










## Ways of Working

### Performance: Quarter 4 & End of Year 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 measures: Summary Performance

There is 1 Council Plan measure for this priority.

#### Data only (no target set)

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

## Way of working: Giving value for money

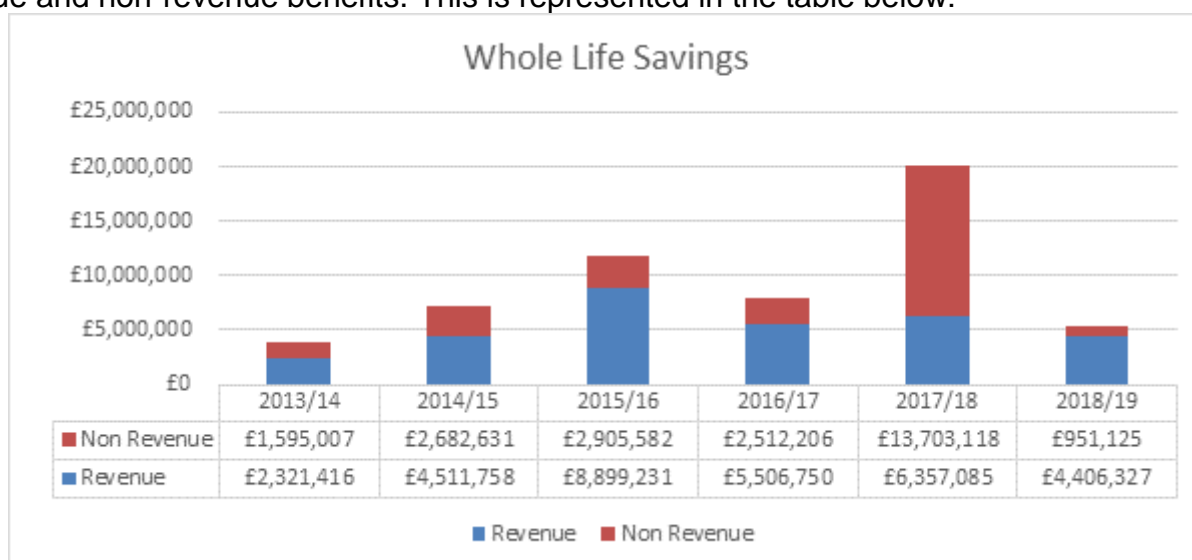
### Giving value for money: Contracts

#### 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. The Council aims to secure the best value for money when we buying from suppliers.

#### Actions

In the last five years (2013 – 2019), the Council have achieved over £56 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

### Complaints

Year-end performance targets for 2018-19 have been achieved in all areas of complaint handling.

The following table gives an overall picture of the volumes and timeliness performance of each area for complaints in Q4, and compares this to the previous quarter.

Summary of Q.3 timeliness performance compared to the previous quarter			
	Q.3 2018-19	Q.4 2018-19	Timeliness performance Compared to previous quarter
<b>Corporate Stage 1</b>			
Volumes received	279	241	 <b>3.0%</b>
Responses issued	303	237	
Responses within 10 working days	267	216	
% responses within deadline	88.1%	91.1%	
<b>Corporate Stage 2</b>			
Volumes received	31	47	 <b>26.3%</b>
Responses issued	36	46	
Responses within 15 working days	25	44	
% responses within deadline	69.4%	95.7%	
<b>Children's Social Care Stage 1</b>			
Volumes received	35	36	 <b>4.2%</b>
Responses issued	35	31	
Responses within 20 working days	29	27	
% responses within deadline	82.9%	87.1%	
<b>Adult Social Care</b>			
Volumes received	25	30	 <b>22.2%</b>
Responses issued	18	27	
Responses within 20 working days	16	18	
% responses within deadline	88.9%	66.7%	

The Q4 trend for stage one corporate complaints over the last three years is as follows:

2018/19	91.1% (target 80%)
2017/18	95.9% (target 80%)
2016/17	92.9% (target 75%)

### **Stage 1 corporate complaints** (Response target 10 working days)

Volumes of stage 1 corporate complaints have decreased throughout Q4, and are lower than any previous quarter during 2018-19. Volumes received during Q4 are also lower than those received during the same quarter in the previous year (409). Performance for stage 1 corporate complaints has continued to improve, and exceeds our compliance target of 80%. During Q4, 91.1% of stage 1 corporate complaints were responded to within 10 working days.

Year-end performance is 87.3%.

### **Stage 2 corporate complaints** (Response target 15 working days)

Volumes of stage 2 corporate complaints have increased compared with the previous quarter. During Q4, 47 complaints were escalated to stage 2 which equates to an escalation rate of 19.5% when measured against the volume of stage 1 complaints received in the same quarter (241). This is compared with an escalation rate of 11.1% in Q3.

Performance for Q4 has significantly improved and is now 95.7%. This is 20.7 percentage points above the performance target of 75%.

Year-end performance is 83.0%.

### **Children's social care complaints** (Response target 20 working days)

Performance remains strong in this area; 87.1% of responses were issued within 20 working days during Q4, an increase of 4.2% compared with the previous quarter. This is also 12.1 percentage points above our performance target of 75%.

Year-end performance is 85.6%

### **Adult social care complaints** (Response target 20 working days)

There has been a slight decline in performance during Q4 compared with a strong performance during the previous quarter; 66.7% of complaints were responded to within 20 working days. This is 8.3 percentage points lower than the performance target of 75%, however performance is significantly higher than during the same period in the previous year and has helped to achieve a positive overall year-end performance.

Year-end performance is 79.8%.

## **Local Government Ombudsman (LGO) referrals and decisions in Q4**

In Q4, there were 14 referrals made to the Local Government Ombudsman.

The Ombudsman made 16 decisions, and the outcomes were as follows:

- Three complaints were upheld:
  - Two were upheld, maladministration and injustice
  - One was upheld, maladministration and no injustice
- Four complaints were not upheld
- Nine complaints were closed for other reasons
  - Closed after initial enquiries – no further action x 6
  - Closed after initial enquiries – out of jurisdiction x 1
  - Referred back for local resolution – x1
  - Premature complaint x1

The volume of both referrals and decisions are similar to both the previous quarter and the same period in the previous year.

During the annual period 2018-19, The Ombudsman received 54 referrals and made decisions on 62 cases. The Ombudsman found fault in 11 cases.

## **Compliments**

A total of 46 corporate compliments were received during Q4.

Strategic Housing again received the most compliments (12) and these were mostly complimenting helpful and polite customer service and great support in securing accommodation. Waste Services received 8 compliments, one of those related to retrieving valuables which had been lost in a skip, and Highways received 7 compliments mostly relating to resurfacing works. The remaining compliments were shared across a variety of services.

A total of 191 compliments have been received throughout 2018-19.

## **Learning from complaints**

The Complaints Group met in February and reviewed the Q3 complaints report including key highlights, i.e.; Stage 1 and social care performance is good, but Stage 2 performance has declined. The group looked at the agreed actions from Directorate Management Teams (DMT), including the proposals to support stage two performance.



The group reviewed the training that had been delivered earlier in the month by the Ombudsman, and all agreed it was excellent. They also shared their own experiences of making complaints in order to consider the affect the Council's actions have on our customers' experiences. The Customer Relations Manager highlighted the importance of the five stages of complaint handling, including a thorough investigation, and a member of the Transformation Team delivered a presentation and video in readiness for the Jadu launch. Attendees were able to book their slots for Jadu training sessions.

# 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		Value	Target	Status
Q3 18/19	50.18 %	Q4 18/19	52.42%	N/A	N/A			18/19	48.3 %		

### Comments

The data shows that the Council has achieved a 52.42% take up in Q4 compared with 50.18% in Q3, across Blue Badge applications, Adult Education Enrolments and Bulky Waste bookings.

The total for all service bookings online has increased from 2,461 to 3,720.

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 offline contact.

The figure for Blue Badge applications is 94.3% which is an increase from 81.78% in Q3.

The figure for Bulky Waste bookings has increased to 51.09% in Q4, which is encouraging as it is an increase on 46.42% in Q3.

## Project 2: Website rationalisation

### Comments

The Council currently has many separate websites which all have a different design, user experience and quality. They are also hosted by different companies (mostly third party) and use different content management systems, including Alterian which is no longer supported by the provider.

The Digital team continues to rationalise these sites and move them onto Medway.gov.uk or the new content management system if more appropriate.

### Actions

Most recently, the team are migrating My Medway onto medway.gov.uk - a directory of care and support for adults. The team are also building Medway Safeguarding Children's Board, moving it from Alterian into the Jadu system. This will improve the quality and accuracy of the content on these sites as well as saving money. This project to rationalise sites is ongoing and the team have achieved the migrations expected this year.

## 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 the Council 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

A key component of the JADU system is the ability to offer Medway residents a customer account. This will enable residents to see their contact history with the Council, the status of their reports/requests, and quickly complete transactions without entering certain personal information each time.

The new corporate customer account has been redesigned and is ready to go live with final testing taking place.

Alongside this, the team have also developed an account for business owners using the same functionality, making it quicker and simpler to transact with us as a business.

In 2019/20, more complex technical work will begin to investigate linking together the various customer accounts which the Council offers e.g. libraries and benefits.

An external review of the Council's ICT was concluded in September 2018. Recommendations were agreed and those implemented in Q4 were:

- Office 365 delivered
- Microsoft secure email now live along with internal and external sharing. Egress has been decommissioned for all but 25 users.

## 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. The principles for assisted digital now form part of the 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 with its network of 15 Libraries and Community Hubs situated right across Medway is able to provide a range of support for those residents who can't get online at the moment. With the Councils drive towards digital transformation and so much of today's society moving towards digital access, the service has a vital assisted digital access support role to play.

Through the provision of free public computers, with free access to the internet over 119,900 computer sessions were provided in 2018-2019. For those who prefer to use a mobile device over 37,300 free WiFi sessions were provided. This is a figure that is currently increasing as many residents prefer to use their own tablet, iPad, laptop or mobile phone.

Further to this assisted digital approach, the service has trained staff that can support customers in getting online. As well as staff, the service also provides volunteer computers buddies and last year they provided over 750 hours free to the public in helping them to get online with 1-1 support. This approach saw a partnership with the local job centre to support residents in claiming Universal credit, as well as supporting other Council departments in their drive towards digital transformation. Libraries now have nearly 26,000 active computer users. Further digital transformation has been seen in the move towards supporting the public in their use of the Library service remotely. For example 2018-19 saw a 46% increase in the number of eBooks and eMagazines downloaded (64,296 downloads). Further provision saw 11,247 enquiries made via the Services online reference library.

## Way of working: Working in partnership where this benefits our residents

### Comments

The Council cannot achieve our vision for Medway on our own. Work will continue 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 overleaf lists the partnerships which have been referenced in the reports because they have been actively involved in delivering the 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 (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		✓	