







Appendix 4:



## Ways of Working

### Performance: Quarter 2 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
<b>Benchmarking</b> – compares favourably with national performance or standards	✓ Yes compares favourably	✘ No does not compare favourably	= similar performance

#### Council Plan Measure: Data only

Code	Status	Details	Long trend	Short trend
DIGI TU 01		Digital take up	N/A	

#### Highlights

- 94% responses to adult social care complaints responded in target (increase of 27 percentage points since last quarter)
- 16 compliments received for waste services

## Way of working: Giving value for money

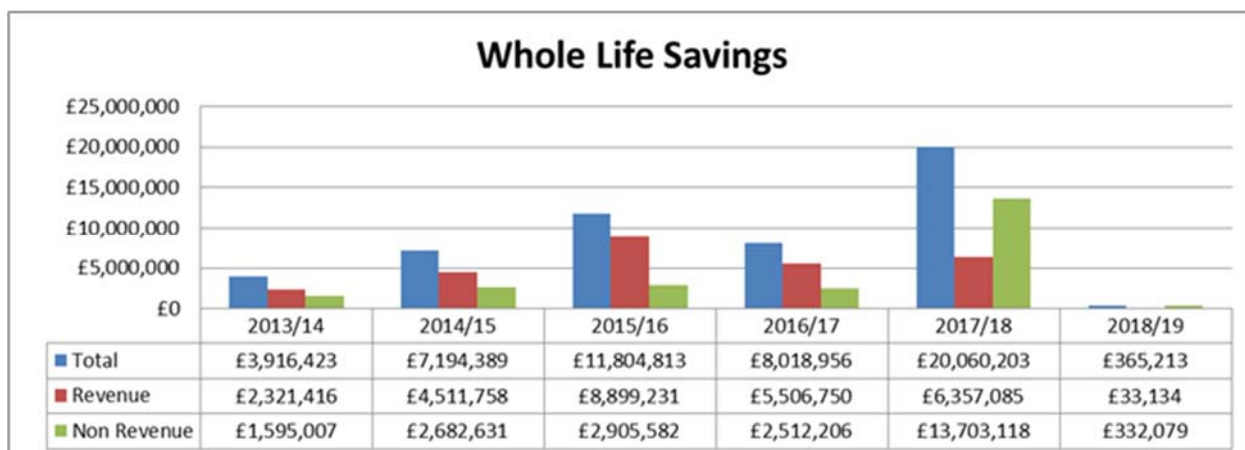
### Contracts

#### 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 (i.e. benefits across the full term of all contracts). This includes revenue and non-revenue benefits. This is represented in the table below:



## Complaints and compliments




### Comments


Performance remains strong and in excess of the performance targets in all areas. In some cases, there has been a decrease in performance when compared with the previous quarter and this may be expected due to the unusually high volumes of complaints received. This trend, however, is now slowing.

The Q2 trend for stage one corporate complaints over the last three years is as follows:

2018/19	84.3% (target 80%)
2017/18	89.3% (target 80%)
2016/17	78.9% (target 75%)

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.1 2018-19	Q.2 2018-19	Timeliness performance compared to Q1 2018-19
<b>Corporate Stage 1</b>			
Volumes received	550	421	 <b>3.0%</b>
Responses issued	520	446	
Responses within 10 working days	454	376	
% responses within deadline	87.3%	84.3%	
<b>Corporate Stage 2</b>			
Volumes received	51	58	 <b>5.9%</b>
Responses issued	54	58	
Responses within 15 working days	46	46	
% responses within deadline	85.2%	79.3%	
<b>Children's Social Care Stage 1</b>			
Volumes received	25	19	 <b>14.4%</b>
Responses issued	18	20	
Responses within 20 working days	17	16	

% responses within deadline	94.4%	80.0%	
<b>Adult Social Care</b>			
Volumes received	27	30	 <b>27.6%</b>
Responses issued	24	35	
Responses within 20 working days	16	33	
% responses within deadline	66.7%	94.3%	

### Stage 1 corporate complaints

During Q2, performance for stage 1 corporate complaints has continued to exceed our target of 80%, with 84.3% of stage 1 corporate complaints being responded to within 10 working days.

### Stage 2 corporate complaints

The response target is 15 working days for stage two corporate complaints. During Q2, 58 complaints were escalated to stage 2 which equates to an escalation rate of 13.8% when compared to the volume of stage 1 complaints received in the same quarter (421). Performance for Q2 has dipped slightly at 79.3% but remains above our target of 75%.

### Children's social care complaints

There has been a continued good performance of complaint responses in this area. The response target is 20 working days, and 80.0% of responses were issued within this time frame during Q2. This is a decrease in timeliness of 14.4% compared to an excellent Q1, but an increase compared to Q2 2017-18 when performance was 75%.

### Adult social care complaints

There has been another significant improvement in the response timeliness in this area. In Q2, 94.3% of responses were issued within 20 working days. This is a further increase of 27.6% when compared with the previous quarter.

## Local Government Ombudsman (LGO) referrals and decisions in Q2

In Q2, there were only nine referrals to the LGO, and seven decisions were made, two of these were to uphold the complaint, one was not upheld and five were closed for other reasons:

- Closed after initial enquiries – no further action x 2
- Not upheld – no maladministration x 1
- Upheld – maladministration and injustice x 1
- Upheld – maladministration and no injustice x 1
- Incomplete/Invalid x1
- Premature complaint x1

The volume of both referrals and decisions is significantly lower than during the previous quarter when there were 16 referrals and 21 decisions made.

## Compliments



A total of 44 corporate compliments were received during Q2. The area that received the most compliments was again Waste Services, with a total of 16 compliments. The Events team received four compliments and there was one compliment to councillors for their joint working with the Police in clearing travellers from a public area. The remaining 23 compliments were spread across 12 service areas. There is again a theme of 'helpful and friendly service'.

# Way of working: 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

DIGI TU 01		Digital Take Up					Aim to Maximise
	Value		Value	Target	Status	Long Trend	Short Trend
Q1 2018/19	47.05%	Q2 2018/19	47.12%	Not set for base year		N/A	

### Comments

The data shows that we have achieved a 47.12% digital take up compared with 47.05% in quarter 1, across Blue Badge applications, Adult Education Enrolments and Bulky Waste bookings. The figure for Blue Badge applications is 84.81% which is very similar to the past quarter. The figure for Bulky Waste bookings is 45.44%, which is encouraging and a small increase from quarter 1. The digital take up for adult education enrolments is 16.96% compared with 24.18% in quarter 1. This decrease is disappointing, however initial investigations suggest customers are re-enrolling when they attend their current course. This allows us to retain repeat business but is impacting online take up.

### Action

The Transformation Team is investigating the option to put devices in adult education centres and other Council venues which would increase online take up and allow customers who don't have access to technology at home to do business with us online.

## 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

During Q2 the following websites have been progressed:

- The 'A Better Medway' site now sits on Medway.gov.uk as part of the 'Health' section.
- Teaching Careers now sits on Medway.gov.uk at <https://www.medway.gov.uk/teachingcareers> and the Council moved the Transformation news site under [www.medway.gov.uk/smartmedway](http://www.medway.gov.uk/smartmedway)
- The Council continue to work on a new tourism and events site (rationalising Visit, Enjoy, Tickets Live and Castle Concerts), working with third party suppliers.

- By April 2019 the Council will be working on moving the Social Care Jobs website and My Medway directory of services onto Medway.gov.uk

## Council Plan Project: 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 are in the process of building and testing the customer account functionality, with the aim of making it live by November.

Microsoft office 365 email is being rolled out to all Council staff. To date circa 1800 Council mailboxes 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.

A decision to move to cloud for all applications was made in September 2018 as recommended by the Transformation Board. All business applications subject to review and options for delivery by software as a service considered as first choice.

## Council Plan Project: 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

The Library Service continues to provide a range of access to technology options for those who, for whatever reason, are currently unable to go online. Libraries are currently at the forefront of the Council digital transformation agenda and have a key role to play in supporting the public to engage with the Council in a digital way.

If residents do not have the correct equipment there are over 150 free to use computers in Medway Libraries with access to free internet. If a resident has a mobile device, but no internet connection, then the free Wi-Fi available at all Medway Libraries is ideal.

If a resident does not currently have the correct skills to get online, Libraries can help with new to computer courses or can book a session with a volunteer computer buddy. Through a partnership with the local job centre and other Council departments, assisted digital is provided for Universal Credit claimants. Support is also provided for Adult Education customers who want to enrol online and for Blue Badge applications.

## Way of working: 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 2.

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		✓	

Partnership	Appendix	Medway: A place to be proud of	Maximising regeneration & economic growth	Supporting Medway's people to realise their potential
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	✓		
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		✓	