



BUSINESS SUPPORT OVERVIEW & SCRUTINY COMMITTEE

12 APRIL 2018

COUNCIL PLAN PERFORMANCE MONITORING REPORT QUARTER 3 2017/18

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Regeneration, Culture, Environment and
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Public Health
Business Support

Summary

This report is a summary of the performance at quarter 3 2017/18 for the programmes and measures which fall within the remit of this Committee.

This Committee is also responsible for the scrutiny of the performance of the Council Plan overall as well as providing leadership and guidance on the development and co-ordination of the scrutiny functions for all Overview and Scrutiny (O&S) Committees, including guidance on priorities for scrutiny activity. Performance information in relation to the other O&S Committees, together with any comments from the latter, is also included for information.

1. Budget and Policy Framework

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

2. Background

2.1 This Committee is responsible for the scrutiny of the performance of the following aspects of the Council Plan:

Priority: Maximising regeneration and economic growth

- Outcome: residents with jobs and skills
- Outcome: preventing homelessness

- Outcome delivering new homes to meet the needs of Medway's residents

This priority will be delivered by working in the following ways:

- Giving value for money
- Finding the best digital innovation and using it to meet residents' needs
- Working in partnership where this benefits our residents

2.2 Given the overarching responsibilities of Business Support Overview & Scrutiny 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.

2.3 A summary of the performance matters discussed at the Children and Young People, Health & Adult Social Care and the Regeneration, Culture & Environment Overview and Scrutiny Committees is provided at Appendix 2.

3. Performance

3.1 Summary of Performance

There are 6 key measures of success that fall under the remit of this committee; however, we are reporting on 5 as data for 1 of these is not expected until after this report is published. Full details of these measures are included in section 5.

- 4 out of 5 measures were on target
- 2 out of 5 measures have improved compared with last quarter
- 3 out of 5 measures have improved compared with the average of the previous 4 quarters

3.2 Highlights

- Medway Housing Company created to build 600 homes for profit over 5 years
- 355 jobs created and safeguarded this year
- Finalists - UK Housing Awards 2018 - Landlord of the Year.
- 100% achievement rate Medway Adult Education
- 94% complaints handled in target

3.3 Improvements

- 142 homelessness cases prevented compared with 73 in same period last year

3.4 Benchmarking

Medway compares favourably with national performance

- Temporary accommodation  (status against Medway target)

4. Council Priorities and Ways of Working

4.1 The table below summarises the three ways of working which apply across all services, and the 13 programmes which support our priorities and outcomes. The priorities and outcomes that fall under the remit of this committee are shown below and are not shaded out. Section 6 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>
<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</p>		

5. Business Support Overview and Scrutiny Measures of Success

Measures of success - Summary

5.1 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





6. Priority: Maximising Regeneration and Economic Growth





6.1 Performance against Business Support indicators

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	Q2 2017/18	Q3 2017/18					2017/18	Latest Note Date	Latest Note
			Value	Value	Value	Target	Status	Long Trend	Short Trend	Target		
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%	 Q1 of academic year 2017/18	 Q1 of academic year 2017/18	 Q1 of academic year 2017/18	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 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>


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		
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													
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	N/A	10-Jan-2018	Reporting will commence in 2018/19.

6.2 Service comments

6.2.1 OUTCOME: RESIDENTS WITH JOBS AND SKILLS

Programme: Jobs, skills and employability

Description: Promote employment and skills for young people through the development of a 16-19 strategy (including apprenticeships), resulting in increased youth employment, training and education participation.

Objective: Equip people with the skills needed to secure opportunities in Medway's future economy.

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

Medway Adult Education (MAE) continues to offer a wide ranging programme of free courses for local people looking to improve their work skills, retrain for a different career or return to employment. The key components of the programme are:

- Skills for work – a programme of courses helping people to learn new industry standard skills and providing pathways to higher professional qualifications.
- English & Maths courses from beginners through to GCSE.
- English for speakers of other languages (ESOL) and English as a foreign language (EFL).

6.2.3 The service works closely with the local jobcentre and has a weekly whole day surgery at the Chatham Job Centre to promote its offer and liaise with Job Centre Plus advisors on opportunities to upskill clients and improve their employment prospects. The service has further recently worked closely with Employ Medway on the customisation of its basic skills offer to meet the particular needs of the long term unemployed that service will be working with under the new Health and Wellbeing Programme.

6.2.4 Learners with Learning Difficulties and / or Disability (LLDD) account for 22% of MAE's offer. A new supported learning partnership with Vanquis and Mencap for Supported Learning provides three further LLDD Skills for Work courses which are followed by an LLDD Independent Living Skills & Preparation for Employment course.

6.2.5 OUTCOME: PREVENTING HOMELESSNESS

Programme: Preventing homelessness

Description: To prevent homelessness through a council wide approach.

Objectives:

- To support people and vulnerable families to access Housing
- Working with landlords and agents to support households to sustain their accommodation and prevent homelessness
- Help Medway's residents get a foot on the housing ladder

6.2.6 The Housing Options Team continues to operate a preventative approach towards homelessness. During Q3 2017/18 the Council has achieved 142 homelessness

preventions, a 95% increase on Q3 2016/17 (73 preventions), minimising the amount of new applicants having to go in to temporary accommodation. Q3 2017/18 has seen a further increase in the number of homeless applications taken by the Council, 240 in comparison to 154 in Q3 2016/17.

6.2.7 Work continues to prepare the service for implementation of the Homelessness Reduction Act 2017 from 3 April 2018. This has included splitting the function of the team to provide dedicated focus on homelessness prevention and introducing personalised housing plans.

6.2.8 Ongoing work is taking place with Children's Social Care to provide early identification of cases for which there may be a corporate responsibility, such as intentionally homeless families.

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

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

In quarter 3 the Council worked with 2,056 households to help them sustain their accommodation or to prevent homelessness. This was achieved by working with landlords in the Private Rented Sector to improve housing conditions, negotiating with landlords and giving timely advice in order to prevent the loss of accommodation. Additionally, via our accommodation based housing related support services and floating support services, we have helped individuals to live independently and prevented homelessness.

6.2.11 To support people and vulnerable families to access housing

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.

6.2.12 Latest available benchmarking figures from September 2017 identify that the rate of households in temporary accommodation is currently 3.05 per 1000 households, this is slightly lower than the national rate of 3.37 and significantly lower than the rate seen in London of 14.97. 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 1000 and Milton Keynes had a rate of 5.65 households per 1,000.

6.2.13 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.

6.2.14 **New affordable home**

For the financial year to date, 32 affordable homes have been delivered in Medway. A further 140 homes are expected to be delivered throughout the programme this year. There are currently 477 units of affordable homes under construction across Medway. Notable developments currently under construction include 125 units of Extra Care accommodation being delivered across two sites on St Mary's Island and Horsted Park. Delays to the programme have been caused by the retrofitting of sprinklers in two extra care blocks and a delay in the connection of utilities at another site in Chatham.

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

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

Description: 1) Progress Medway's local plan and work with landowners and developers to enable housing development on appropriate sites in Medway.
2) Encourage the delivery of homes to meet our targets (through investigation of new financing models and release of council owned sites)

Objective: Deliver new homes to meet the needs of Medway's residents

6.2.16 **Encouraging the delivery of homes through investigation of new financial models and release of Council owned sites.**

The Council has created a Housing Company, the Medway Development Company Limited and appointed a Head of Operations to lead the initial work of the organisation. The Deputy Leader and Portfolio Holder for Resources have been appointed to the Board and two other non-executive board members are in the process of been appointed. The purpose of the company is to build housing for profit. This will also mean improving the number of affordable homes available in Medway. The company has a 5 year plan of sites for development with the delivery of approximately 600 units planned.

6.2.17 Architects have been appointed to undertake a third phase of Housing Revenue Account (HRA) new build housing. In terms of other initiatives, officers are in discussions concerning the potential for reviewing estate for regeneration and enhancement potentially with the support of a partner.

6.2.18 The second option involves a full regeneration of St Albans Close, based on a model being undertaken by Mears PLC via a joint venture. Members preferred this option, as it addressed the issue of regenerating the whole estate. There are no funding challenges to this option and further in-depth work will be undertaken to analyse the rental income streams and viability model. Officers are now exploring the financial and procurement aspects of this joint venture and will produce a further Board report.

6.2.19 Officers have identified a number of other 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.

6.2.20 Rochester Riverside

Rochester Riverside Planning Application received permission to grant planning on the 25 October 2017. The s106 is still in the process of being agreed and was planned to be completed in January 2018. Countryside have begun their marketing campaign for the site and licences have been agreed to allow them to start on site with various surveys for their infrastructure requirements. The official opening ceremony for Rochester Riverside was held on 22 February 2018.

Strood Waterfront

6.2.21 The planning application for the flood defence works was approved at planning committee in November 2017. It is planned for the works contractor to begin their site land set up on the former Civic site February/March 2018. Works will start March/April 2018, for a period of approximately 60 weeks on the Civic site and Riverside site on Canal Road.

6.2.22 A communications plan to keep residents, business and stakeholders updated and informed of progress is being developed with the contractor. The demolition of the former Civic building and the diversion of associated utilities should be complete in January 2018.

6.2.23 The Cabinet meeting in November gave approval for the refreshed Strood Waterfront masterplan and development brief to go to public consultation from 4 December 2017 until 29 January 2018. There were 2 public consultation events at the Strood Community Hub on 11 and 20 January.

6.2.24 Chatham Waterfront

Notices have been placed on site to complete the acquisition of the remaining areas of the site which are currently not registered. This process should be complete in February 2018.

6.2.25 Agreement was received for the Housing Company to develop the site. Various de-risking works have also been agreed for the site to resolve a number of issues prior to disposing of the site to the Housing Company.

7. Ways of Working: Giving Value for Money

7.1 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.

7.2 Contracts

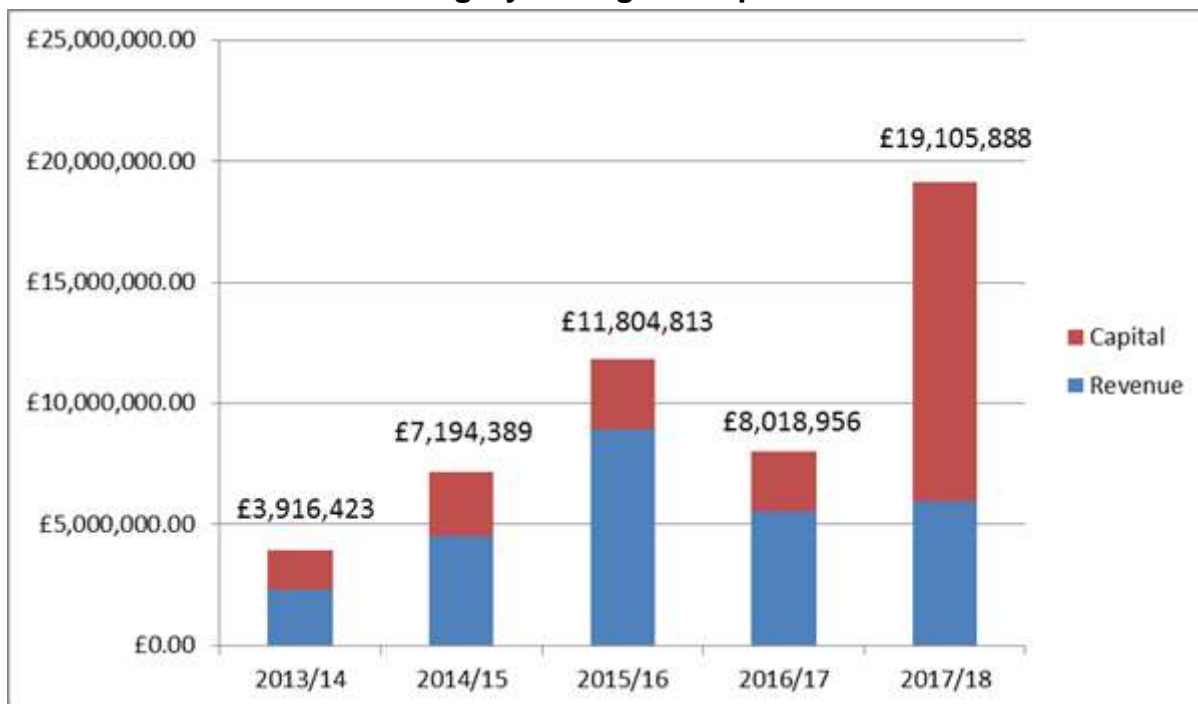
We are achieving significant value for money as a result of the contracts we have recently awarded. The Council spends roughly £360 million each year buying goods, services and works for the community. We aim to secure the best value for money when we buy (procure) from suppliers.

7.3 In the last five years (2013 – 2017), we have achieved £50 million whole life benefits (i.e: benefits across the full term of all contracts). This includes revenue and non-revenue benefits.

During 2017/18:

- We have achieved £19.1 million whole life benefits (£13.1 million non revenue, £6 million revenue).
- 30 contracts awarded during this period where whole life benefits identified.

Category management performance







7.4 Citizen Panel

The following table summarises the results from two Citizen Panel rounds carried out in August and November 2017.

How satisfied are you with the way the council runs its service?

	Q2 2017/18 Aug	Q3 2017/18 Nov 433 respondents	Success is	Short Trend
Very or fairly satisfied	63.2%	66.2%	⊕	↑
Very satisfied	13.5%	14.1%	⊕	↑
Neither satisfied nor dissatisfied	21.3%	24.7%	N/A	N/A
Very or fairly dissatisfied	13%	7.9%	⊖	↑

Do you agree that the council provides value for money services?

	Q2 2017/18	Q3 2017/18	Success is	Short Trend
Agreed with statement	50.8%	55%		
Disagreed with statement	11.4%	12%		
neither agreed or disagreed	31.1%	31.2%	N/A	N/A

Reasons for satisfaction and dissatisfaction

The quarter 2 Citizen Panel questionnaires asked **why** respondents were satisfied or dissatisfied. The results are summarised as follows:

Questions	Satisfied	Dissatisfied
<p>How satisfied are you with the way the council runs its services?</p>	<p>Most frequent reasons:</p> <ul style="list-style-type: none"> • efficiency • doing a good job with limited resources in a time of austerity • value for money • doing a good job in comparison to other areas <p>Other reasons:</p> <ul style="list-style-type: none"> • refuse/recycling collections, household waste and recycling centres • street cleaning/fly tipping • parks and open spaces. 	<p>Most frequent reasons:</p> <ul style="list-style-type: none"> • not dealing with queries/requests/complaints • council tax too high; • poor use of budget; money wasted on re-organisations • difficulty contacting the council • issues regarding specific departments <p>Other reasons:</p> <ul style="list-style-type: none"> • litter/street cleaning/fly tipping including neglected alleyways • poor workmanship by the road cleaning services • parks and open spaces including the need for cutting grasses /hedges/open spaces more frequently • issues with trees • poor play facilities • issues within local parks.
<p>Do you agree that council provides value for money services?</p>	<p>Most frequent reasons:</p> <ul style="list-style-type: none"> • good customer service • efficiency • doing a good job with limited resources in a time of austerity • council tax • doing a good job in comparison to other 	<p>Most frequent reasons:</p> <ul style="list-style-type: none"> • poor customer service • poor use of budget <p>Other reasons:</p> <ul style="list-style-type: none"> • litter/street cleaning including fly tipping • neglected alleyways

Questions	Satisfied	Dissatisfied
	<p>areas.</p> <p>Other reasons:</p> <ul style="list-style-type: none"> • refuse/recycling collections • household waste and recycling centres • street cleaning • parks and open spaces. 	<ul style="list-style-type: none"> • poor workmanship by the road cleaning services • road and pavement maintenance • car parking including increased parking charges and street parking

7.5 Complaints and compliments




Performance on responding to stage 1 corporate complaints within 10 working days has again exceeded target and is continuing to improve year on year.


The Q3 trend over the last three years is as follows:

2017/18	93.7% (target 80%)
2016/17	85.5%
2015/16	86.2%

7.6 There were 100 fewer stage one complaints raised during Q3 compared to Q2. This is expected at this time of year, following the busy summer months, and reflects a similar picture to the trend seen in previous years.

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

	Q.2 2017-18	Q.3 2017-18	Timeliness performance compared to Q2 2017-18
Corporate Stage 1			
Volumes received	448	348	 4.4%
Responses issued	447	379	
Responses within 10 working days	399	355	
% responses within deadline	89.3%	93.7%	
Corporate Stage 2			
Volumes received	39	46	 0.6%
Responses issued	41	46	
Responses within 15 working days	35	39	
% responses within deadline	85.4%	84.8%	
Children's Social Care Stage 1			
Volumes received	29	28	 13.2%
Responses issued	20	34	
Responses within 20 working days	15	21	
% responses within deadline	75.0%	61.8%	

Adult Social Care			
Volumes received	26	13	 10.3%
Responses issued	23	13	
Responses within 20 working days	10	7	
% responses within deadline	43.5%	53.8%	

7.8 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.

7.9 Performance for stage 1 corporate complaints remains positive, with 93.7% of stage 1 corporate complaints being responded to in time. This is measured against our revised and increased target of 80%, and has improved by 4.4 percentage points compared to Q2, and 8.2 percentage points compared to Q3 2016-17.

7.10 Stage 2 corporate complaints

During Q3, 46 complaints were escalated to stage 2. This is a 17.9% increase when compared to Q2, and equates to an escalation rate of 13.2% when compared to the volume of stage 1 complaints received in the same quarter (348).

7.11 The response target is 15 working days. Performance has decreased slightly during Q3 but despite the increase in volumes, has remained a positive 84.8%. This is measured against the performance target of 75%.

7.12 Children's social care complaints

The response target is 20 working days, and 61.8% of responses were issued within this time frame, and the majority of these were responded to within 10 working days. This is a 13.2% decrease in timeliness compared to Q2, however it should be noted that performance data can change quite remarkably when dealing with small volumes of complaints. Children's Services have been working very hard to clear some outstanding complaints, and this has had an impact on the timeliness reported in December. At the time of writing this report however, Children's Services had no open stage one complaints.

7.13 Adult social care complaints

The response target is 20 working days. In Q3 Adult Social Care responded to 13 complaints and achieved a timeliness performance of 53.8%. This is a further increase of 10.3% when compared to Q.2 (we reported an increase of 10.2% in Q2 when compared to Q1) which is a really positive trend.

7.14 Staff are settling into their new roles following the extensive adult social care restructure and the Social Care Complaints Manager is continuing to work closely with the adult social care teams and Assistant Director to maintain this positive improvement in performance.

7.15 **Local Government Ombudsman (LGO) referrals and decisions in Q.2**

In Q3, 16 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 higher than 2016-17, when just 8 complaints referred in Q3, and similar to 2015-16 when 14 complaints referred.

7.16 A total of 12 decisions were made by the LGO in Q3. Only one decision (8%) was made to uphold the complaint (upheld, maladministration and no injustice) and one decision was not upheld, no maladministration. The 10 remaining decisions were not investigated and were closed as follows:

- Closed after initial enquiries - no further action x 6
- Closed after initial enquiries - out of jurisdiction x 2
- Premature complaint – referred back for local resolution x 2

7.17 **Compliments**

A total of 28 compliments were received during Q3. By far the area that received the most compliments was Waste, with a total of 14 compliments for Waste Services alone, and one compliment shared with Waste Services and one other service. Several of these compliments were around the delivery of recycling bags, and two customers were particularly happy with the standard of bin collections over the busy Christmas and New Year period.

8. **Ways of Working: Finding the Best Digital Innovation and Using it to meet Residents' Needs**

8.1 **Deliver the service and digital roadmap**

The transformation programme is changing how Medway Council delivers its services.

8.2 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:

- The new online Adult Social care financial assessment form and process is scheduled to go live in April 2018. We have designed a way for customers to be able to assess their financial situation and calculate an initial cost of their care needs via medway.gov.uk
- Build and initial testing of the new virtual parking permit solution is now complete and subject to a further and final period of user testing and community validation, the targeted go-live date is 1 April 2018.
- Customers are now able to apply online for adult education classes.

8.3 **Website rationalisation**

We are committed to the vision of becoming a digital council – making more of our services available online, using digital and technology to make the lives of our customers and staff easier, while delivering efficient services.

Our online presence is fundamental to the success of that and making it easier for customers to self serve, any time, any where.

- 8.4 As such, we are working to centralise our many council sites into one, medway.gov.uk. And by 1 April 2018, we will have a new medway.gov.uk which will be the single trusted source of council services and information online, be accessible to all and work on any device while upholding the council's brand online.
- 8.5 We are currently in the design and build phase. Building on our initial wireframes, we now have design concepts which add colour and style, balancing both transactional and engaging requirements of users and the organisation. These have recently been approved so we have our new 'look and feel' for the new site. We have redesigned the top most used tasks on the site and are finalising content with service representatives. We're about to start building this content (wording, images and documents) into templates on our new content management system (the engine which runs the website).
- 8.6 We are also working with the communications team to promote the new site, to staff and the public. Once all the content is in the system, we will be testing again and then preparing for go live by 1 April.
- 8.7 After go live, we will have a period of review where we get further feedback from users. We'll use this feedback and regularly work with services to continuously improve the site going forward."
- 8.8 **Project: Deliver the technical roadmap to support the Council's transformation programme**
- 8.9 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. Thin client has been installed at Medway for three years and many changes in technology has occurred. A draft paper was presented to IT Management Board in January 2018. Once agreed a further report with recommendations will be presented to Corporate Management Teams before April 2018.
- 8.10 The Council is constantly reviewing the most effective solution for hosting applications and data. Medway is acting as lead partner for the Kent Connects regional cloud project which met for the first time on 3 October 2017. A final report is due to be presented to Kent and Medway Chief Executives in April 2018.
- 8.11 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. From April 2018, following further extensive testing, it is expected that the customer account portal will be live. Making live a customer account is tied into the online financial assessment work, which will be our first process to go live. The assessment and customer account will go live at the same time and make it easy for people to access, save/return and complete a financial assessment, which is currently an offline process.
- 8.12 A pilot has been conducted with Children and Adults to move the Social care Workers from paper based process to full digitised process. This would move almost 400 Social Workers (almost 1/5 of the Councils staff) to use mobile devices to input directly into back office systems whilst working at home or visiting residents, including capturing an electronic signature to verify the data. This will also have the benefit of delivering results to residents whilst they are with them rather than the current process of completing a large paper form, taking it back to the office for

manual input, printing a copy and posting it to the residents to check and sign, and the resident posting it back to Medway. The process will be reduced from weeks to immediate. The pilot has been successful and the case for the purchase of mobile devices is being prepared.

8.13 **Design and deliver the council's assisted digital offer through our community hubs and libraries**

Following the endorsement in September 2017 by the Transformation Board of the approach to Assisted Digital services, these principles have been mainstreamed into the design of current digital projects. Each project has a customised approach to reflect the type of new service on offer and an understanding of likely customer needs. Adult education enrolment, Blue Badge applications, and parking vouchers have been the key projects that have addressed their assisted digital needs.

8.14 Online enrolment to adult education services went live in January 2017 and has been successful, and will be more heavily marketed as the next course brochure comes out. Customers retain a paper application option here. For learners likely to need support to choose the right course for their current skill level, face to face assessments always take place and these continue as the best way to ensure the right match between skills and the qualification sought.

8.15 In the case of Blue Badge, online application is anticipated to be popular as we know that family support already plays a large part in many applications. The business support staff who process applications will be providing hands on support to those applicants that require support, initially at Chatham Community Hub using a supported application that ensures the customer's application is made directly into the national application database.

8.16 Any resident who wants to take advantage of new online processes can be supported in branch libraries by staff, or a volunteer computer buddy. From those first steps, they can also be signposted to other support networks, including Medway adult education.

9. **Ways of Working: Working in Partnership Where this Benefits Our Residents**

9.1 We cannot achieve our vision for Medway on our own. We have a large number of innovative partnership arrangements in place which allow us to ensure effective service delivery but in the most efficient way. We will continue to work with partners to deliver the services that matter most to Medway's residents, businesses and visitors. Table A below lists the partnerships which have been referenced in this report because they have been actively involved in delivering our work programme during quarter 3. The list also includes other strategic partnerships which are delivering ongoing work programmes but have not been specifically referenced in this progress report.

Table A

Covering report ref	Partnership / project
5,2.2	Partnership Opportunity Board
5.2.2	Strood railway station improvements
5.2.2	Chatham railway station improvements
5.2.3	Dickens anniversary
6.2.2.	Medway Adult Education (MAE) Learning Programme –
6.2.3	New build affordable housing
6.2.4	Rochester Riverside

Covering report ref	Partnership / project
7.2.1	Healthy Weight Network and Summit:
7.2.2	Medway Multi-Agency Safeguarding Hub (MASH) -
7.2.3	Social Isolation Pilot
No ref	Community Safety Partnership (CSP)
No ref	Kent Resilience Forum
No ref	Kent Voluntary Sector Emergencies Group
No ref	Medway Safeguarding Children Board (MSCB)
No ref	Kent and Medway Safeguarding Adults Board (KMSAB)
No ref	Medway Safeguarding Executive Group (MSAEG)
No ref	Kent and Medway Sustainability and Transformation Partnership
No ref	South East Local Enterprise Partnership (SELEP)
No ref	Thames Gateway Kent Partnership
No ref	Medway Place Board
No ref	Medway Clinical Commissioning Group (CCG)
No ref	Medway Foundation Trust (MFT)
No ref	Medway Community Health Care (MCHC)
No ref	One Public Estate Board (OPEB)

10. Risk Management

- 10.1 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.
- 10.2 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.

11. Financial and Legal Implications

- 11.1 There are no financial or legal implications arising from this report.

12. Recommendation

- 12.1 It is recommended that Members consider the quarter 3 2017/18 performance of the measures of success used to monitor progress against the Council's priorities.

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Appendices

- Appendix 1 – Overall Council Performance e
 Appendix 2 - Summary of Quarter 3 2017/18 Overview and Scrutiny performance discussions

Background Papers:

Council Plan 2016/21 (2017/18 update)

<https://democracy.medway.gov.uk/mglIssueHistoryHome.aspx?IId=18256>