (Policy & Strategy)
- Resilience
- Customer
- Benchmarking & Efficiency
- Operational Services Delivery

The Self-Assessment operates on a banding score of 1-3 and Medway are currently self-assessed as a Band 3 Highway Authority. Band 3 is the highest band score a Local Highway Authority can secure and this resulted in Medway securing an Incentive Fund allocation of £430,000 this financial year for allocating to Highway maintenance.

Key work streams delivered during Q3 are:



- Lifecycle Planning to inform Highway Investment Levels underway with a revised schedule for completion by the start of Q4. This was scheduled to be completed by the end of Q2 but was delayed as a result of operational priorities around COVID-19. Lifecycle Planning is on the Regeneration, Culture & Environment Overview & Scrutiny Committee Forward Work Plan for presentation as a Briefing Note.
- Biennial review of the Resilient Network completed to Final Consultation Stage.
- Highway Risk Register Review completed, and consultants commissioned to produce an updated Skid Policy.
- The Annual National Highways & Transportation (NHT) Survey completed with an overall satisfaction score of 53% secured. This is in-line with the National Average and represents a 1% improvement on the 2019 NHT Survey.
- Self-Audit assessments are showing a compliance score of 65-70% with the evidence base for the 22 Self-Assessment questions that needs to be submitted by Spring 2021. The main areas of risk at this stage in securing a Band 3 score are in relation to the evidence base for Asset Management (Policy & Strategy) as a number of key documents such as the Highway Asset Management Plan have not been subject to a Biennial Review.

### **Project management and delivery of full LTP programme of schemes and projects for 2020/21 to budget and timescale**

Medway Council receives £1.3m a year from Central Government to complete local transport project schemes. Projects for 2020/21 cover improvements to traffic management, traffic signals, road safety, cycling, accessibility, bus infrastructure, and rights of way.

Project management and delivery of the £1.3million annual funding to deliver transport improvements across the Medway network continued during Q3. However, due to the increase in restrictions and the reintroduction of partial lockdown in November in response to COVID project delivery slowed again. As before this was due to an increase in restrictions on site, a slowing of the supply chain for materials, and other factors.

During Q3, the Council was successful in securing an additional £937,000 in funding through tranche two of the Active Travel Fund. This funding will allow the investigation and possible delivery of five additional projects across Medway to improve walking and cycling routes. An inception meeting for the project management of the schemes was held at the end of Q3. The meeting assigned each of the five projects a specific project lead, discussed which of the projects might need consultancy support, discussed potential issues that might crop up on each of the five schemes, and potential delivery timetables.

### **Streetworks - Permitting Programme**

In 2017, Medway Council introduced a Permit Scheme, under the Traffic Management Act (2004) to manage works undertaken on the highway network. The main objective of the scheme is to work with works promoters to deliver a safe, efficient, and sustainable highway network for everybody, by aiming to minimise disruption to network users, whilst still allowing essential works and maintenance to be undertaken.

It supports wider transport needs, businesses, and economic growth, whilst getting people into work and children to school.

The scheme covers all works undertaken on “highway maintained at public expense” and works promoters must submit a permit for any intended work, which cannot be undertaken unless approved by the Streetworks Team. It is the Network Officers job to co-ordinate works, to ensure the most effective traffic movement possible, whilst the work is ongoing and the New Roads and Street Works Act Inspectors undertake operational inspections of sites, for safety and compliance.

Work has continued during Q3 as usual, allowing promoters to undertake their duties as normal and take advantage of a slightly quieter than normal network due to the continued COVID.

During Q3, 4,584 permit applications were received of which 3,977 (87%) were agreed. 122 FPNs, both real and shadow were issued, and the rate of inspection pass was 94% (target 75%), with 2149 inspections undertaken.

### **Ongoing management and delivery of the LGF project for journey time and accessibility improvements on Medway City Estate**

During Q3 the tender for the works contractor was finalised and published. The return date for tender submissions was 31 January 2021. Negotiations on the required land acquisition continued during the quarter; the commissioned negotiator is confident that the required acquisitions can be completed according to the project timetable and will provide a further update during Q4.

The required Construction Environment Management Plan was submitted to Natural England. A response is anticipated in Q4. Site visits for ecological surveys were also undertaken during the quarter.

Officers worked with colleagues in the HIF team across the quarter to discuss the cost of moving statutory supplies (electric, phone, etc). As the cost for these works are high and the works will benefit the HIF scheme in due course, discussions are ongoing on potential sharing of the cost between the projects.

Final work on preparing the tender documentation for the slip lane construction contractor was completed during Q2. Tender evaluations and award taking place during Q4. The delivery programmed is subject to satisfactory completion of the outstanding issues outlined above.

### **S106 commitment for scheme delivery at Rochester Riverside**

The construction of a new controlled pedestrian crossing linking Rochester Riverside with the city centre has now been completed. This includes the installation of new traffic detection equipment along this section of Corporation Street to improve the operation of the signals and regulate traffic flow. There were no further milestones for Q3.

Continuation of traffic optimisation review and outline design for further pedestrian crossing facilities serving Rochester Riverside to be continued in Q4.

The review of the existing UTMC (Urban traffic Management Control) system, including vehicle detection, and bus lane controls is still to be undertaken. This will ensure the signal design is optimised. The outline design for new controlled pedestrian crossing at Blue Boar Lane will conclude in Q4.

### **Make improvements to parking services**

During Q3, the contract to commission new parking infrastructure for the Brook Multi Storey Car Park, was awarded to the successful bidder for the new barrier and ANPR infrastructure. The team has been working with the new provider to customise the software requirements. However, the COVID pandemic has delayed the delivery of the equipment, however we aim to complete this project by the end of Q4.

In addition, 44 new pay and display machines have been installed with the option to pay using cash, contactless and card. This will improve the customer journey and improve the service for those wishing to pay by card at the machine.

### **Develop parking and permit scheme performance indicators in 2020/21**

The development of creating new parking and permit scheme performance indicators for the service commenced during Q2. The work continued through into Q3, where officers have been working on comparing current performance indicators with other neighbouring Local Authorities, with a view of amending and consulting on these accordingly.