








Appendix 4:

Ways of Working

Performance: Quarter 1 2018/19

Key

 significantly below target (>5%)	 slightly below target (<5%)	 met or exceeded target
 improved	 worsened	 static
 data only, no target	N/A – data not available	Short trend – since last quarter
		Long trend – average over last 4 quarters

Council Plan Measure: Data only

Code	Status	Details	Short trend	Long trend
DIGI TU 01		Digital take up	n/a	n/a

Highlights

- £2.2m net benefit achieved against 2018/19 budgets through contracts let
- 67% responses to adult social care complaints responded in target (increase of 30 percentage points since last quarter)
- 12 compliments received for waste services
- 31,000 free computer sessions accessed through libraries during Q1
- 3 out of 4 stars – awarded for our website by Socitm

Giving value for money

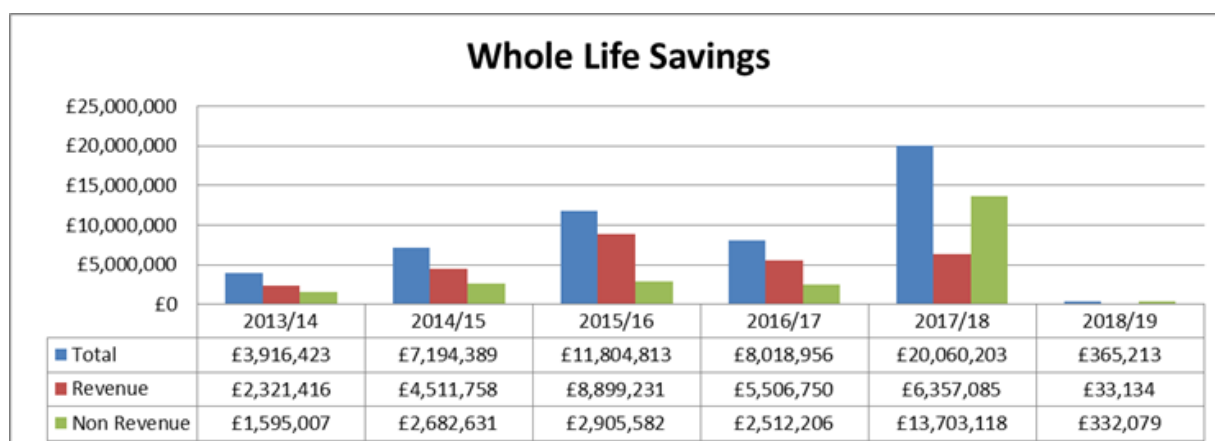
Contracts

Comments

The Category Management team continues to achieve significant value for money as a result of the contracts awarded. The council spends roughly £320 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.

Actions

In the last five years (2013 – 2018), we have achieved over £51 million worth of whole life benefits back to the Council (ie: benefits across the full term of all contracts). This includes revenue and non-revenue benefits. This is represented in the table below:



Complaints

Comments





Overall, performance in most areas has improved significantly during quarter one, although timeliness in stage one complaints has declined slightly. This performance exceeds our target of 80%. It has fallen marginally compared to the same period last year due to the increased volumes received during this busy period.

The Q1 trend over the last three years is as follows:

2018/19	87.3% (target 80%)
2017/18	89.1% (target 80%)
2016/17	86.2% (target 75%)

There were 550 complaints received during Q1. This is an increase of 141 compared to the previous quarter, and 206 compared to Q1 2017/18. Responses were sent to 519 complaints during Q1.

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.4 2017- 18	Q.1 2018-19	Timeliness performance compared to Q4 2017-18
Corporate Stage 1			
Volumes received	409	550	 8.6%
Responses issued	390	520	
Responses within 10 working days	374	454	
% responses within deadline	95.9%	87.3%	
Corporate Stage 2			
Volumes received	42	51	 11.7%
Responses issued	34	54	
Responses within 15 working days	25	46	
% responses within deadline	73.5%	85.2%	
Children's Social Care Stage 1			
Volumes received	15	25	 30.8%
Responses issued	11	18	
Responses within 20 working days	7	17	
% responses within deadline	63.6%	94.4%	
Adult Social Care			
Volumes received	22	27	 36.7%
Responses issued	20	24	
Responses within 20 working days	6	16	
% responses within deadline	30.0%	66.7%	

Stage 1 corporate complaints

Performance for stage 1 corporate complaints has continued to exceed our target of 80% during Q1, with 87.3% of stage 1 corporate complaints being responded to within 10 working days. This is a decrease on the performance recorded for Q1 2017-18 and for the previous quarter. This was due to the unusually high volume of complaints received.

Stage 2 corporate complaints

During Q1, 51 complaints were escalated to stage 2 which equates to an escalation rate of 9.3% when compared to the volume of stage 1 complaints received in the same quarter (550). The escalation rate has reduced by one percentage point compared with the previous quarter.

The response target is 15 working days. Throughout June, five overdue complaints were responded to which impacted the timeliness performance on what has otherwise been a positive quarter. Performance for the quarter was 85.2% against our target of 75%.

Children's social care complaints

There has been a significant increase in the performance of complaint responses in this area. The response target is 20 working days, and 94.4% of responses were issued within this time frame. This is a 30.8% increase in timeliness compared to Q4 2017-18.

Adult social care complaints

There has also been significant improvement in the response timeliness of Adult Social Care complaints. In Q1, 66.67% of responses were issued within 20 working days. This is an increase of 36.7% when compared with the previous quarter.

Actions

We recognise that teams have worked hard to clear outstanding complaints, and to ensure subsequent complaints are responded to within 20 working days. Whilst we aim to respond to Adult Social Care complaints within 20 working days, we are continually mindful that legislation permits up to six months where additional time is required for more complex complaints.

Local Government Ombudsman (LGO) referrals and decisions: Q.1

Comments

In Q1, 16 cases were referred to the council by the LGO. This is slightly higher than in Q1 2017-18 where there were 13 referrals and compared to Q.4 of 2017-18 when 15 complaints referred.

Actions

A total of 21 decisions were made by the LGO in Q1. Four decisions (19.1%) were made to uphold the complaint and two were not upheld.

The 15 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 5
- Incomplete/Invalid x1
- Premature complaint x3

Compliments

Comments

A total of 38 corporate compliments were received during Q1. The area that received the most compliments was again Waste Services, with a total of 12 compliments, followed by Strategic Housing who received seven compliments and Safer Communities and Libraries, each receiving three compliments. The remaining 13 compliments were spread across 10 service areas.



There is generally a theme of 'helpful and friendly service'.

Finding the best digital innovation and using it to meet residents' needs

Deliver digital transformation programme

Project 1: Deliver the service and digital roadmap

Council Plan Measure

Code	Short Name	Success is	Q4 2017/18	Q1 2018/19				
			Value	Value	Target	Status	Long Trend	Short Trend
DIGI TU 01	Digital take up		n/a	47.05%	No target set 2018/19		n/a	n/a

Comments

We have achieved a 47.05% (3097/6583) digital channel shift across Blue Badge applications, Adult Education Enrolments and Bulky Waste bookings. The figure for Blue Badge applications is 84.33% (1292/1532), which is an extremely positive result.

The figure for Bulky Waste bookings is 42.29% (1363/3223), which is encouraging as this was a new online service that had a soft launch in April 2018.

The digital take up for adult education enrolments is 24.18% (442/1828), which initially appears to be disappointing but upon further investigation it is clear that there is currently a preference for customers to book adult education courses face-to-face 61.27% (1120/1828), presumably whilst they are onsite attending classes.

Actions

The Transformation team will work with the service to fully understand this

behaviour and implement a project to promote behavioural change and digital channel shift.

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

- 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 Regeneration, Culture, Environment and Transformation 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).

Project 2: Website rationalisation

Comments

The Council currently has more than 40 websites and more than 100 website names (called domain names e.g. medway.gov.uk, abettermedway.co.uk). The sites all have a different design, user experience and quality. The sites are hosted by different companies (mostly third party) and use different content management systems, the cost of which is around £40,000.

Actions

The process of rationalising the 40+ council websites into a single Medway.gov.uk site has now commenced.

"A Better Medway", previously a site of its own, now sits under the 'health' section of medway.gov.uk and no longer relies on our old content management system, Alterian.

The next sites to be rationalised are Visit, Enjoy, Tickets Live and Castle Concerts, which all share a similar audience and functionality. This will allow customers who purchase theatre and concert tickets to receive an e-ticket, rather than having to collect from one of the theatres or from the box office on the night.

Project 3: Deliver the technical roadmap to support the Council's transformation programme

Comments

A key component of the recently procured JADU system is the ability to offer Medway residents a customer account, which will enable us to achieve the Council Plan ambition to "make it quicker and easier for customers to access our services online, to suit their lifestyles and expectations, while delivering value for money."

A customer account will make the medway.gov.uk website more intuitive, usable and accessible for our customers. Residents with a customer account will be able to see

their contact history, see the status of their reports/requests, and quickly complete transactions without entering certain personal information each time.

Actions

The Council is in the process of procuring an appropriate address mapping system to enable the implementation of the customer account. This work is currently on schedule to allow the customer account to be included with the implementation of the JADU system in Q2.

Microsoft office 365 email is being rolled out to all Council staff and is expected to be completed by October 2018. To date circa 400 Council staff have been transitioned into cloud based email with the associated benefits including larger storage capacity and email access via mobile devices.

Microsoft Office 365 product suite provides an opportunity to rationalise some of the security products Medway currently use to protect end user devices and authentication methods. It will also enable secure email allowing us to decommission the current Egress system in April 2019. To date Fortinet tokens have been decommissioned and replaced with Microsoft authentication. Drive Lock (end point encryption) has been replaced with Microsoft Bitlocker. Trend desktop antivirus has been replaced with Microsoft Defender.

Project 4: Finding the best digital innovation and using it to meet residents' needs

Comments

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.

Any resident who wants to take advantage of new online processes can be supported in branch libraries by staff, or a volunteer computer buddy.

Actions

Good examples this quarter have been the assisted digital support for Blue Badge applications and Adult Education enrolment. The Library service is particularly proud of the support it is able to provide customers who have to apply for Universal Credit online. This has come about through a partnership with the local Job Centre and other Council departments. This role becomes increasingly vital as more transactions move to a digital format.

The Library Service provides free use of computers and free Wi-Fi through its network of 15 branches in every community in Medway. This last quarter Medway residents have made use of over 31,000 computer sessions and over 10,000 Wi-Fi sessions.

Working in partnership where this benefits our Residents

Comments

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.

The Table below lists the partnerships which have been referenced in the reports because they have been actively involved in delivering our work programme during Quarter 1.

The list also includes other strategic partnerships which are delivering ongoing work programmes but have not been specifically referenced in this performance report (see 'no ref').

Partnership	Appendix	Medway: A place to be proud of	Maximising regeneration & economic growth	Supporting Medway's people to realise their potential
The Command of the Heights project	2	✓		
ThinkingPlace project	2	✓		
Medway 20	2	✓		
Whose Hoo	2	✓		
Chatham Intra	2	✓		
Locate in Kent	3		✓	
South East Local Enterprise Partnership	3		✓	
Medway Development Company Ltd - Chatham waterfront	3		✓	
Rochester Riverside	3		✓	
Strood waterfront	3		✓	
Strood railway station improvements	3		✓	
Chatham railway station	3		✓	
Healthy Weight Network	4			✓
Smoke free Advice Centre	4			✓
Breastfeeding initiative	4			✓
Medway Multi-Agency Safeguarding Hub (MASH)	4			✓
Community Safety Partnership (CSP)	No ref	✓		
Kent Resilience Forum	No ref	✓		

Partnership	Appendix	Medway: A place to be proud of	Maximising regeneration & economic growth	Supporting Medway's people to realise their potential
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)	No ref		✓	