







Ways of Working

Performance: Quarter 3 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
Benchmarking – compares favourably with national performance or standards	✓ Yes compares favourably	✘ No does not compare favourably	= similar performance

Council Plan measures: Summary Performance

There is 1 Council Plan measure for this priority.

Data only (no target set)

DIGI TU 01		Digital Take Up					Aim to Maximise
	Value		Value	Target	Status	Long Trend	Short Trend
Q2 2018/19	47.12%	Q3 2018/19	50.18%	N/A	N/A		

Way of working: Giving value for money

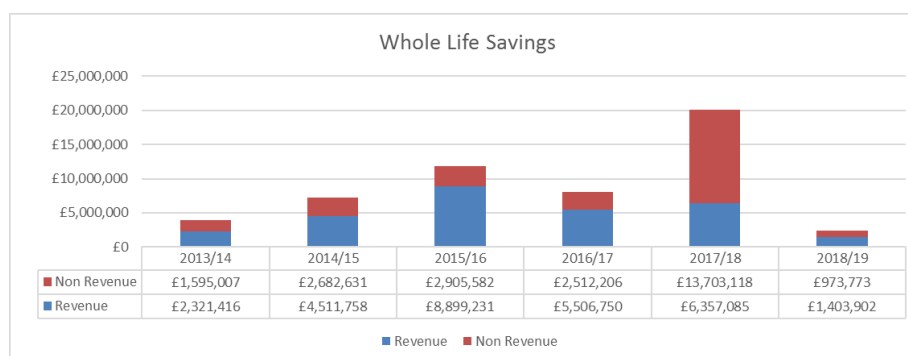
Giving value for money: Contracts

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 – 2019), we have achieved over £53 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:






Giving value for money: Complaints and compliments

Comments


Volumes of corporate complaints have significantly decreased throughout Q3. Some areas have seen a decrease in performance during Q3 however in most cases, performance remains strong, and above our compliance target.

Social care performance has continually improved, and is now significantly higher than the same period last year.

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.

Summary of Q.3 timeliness performance compared to the previous quarter			
	Q.2 2018-19	Q.3 2018-19	Timeliness performance Compared to previous quarter
Corporate Stage 1			
Volumes received	418	279	 2.6%
Responses issued	446	303	
Responses within 10 working days	377	264	
% responses within deadline	84.5%	87.1%	
Corporate Stage 2			
Volumes received	58	30	 9.9%
Responses issued	58	36	
Responses within 15 working days	46	25	
% responses within deadline	79.3%	69.4%	
Children's Social Care Stage 1			
Volumes received	19	35	 2.9%
Responses issued	20	35	

2.9%

Responses within 20 working days	16	29	
% responses within deadline	80.0%	82.9%	
Adult Social Care			
Volumes received	30	25	 5.4%
Responses issued	35	18	
Responses within 20 working days	33	16	
% responses within deadline	94.3%	88.9%	

The Q3 trend for stage one corporate complaints over the last three years is as follows:

2018/19	87.1% (target 80%)
2017/18	93.7% (target 80%)
2016/17	85.5% (target 75%)

Stage 1 corporate complaints

Performance for stage 1 corporate complaints has continued to improve, and exceeds our compliance target of 80%. During Q3, 87.1% of stage 1 corporate complaints were responded to within 10 working days.

Stage 2 corporate complaints

The response target is 15 working days for stage two corporate complaints. During Q3, only 30 complaints were escalated to stage 2 which equates to an improved escalation rate of 11.1% when compared to the volume of stage 1 complaints received in the same quarter (279). Performance for Q2 has declined and is now 69.4% but remains above our target of 75%.

Children's social care complaints

Performance continues to improve in this area. The response target is 20 working days, and 82.9% of responses were issued within this time frame during Q3, an increase of 2.9% compared with the previous quarter. This is also 21.1 percentage points higher than the same period last year.

Adult social care complaints

There has been a slight decline in performance during Q3 when compared with an excellent performance during the previous quarter. Performance remains strong and in Q3 88.9% of responses were issued within 20 working days. This is 35.1 percentage point higher than the same period last year.

Local Government Ombudsman (LGO) referrals and decisions in Q3

In Q3, there were 15 referrals to the LGO, and 18 decisions were made; two of these were to uphold the complaint, six were not upheld and 10 were closed for other reasons:

- Closed after initial enquiries – no further action x 7
- Closed after initial enquiries – out of jurisdiction x 1
- Premature complaint x2

The volume of both referrals and decisions is higher than the previous quarter when there were 7 referrals and 7 decisions made. The volumes are however similar to the same period last year.

Compliments

A total of 62 corporate compliments were received during Q3.



Strategic Housing received the most compliments (17) and these were mainly to thank officers for their help and support in securing a property. Customer and Business Support and Waste Services each received 8 compliments. The remaining 29 complaints were spread across many other services.

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	
Q2 2018/19	47.12%	Q3 2018/19	50.18%	N/A	N/A			

Comments and Actions

The data shows that we have achieved a 50.18% digital take up compared with 46.29% in Q2 and 44.56% in Q1; across Blue Badge applications, Adult Education Enrolments and Bulky Waste bookings.

This continued upward trend is particularly pleasing as it supports the work that the digital and transformation teams have been doing to increase digital take up and reduce telephone contact.

The figure for Blue Badge applications is 81.78%, which is a slight decrease on the previous quarter (83.27%) but still represents a strong digital take up. The figure for Bulky Waste bookings is 46.42%, which is encouraging as it is an increase on Q2 (45.44%). The digital take up for adult education enrolments is 15.29%, which is a slight reduction on Q2 (16.96%). Although this decrease is disappointing from a digital take up perspective it is important to consider the business needs to maximise bookings, which will involve enrolling students whilst they are in the facility attending courses.

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 Q3 the following websites have been progressed:

- The fostering website has been moved onto Medway.gov.uk. The new presence is mobile responsive and features video content and refreshed imagery. It is also now easier for potential foster carers to request an information pack, through the implementation of a 'contact us' form
- The Medway Social Care Jobs website has been moved onto Medway.gov.uk, delivering an annual saving of £5,000. The new presence includes integration with Jobs Go Public and is future-proofed to allow the social care recruitment team to add video testimonials as part of recruitment campaigns.

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 new customer account login and dashboard have been redesigned, tested with users and iterated to make them easy to use. This corporate customer account is expected to go live before 31 March 2018, after which more complex technical work will begin, to investigate how to link together the various customer accounts which the council offers e.g. libraries and benefits.

Microsoft office 365 email has been rolled out to all Council staff; circa 3300 mail accounts were transitioned into cloud based email with the associated benefits including larger storage capacity and email access via mobile devices. Transition to cloud O365 mail for all staff will be complete by 31 October 2018.

An external review of the Councils ICT was concluded in September 2018. Recommendations were agreed and those implemented in Q3 were:

- increase pace of Office 365 delivery
- Update ICT infrastructure to provide more stable ICT environment
- Analyse applications in readiness for cloud transition
- consider staffing restructure in line with long term strategy
- draft ICT strategy for consideration

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 through its network of Libraries and Community Hubs is able to provide a whole range of support for the residents of Medway who are unable for whatever reason to get online to access services and support.

It provides over 150 free PC's and free internet access that residents can use, as well as access to free Wi-Fi use if they have their own laptop, iPad, tablet or phone.

The service is very much at the forefront of the Council digital transformation agenda. If a member of the public does not have the skills to access a service online then the Library Service is able to provide an assisted digital approach to this whereby trained staff or a volunteer computer buddy is able to support that resident get online.

An example of this approach can be illustrated by the successful partnership with the local job centre to support residents claiming Universal credit. Other examples are Blue Badge applications and Adult Education Course enrolment.

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 3.

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	✓		
Locate in Kent	2	✓		
South East Local Enterprise Partnership	3		✓	
Medway Development Company Ltd - Chatham waterfront	3		✓	
Rochester Riverside	3		✓	
Strood waterfront	3		✓	
Chatham railway station	3		✓	
Healthy Weight Network	4			✓
Smoke free Advice Centre	4			✓
Breastfeeding initiative	4			✓
Medway Multi-Agency Safeguarding Hub (MASH)	4			✓
Whose Hoo	No ref			
Chatham Intra	No ref			
Strood railway station improvements	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)	No ref		✓	