

## **BUSINESS SUPPORT OVERVIEW AND SCRUTINY COMMITTEE**

**5 JULY 2018**

### **COUNCIL PLAN PERFORMANCE MONITORING REPORT QUARTER 4 & END OF YEAR 2017/18**

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Contributors: Children and Adults – Directorate Management Team  
Regeneration, Culture, Environment and  
Transformation – Directorate Management Team  
Public Health  
Business Support

#### **Summary**

This report is a summary of the performance at quarter 4 and end of year 2017/18 for the programmes and measures which fall within the remit of this Committee which are:

**Priority:** maximising regeneration and economic growth.

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

Given the overarching responsibilities of this Committee to provide guidance and leadership on the development and coordination of the scrutiny function for all overview and scrutiny committees, this report also contains a performance summary of all services (appendix 1) and a summary of discussions at the Regeneration, Culture & Environment and Health and Adult Social Care Overview and Scrutiny Committees meetings (appendix 2). Due to the timing of the Children & Young People Overview and Scrutiny Committee, which meets on 31 July to consider Quarter 4 performance, there is no summary from that committee for this quarter.

#### **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. An annual refresh of the performance measures was agreed in February 2017.

## 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 Regeneration, Culture & Environment and Health and Adult Social Care Overview and Scrutiny Committees is provided at Appendix 2.

2.4 Due to the timing of the Children & Young People Overview and Scrutiny Committee, which meets on 31 July to consider Quarter 4 performance there is no summary from that committee for this quarter.

## 3. SUMMARY OF PERFORMANCE

### 3.1 Council Plan measures of success – Summary

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.

- 100% (5 out of 5) measures were on target
- 40% (2 out of 5) measures have improved compared with last quarter
- 80% (4 out of 5) measures have improved compared with the average of the previous 4 quarters

### 3.2 Corporate Peer Challenge

3.3 The Leader invited the Local Government Association (LGA) to Medway to undertake a corporate peer challenge in November 2017. The team was very complimentary about the massive regeneration programme we are undertaking in Medway, recognising the transformation which has already taken place in Medway as 'truly remarkable' and 'positioning Medway as one of the most promising growth areas in

the UK'. It also praised Medway's strong commitment to, and many successes achieved through, partnership working. The report also recognised that the Council is 'ambitious and passionate' about supporting its communities.

3.4 The reviewers made a number of recommendations that could help us build on our success covering areas including transformation, our commercial strategy, IT and the skills agenda. The Corporate Management Team has welcomed these recommendations and is working on an action plan to address them.

3.5 **Performance highlights 2017/18: Maximising regeneration and economic growth**

- 29 fewer families in temporary accommodation compared with Q3
- UK Housing Awards 2018 – Landlord of the year finalist

3.6 **Performance highlights 2017/18: Ways of working**

- £20.1 million whole life benefits achieved as a result of 36 contracts awarded across all services
- 95.9% stage 1 complaints responded within target at Q4
- 61.7% satisfied/very satisfied with the way the Council runs its services (Citizen Panel Dec 2017)
- 52.2% agree that the Council provides value for money (Citizen Panel Dec 2017)
- Medway's Website relaunched

3.7 **Highlights 2017/18: Benchmarking**

Performance Measure	Compares favourably with national performance?
Temporary accommodation	✓

4. **PERFORMANCE: COUNCIL PRIORITIES AND WAYS OF WORKING**

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 5 and 6 provides detailed progress reports on these programmes.

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

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
<b>2.2 Outcome. Residents with jobs and skills</b>





Title
<b>2.2.1 Programme. Jobs, skills and employability</b>

Code	Short Name	Success is	2016/17	Q3 2017/18	Q4 2017/18					2017/18		Latest Note Date	Latest Note
			Value	Value	Value	Target	Status	Long Trend	Short Trend	Value	Target		
MAE 2	% Retention rate		94.38 % 2015/16	97.6% Q1 of academic year 2017/18	95.9% Q2 of academic year 2017/18	94% Q2 of academic year 2017/18				N/A	94%	06-Apr-2018	<p>This PI is based on academic year rather than financial year. Data as at 1 February 2018 for Q2 of Academic year (November 2017 – January 2018). Data extracted from AQUA MIS software using Crystal report. 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). 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, self assessment reviews and quality improvement plans at Service and Programme level.</p> <p>These measures ensure the Service's overall good KPI rates are maintained as evidenced by high retention</p>









Code	Short Name	Success is	2016/17	Q3 2017/18	Q4 2017/18					2017/18		Latest Note Date	Latest Note
			Value	Value	Value	Target	Status	Long Trend	Short Trend	Value	Target		
													and learner satisfaction rates.
MAE 3	Achievement rate (pass rate)		96.49 % 2015/16	100% Q1 of academic year 2017/18	99% Q2 of academic year 2017/18	96% Q2 of academic year 2017/18	 Q2 of academic year 2017/18	 Q2 of academic year 2017/18	 Q2 of academic year 2017/18	N/A	96%	06-Apr-2018	<p>This PI is based on academic year rather than financial year. Data as at 2 November 2017 for Q4 of Academic year (August - October 2017). Data extracted from AQUA MIS software using Crystal report.</p> <p>The pass rate measures how many of the learners, who complete their course, achieve a qualification or their learning aim. It shows that 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).</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. These ensure the Service's overall good 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.</p>

Title
<b>2.3 Outcome. Preventing homelessness</b>

Title
<b>2.3.1 Programme. Preventing homelessness</b>

Code	Short Name	Success is	2016/17	Q3 2017/18	Q4 2017/18					2017/18		Latest Note Date	Latest Note
			Value	Value	Value	Target	Status	Long Trend	Short Trend	Value	Target		
NI 156	Number of households living in temporary accommodation		351	377	348	350				348	350	05-Apr-2018	<p>At the end of Q4 there were 348 applicants residing in temporary accommodation provided by the Council in line with its statutory responsibilities. This is a decrease from the 377 households that were accommodated at the end of Q3 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 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.</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 1000 and Milton Keynes had a rate of 5.65 households per 1000. The service maintains robust legal thresholds to keep the number of households that need assistance to a minimum.</p> <p>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. 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</p>




Code	Short Name	Success is	2016/17	Q3 2017/18	Q4 2017/18					2017/18		Latest Note Date	Latest Note
			Value	Value	Value	Target	Status	Long Trend	Short Trend	Value	Target		
													appropriately.
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	0	09-Apr-2018	<p>A snapshot at the end of Q4 identifies that no families were in bed and breakfast accommodation. Additionally throughout Q4 no families were placed into bed and breakfast for more than 6 weeks. This is also the case for 2017/18 as a whole.</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. The Service has also reviewed its procedures to ensure that all cases with children or pregnancy 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	N/A	765 2017/18 annual	600 2017/18 annual				765	600	09-Apr-2018	<p>In Q4 2017/18, 172 private sector households were assisted in having their properties improved via Council intervention. Performance has reduced from Q3 (281) this is mainly due to staffing issues and an increased focussed on larger single property projects. Overall performance sees 761 properties improved as a result of the Council's intervention against a target of 600. Interventions from the Private Sector Housing range from urgent to non urgent complaints that tackle lack of heating and hot water, insecurity of properties, water ingress as well as damp and condensation and statutory inspections.</p> <p>The Council's Private Sector Team continues to handle and resolve complaints from tenants and landlords, inspect and licence Houses in multiple occupation and carry out other property inspections.</p> <p>The 2017/18 figure of 765 contains data from quarters</p>

Code	Short Name	Success is	2016/17	Q3 2017/18	Q4 2017/18					2017/18		Latest Note Date	Latest Note
			Value	Value	Value	Target	Status	Long Trend	Short Trend	Value	Target		
													2, 3 and 4. Q1 is not included due to a change in software provider at that time.

<b>Title</b>
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<b>Ways of working: Finding the best digital innovation and using it to meet residents' needs</b>
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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.
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## 6.2 **Service comments**

### 6.3 **Outcome: Residents with jobs and skills**

#### 6.4 **Programme: Jobs, skills and employability**

### 6.5 **Project – Medway Adult Education (MAE) learning programme to boost local skills level for those furthest from employment**

6.6 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).

6.7 The service has made links and established projects with a number of new community based organisations to increase the targeted community learning offer and to re-provision the loss of targeted Community Learning starts following People plus failing to gain the new Department of Work and Pensions (DWP) contract.

6.8 Eight new partnerships have been developed and a series of short workshops and taster sessions are planned to gauge interest and needs from learners. The work is at a very early stage of development but will establish a wider and more diverse targeted community learning offer over the rest of this academic year and 2018/19. Programmes aim to support the Council's vision of Medway a place to be proud of, embed British values and English and Maths whilst improving learner's social skills and employability.

6.9 In response to the change to the DWP contracts, the Workskills Programme Manager and Information Advice and Guidance Coordinator have met with Employ Medway to plan and re-develop the Council's offer for the new Work & Health Programme clients. The first pilot programme was delivered in April 2018 for this new learner group. To service existing unemployed referrals from Employ Medway and Job Centre Plus a intensive delivery model will be piloted.

### 6.10 **Outcome: Preventing homelessness**

#### 6.11 **Programme: Preventing homelessness**

6.12 The Housing Options Team continues to operate a preventative approach towards homelessness. During Q4 2017/18 the council achieved 156 homelessness preventions, a 77% increase on Q4 2016/17 (88 preventions in 16/17), minimising the amount of new applicants having to go in to temporary accommodation. Q4 2017/18 has seen a further increase in the number of homeless applications taken by the Council, 184 in comparison to 163 in Q4 2016/17.

6.13 Work has been completed to prepare the service for implementation of the Homelessness Reduction Act 2017 that came in to force on 03 April 2018, this has included splitting the function of the team to provided dedicated focus on homelessness prevention and introducing personalised housing plans.

6.14 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. 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.

**6.15 Project - Working with landlords and agents to support households to sustain their accommodation and prevent homelessness**

In Q4 the Council worked with 1,936 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.

**6.16 Project – To support people and vulnerable families to access housing**

6.17 At the end of Q4 there were 348 applicants residing in temporary accommodation provided by the Council in line with its statutory responsibilities. This is a decrease from the 377 households that were accommodated at the end of Q3 2017/18.

6.18 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.

6.19 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. Milton Keynes had a rate of 5.65 households per 1000. The service maintains robust legal thresholds to keep the number of households that need assistance to a minimum.

6.20 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. 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.

**6.21 Project - Help Medway's people get a foot on the housing ladder**

6.22 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.

6.23 For 2017/18, 132 affordable homes have been delivered in Medway. There are currently 400 units of affordable homes under construction in Medway, across 11

sites ranging from 1 bedroom to 4 bedroom properties. Delays to the programme led to approximately 110 units slipping to next year. These delays 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.

**6.24 Outcome : Delivering new homes to meet the needs of Medway's residents**

6.25 The Medway Local Plan is progressing in line with its delivery timescales, as set out in the 2015 Local Development Scheme. This aims for submission of the draft Local Plan to the Planning Inspectorate in 2019. The Local Plan will establish a housing target for Medway up to 2035.

6.26 The Council is progressing a number of individual projects across the area, in particular along the waterfronts of Strood, Rochester and Chatham. This will help in delivering the housing needed for Medway's growing population and realise the regeneration potential.

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

6.28 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 Housing and Community Services 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 quality housing for profit and support area based regeneration, with a focus on creating sustainable communities that will support economic development and prosperity.

6.29 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. Plans are now being prepared and are in the first planning draft stage for the first development site in Chatham which will comprise of approximately 120 units. These are expected to be completed within 18 months.

**6.30 Project - Rochester Riverside**

6.31 The Rochester Riverside S106 was signed on 31 January 2018. A ground breaking event was held by Countryside and Hyde on 22 February 2018. Countryside have now started piling on site and are working with Medway Council and Homes England to take transfer of the first phase of the site as they are currently working under a licence until this has been agreed.

6.32 Countryside is planning to have the marketing suite open by the end of 2018. They have currently created a temporary entrance to the multi-story car park to enable them to raise the levels of Cory's Road; this should be in place until May 2018. The middle section of the river walk is also temporarily closed whilst they complete works to this area. Updates are available at [www.rochesterriverside.co.uk](http://www.rochesterriverside.co.uk).

6.33 Countryside is seeking crowd funding to promote local residents' activities and events; an initial meeting took place on 17 April 2018.

### 6.34 **Project - Strood Waterfront**

6.35 The South East Local Enterprise Partnership (SELEP) Accountability Board approved the final business case for the £3.5m funding for the Civic Flood Defence works on 16 March 2018. The project was recommended for approval as it offered high value for money with high assurance that the outcomes would be delivered, and was low risk.

6.36 The contractor started the enabling works for the flood defences in April 2018.

6.37 The demolition of the former Civic buildings is complete.

6.38 The public consultation for the refreshed Strood Waterfront Masterplan and Development Brief is now complete; the comments are being reviewed and the final Masterplan will be adopted as a supplementary planning document in June.

### 6.39 **Project - Chatham Waterfront**

6.40 The official notices to acquire the remaining small parcels of the site have been placed on site and are being checked; the notices are also being advertised locally in the paper. The objection period for these expired on 16 April 2018.

6.41 The Council has appointed an architect to complete the concept design for the site as well as review options for the flood defences. The Council is working with the Medway Development Company Ltd in regards to the design and to determine the best time for them to take over the site. A Members' meeting took place on the 19 April 2018 to review the initial designs.

## 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.

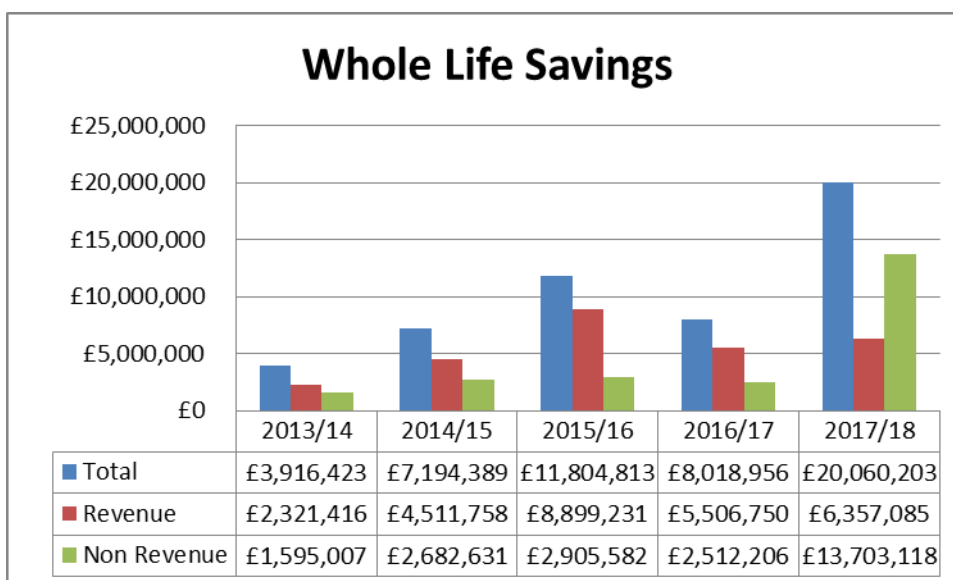
### 7.2 **Contracts**

7.3 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.

7.4 In the last five years (2013 – 2017), we have achieved £51 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 £20.1 million whole life benefits (£13.7 million non revenue, £6.4 million revenue).
- 36 contracts awarded during this period where whole life benefits identified.

## Category management performance

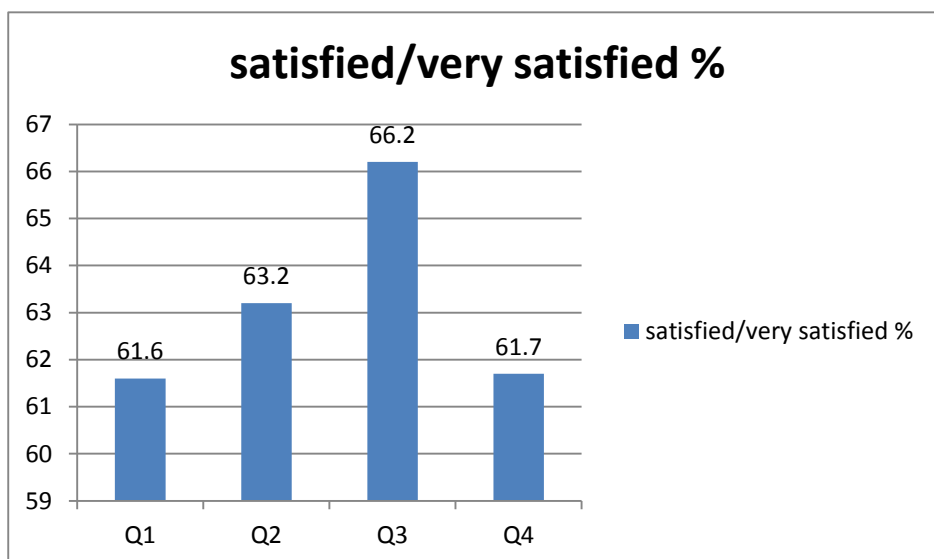


### 7.5 Citizen Panel

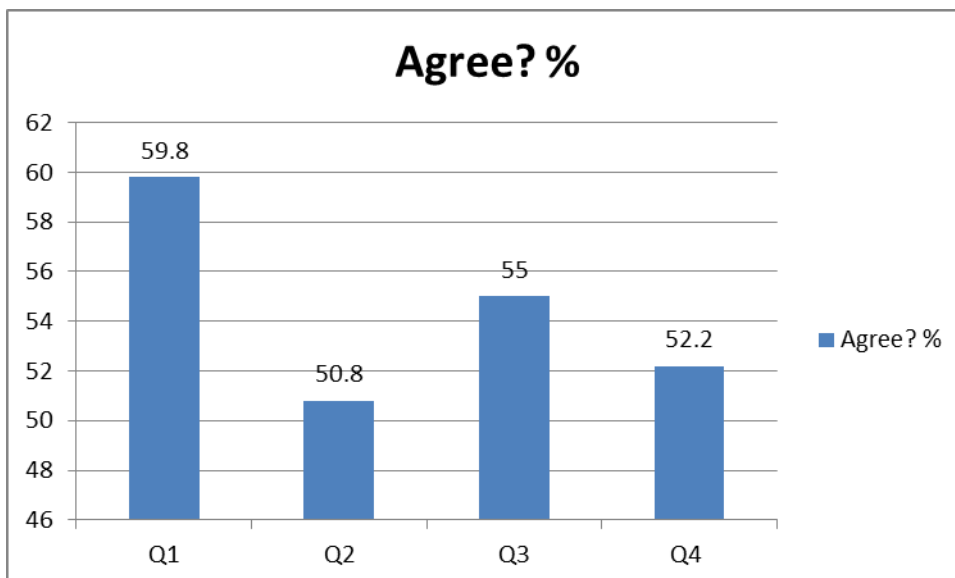
### 7.6 Summary of Citizen Panel results

7.7 The following graphs summarise the results from the four Citizen Panel surveys completed during 2017/18. The total number of responses were 458 (Q1), 437 (Q2) and 433 (Q3 and Q4)

**How satisfied are you with the way the council runs its services?  
2017/18**



**Do you agree that the council provides value for money services?  
2017/18**





**7.8 Complaints**



7.9 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 Q4 trend over the last three years is as follows:

2017/18	95.90% (target 80%)
2016/17	92.86%
2015/16	92.84%

7.10 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.

	<b>Q.3 2017-18</b>	<b>Q.4 2017-18</b>	<b>Timeliness performance compared to Q3 2017-18</b>
<b>Corporate Stage 1</b>			
Volumes received	353	409	 <b>2.2%</b>
Responses issued	379	390	
Responses within 10 working days	355	374	
% responses within deadline	93.7%	95.9%	
<b>Corporate Stage 2</b>			
Volumes received	46	43	 <b>11.3%</b>
Responses issued	46	34	
Responses within 15 working days	39	25	
% responses within deadline	84.8%	73.5%	



<b>Children's Social Care Stage 1</b>			
Volumes received	28	15	 <b>1.8%</b>
Responses issued	34	11	
Responses within 20 working days	21	7	
% responses within deadline	61.8%	63.6%	
<b>Adult Social Care</b>			
Volumes received	13	22	 <b>23.8%</b>
Responses issued	13	20	
Responses within 20 working days	7	6	
% responses within deadline	53.8%	30.0%	

#### 7.11 **Stage 1 corporate complaints**

7.12 Performance for stage 1 corporate complaints remains extremely positive, with 95.90% of stage 1 corporate complaints being responded to within 10 working days, against our target of 80%. This has improved once again by 2.2 percentage points compared to Q.3, and 3.04 percentage points compared to Q.4 2016-17.

7.13 Year end performance is 91.99%

#### 7.14 **Stage 2 corporate complaints**

7.15 During Q.4, 43 complaints were escalated to stage 2. This is an 8.7% decrease when compared to Q.3, and equates to an escalation rate of 10.3% when compared to the volume of stage 1 complaints received in the same quarter (409).

7.16 The response target is 15 working days. Throughout January, several overdue complaints were responded to which impacted the timeliness performance on what has otherwise been a good year. Performance for the quarter was 72.73%, but the year has ended with a positive performance, which has met our target of 75%.

7.17 Year end performance is 81.99%

#### 7.18 **Children's social care complaints**

7.19 The response target is 20 working days, and 63.6% of responses were issued within this time frame. This is a 1.8% increase in timeliness compared to Q3. At the time of writing this report, Children's Services had only three open stage one complaints.

7.20 An action plan, detailing agreed actions resulting from complaints, is kept by the Customer Relations Team, and discussed at monthly management meetings.

7.21 Year end performance is 71.11%.

#### 7.22 **Adult social care complaints**

7.23 We recognise that teams have worked hard during Q.4 to clear outstanding complaints. Volumes of Adult Social Care complaints increased during Q4 to 22,

compared with 13 in Q3. Adult's Social Care timeliness performance for Q4 was 30%.

7.24 The response target is 20 working days, however legislation permits up to six months where additional time is required, for example when a complaint is complex, or where consent must be obtained in order to share information with other service providers. In total 20 complaints were responded to during Q4; six of these were issued within 20 working days, and 7 complaints were complex, spanning across various services.

One of the overdue complaints had been placed on hold pending a police investigation, and two further complaints were delayed due to gaining consent to share their complaint external agencies. Where volumes of complaints are low, this can have a significant impact on timeliness performance.

7.25 Year end performance is 39.47%

#### 7.26 **Local Government Ombudsman (LGO) referrals and decisions in Q.4**

7.27 In Q.4, 15 cases were referred to the council by the LGO. This is the same as 2016-17 and similar to Q.4 of 2015-16 when 14 complaints referred.

7.28 A total of 17 decisions were made by the LGO in Q.4. Three decisions (17.6%) were made to uphold the complaint (upheld, maladministration and injustice) and four decisions were not upheld, no maladministration. The 10 remaining decisions were not investigated and were closed as follows:

- Closed after initial enquiries - no further action x 5
- Closed after initial enquiries - out of jurisdiction x 2
- Premature complaint – referred back for local resolution x 1
- Incomplete or invalid complaint x 2

#### 7.29 **Compliments**

7.30 A total of 34 corporate compliments were received during Q.4. The area that received the most compliments was again Waste Services, with a total of 12 compliments, followed by Highways Maintenance and Parking Services who received 5 compliments. Many compliments related to the continuation of good service delivery throughout poor weather.

7.31 Three compliments were received for Social Care; one compliment was about the professionalism of a social worker who was arranging care for a child, one was to thank Adult Social Care for ensuring housebound people received food during the period of bad weather, and the third was about how well an occupational therapist conducted an assessment, and continued to support the client along with social work colleagues.

7.32 Compliments for both Social Care and Corporate Services equate to approximately 8% when compared to the volumes of complaints received.

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

8.1 Measure of success – summary

### **8.2 Project – Deliver the service and digital roadmap**

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

- a new online enrolment offer for adult education
- a new and improved online application process for blue badge
- following an independent review of the programme, a new roadmap and working practices for the transformation team are being defined by the Transformation Programme Manager and RCET programme lead.
- digital priorities for 2018/19, linked into the transformation programme, include creating an improved central website – medway.gov.uk - for all our services (phase 1), with integration and back office workflow as part of phase 2 (2018/19).

### **8.4 Project – Website rationalisation**

8.5 “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.

8.6 Our online presence is fundamental to the success of that and making it easier for customers to self-serve, anytime, anywhere.

8.7 A new customer focussed medway.gov.uk went live on 28 March 2018. With an improved look and user focused navigation and content, new medway.gov.uk gives us the opportunity to centralise the council’s online services into one user-friendly, mobile responsive platform where customers can transact with the council 24/7.

8.8 Alongside making the new site live, we are reviewing other council sites to identify the roadmap for centralisation, starting with those which offer the greatest saving and improved user experience.

### **8.9 Project – Deliver the technical roadmap to support the Council’s transformation programme**

8.10 A review of the council’s 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 four years and many changes in service provision have occurred in that time. Office 365 and a move to cloud computing will have an impact on how Medway staff consume ICT services and therefore a review of current desktop systems is appropriate at this point in time.

8.11 Second draft report was presented to ICT management board in March detailing the use of Thin Client and alternative options appraisals for desktop deployment. This formed part of the outcome from external ICT review and was reported to appropriate boards in May 2018.

## **8.12 Project - Design and deliver the council's assisted digital offer through our community hubs and libraries.**

8.13 Assisted digital is an essential part of our transformation programme, ensuring quality digital services are accessible to all. Our principles for assisted digital now form part of our current and future service design programmes. 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 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. Further work with the Council's Welfare Reform Group, including staff training will provide support for residents when Universal Credit goes live in May.

8.15 A key work stream for the Transformation Programme is to reduce telephone and face-to-face contact through the introduction of digital access to council services. This will provide the following benefits to the residents of Medway:

- Access to all council services via a single website 24 hours a day, 7 days a week.
- A "My Council" account will be available where customers can access all relevant information about them.
- Ability to not only report items to Medway Council (e.g. pot holes) but also see if the item has already been reported.
- Receive pro-active updates on reported items with information about what is happening and when.
- Quicker response times with services designed to fulfil customer's needs.

8.16 The transformation team will focus on areas that are not currently available online and the services that currently generate a high volume of telephone contact to the Council. The objective is to make digital and self-service channels so effective we will drastically reduce the number of telephone and face-to-face contact transactions.

8.17 Diversity Impact Assessments will be completed to assess the impact of the channel shift on residents and to ensure appropriate assisted digital processes are in place.

## **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 will continue to work with partners to deliver the services that matter most to Medway's residents, businesses and visitors. Medway is successfully working in partnership to deliver many of our programmes.

- 9.2 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 4. The list also includes other strategic partnerships which are delivering ongoing work programmes but have not been specifically referenced in this performance report.

**Table A**

Section ref	Partnership / project
No ref	Battle of Medway partnership
No ref	Locate in Kent
6.6	Medway Adult Education (MAE) Learning Programme
6.35	South East Local Enterprise Partnership (SELEP) Strood waterfront
6.39	Medway Development Company Ltd - Chatham waterfront
6.30	Rochester Riverside
No ref	Chatham railway station improvements
No ref	Strood railway station improvements
No ref	Healthy Weight Network and Summit
No ref	Medway Multi-Agency Safeguarding Hub (MASH)
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	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 Implementation of a performance management framework allows the council to evidence how successful it is in achieving against its stated objectives, and for residents it provides genuine accountability in how successfully the council is administering its resources.
- 10.2 Arrangements are in place to ensure that the risk of inaccurate data being reported to Members is minimised and assurance can be placed on the accuracy of data used to assess performance. By reporting to Members and ensuring all Members are able to access the Council's performance management system, the risk of poor performance not being identified or addressed is minimised.

## **11. Financial and legal implications**

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

## **12. Recommendation**

- 12.1 It is recommended that Members consider the quarter 4 and end of year 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: Quarter 4/End of Year: 2017/18

Appendix 2: Summary of Quarter 4/End of Year 2017/18 Overview and Scrutiny performance discussions

### **Background papers**

Council Plan 2016/21 (2017/18 update)