










Ways of Working

Performance: Quarter 2 2019/20



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)

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

Strategic Risks

The quarter 2 strategic risk register is attached at Appendix 6. The register shows all strategic risks together with mitigation in place to minimise impact and likelihood. The risks pertaining to ways of working are shown below (full details in Appendix 6).

Reference	Risk Register Page (app 6)	Risk	Owner	Current residual risk score	Definition (current score) (L-likelihood) (I-impact)
SR02	3	Business continuity and emergency planning	Director of RCET	DII	L - low I - critical
SRO3B	5	Finances	Chief Finance Officer	AI	L – very high I - catastrophic
SR21	16	Procurement savings – capacity and delivery	Chief Legal Officer	CII	L - significant I - critical
SR32	28	Data and information	Chief Legal Officer	CII	L - significant I - critical
SR33	30	Impact of welfare reform	Chief Finance Officer	DIII	L - low I - marginal
SR34	34	Successful delivery of the corporate transformation programme	AD Transformation	DII	L - low I - critical
SR36	42	Alternative service delivery models	AD Transformation,	BIII	L - high

			Chief Legal Officer, Director of RCET		I - Marginal
SR37	45	Cyber Security	AD Transformation	CI	L - Significant I - Catastrophic

Way of working: Giving value for money

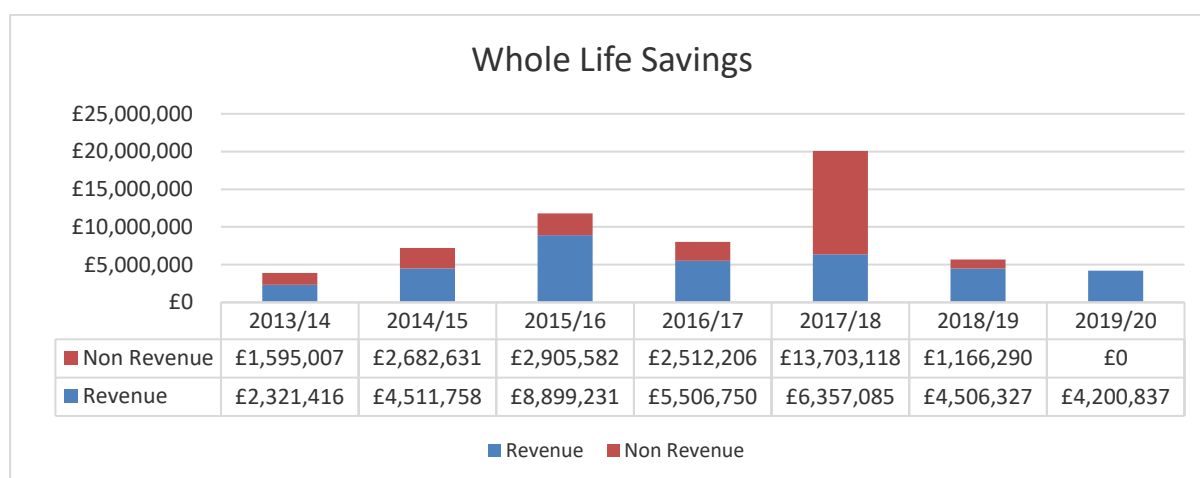
Giving value for money: Contracts

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 almost £61million 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 and compliments

CUSBFL31i		New - % of Stage 1 complaints dealt within 10 days						Aim to Maximise			
	Value	Value	Target	Status	Long Trend	Short Trend		Value	Target	Status	
Q1 19/20	92.4%	Q2 19/20	91.6%	80%	🟢	⬆️	19/20	92%	80%	🟢	

Comments

In Q2, 297 stage one complaints were responded to, and of those, 272 were responded to within 10 working days, giving an excellent timeliness performance of 91.6% This is a slight decrease of 0.9% compared against the previous quarter, but remains a strong performance against the 80% target.

The following table gives an overall picture of the volumes and timeliness performance of each area for complaints in Q2, and compares this to the previous quarter.

Summary of Q.2 timeliness performance compared to the previous quarter			
	Q.1 2019-20	Q.2 2019-20	Timeliness performance Compared to previous quarter
Corporate Stage 1			
Volumes received	297	300	 0.8%
Responses issued	278	297	
Responses within 10 working days	257	272	
% responses within deadline	92.4%	91.6%	
Corporate Stage 2			
Volumes received	42	43	 0.3%
Responses issued	41	42	
Responses within 15 working days	36	37	
% responses within deadline	87.8%	88.1%	
Children's Social Care Stage 1			
Volumes received	35	33	 4.8%
Responses issued	35	21	
Responses within 20 working days	35	20	
% responses within deadline	100.0%	95.2%	
Adult Social Care			
Volumes received	27	42	 13.2%
Responses issued	28	34	
Responses within 20 working days	21	30	
% responses within deadline	75.0%	88.2%	

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

2019-20	91.6%
2018-19	84.5%
2017-18	89.3%

Stage 1 corporate complaints (Response target 10 working days)

There were 300 stage 1 stage one corporate complaints received during Q2. These volumes are similar to the previous quarter, although they are lower than the same period in the previous year, when 417 complaints were received.

Performance for stage 1 corporate complaints continues to remain strong and exceeds our compliance target of 80%. During Q2, 91.6% of stage 1 corporate complaints were responded to within 10 working days.

Stage 2 corporate complaints (Response target 15 working days)

There were 43 complaints escalated to stage 2 during Q2, which equates to an escalation rate of 14.3% when measured against the volume of stage 1 complaints received in the same quarter. Volumes of complaints escalated to stage 2 are again similar to those received in the previous quarter, although they are lower than the same period in the previous year, when 58 complaints were escalated to stage 2.

Performance for Q2 has improved and is now 88.1%; this is 13.1 percentage points above our performance target of 75%.

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

Performance remains strong in this area with 95.2% of responses issued within 20 working days during Q2, 20.2 percentage points above our performance target of 75%.

Adult social care complaints (Response target 20 working days)

Performance has improved, and 88.2% of complaints were responded to within 20 working days during Q2, compared with 75% during the previous quarter.

Local Government and Social Care Ombudsman (LGSCO) referrals and decisions in Q2

In Q2, there were 16 referrals made to the Local Government Ombudsman, and the Ombudsman made 15 decisions. The outcomes were as follows:

- One complaint was upheld, maladministration and injustice
- One complaint was upheld, maladministration and no injustice
- One complaint was not upheld
- Twelve complaints were closed for other reasons:
 - Closed after initial enquiries – no further action x 7
 - Closed after initial enquiries – out of jurisdiction x 2
 - Referred back for local resolution – x2
 - Incomplete/Invalid x1

The volume of both referrals and decisions are similar to the previous quarter, although are higher than those referred during the same period in the previous year when only nine referrals were made to the LGSCO.

Compliments

A total of 65 corporate compliments were received during Q2. These were shared across a variety of services, although Housing, Waste, South Thames Gateway Building Control and the Events Teams were the four top teams receiving most compliments.

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
Q1 19/20	50.35 %	Q2 19/20	43.63%	NO TARGET SET	N/A	↓	↓	19/20	46.69 %	NO TARGET SET	N/A

Comments

The data shows that there was a decrease in online take to 43.6% in Q2 compared with 50.35% during Q1. Blue Badge take up has decreased slightly (92.1% compared with 99.4% in Q1), which will be investigated to see if the recent national changes have had an impact. Book a van visit to a tip has increased in Q2 to 91.9% compared with 77.9% in Q1.

Council Plan Programme - Deliver the technical roadmap to support the council's transformation programme

Council Plan project – Deliver the technical roadmap to support the council's objectives

The ICT Service management restructure has been completed and will ensure that the service is able to deliver the technical roadmap to support the Council's objective.

All of the managers have technical knowledge and expertise within their specialist areas. The new management team are now considering the organisational structures within their sections in preparation for Phase 2 of the re-organisation.

An ICT Change Board has now been established to ensure the technical roadmap supports the Council's objectives.

The priorities for Q3 are to upgrade the data centre to replace Windows Server 2008 R2 and SQL Server 2008 R2. To maintain Public Service Network (PSN) compliance, and ensure uninterrupted access to central government and partners, Medway must upgrade, replace, migrate, or decommission all business systems running on Windows 2008 application servers. This affects 70 application servers and 30 databases within Medway, which must all be replaced by January 2020.

Council Plan project – Implement Mosaic – Children & Adults Electronic Social Care Record

The electronic social care record is a vital tool in Children & Adult Services. It is essential that the social care systems are able to deliver consistent robust information to ensure the Service Users details are recorded, along with assessments, support plans, service provisions and financial details, enabling practitioners to monitor and review support given to most vulnerable residents and allow payments to be made to providers and charges for care to be made. In addition, the systems are used to collate information to provide statutory statistical returns on National Indicators to the Department for Education (DfE), Department of Health (DoH) and Ministry of Housing, Communities and Local Government (MHCLG).

Currently, Children & Adult Services use an effective solution; however, the supplier no longer develops it or provides fixes for issues, as they have upgraded to an enhanced version. This means Children & Adult Services were at risk of having a system that cannot facilitate any new statutory changes. As a result the council have looked at the re-provision of a Children and Adults combined system to provide an effective electronic social care record. A review of hosting options has been completed. Return on investment demonstrates that it is best value to remain hosted at Medway. A contract has now been signed by the Council and is with the supplier. This will enable a meeting with the supplier to take place and start the implementation planning.

Council Plan project – Application rationalisation

The Business Change Team continue to monitor the consolidated ICT software budget to identify opportunities to rationalise the number of applications used by Medway.

The Digital and ICT teams are working on a number of “proof of concepts” to test integrations between different systems.

The recent transfer of the waste contract has also illustrated how different systems and applications can be integrated. All of this work has been carried out by the in-house ICT team. By using the integrations hub (another tool developed in-house) ICT have managed to integrate the Lagan, Confirm and Bartec systems with 2 way communication.

This system has been developed with the potential to rationalise applications in the future and to incorporate other Smart City systems in the future.

Council Plan project – Implement a Digital roadmap

Most recently, new online services to go live have included:

- Apply and pay for a blue badge
- Pay for a resident parking permit and Pay for a business parking permit
- Successfully implemented of the council's payment system (Sage Pay) with JADU which has allowed the Council to take these payments.
- Created a proof of concept to link our website system with one of our back-office systems. This will allow customers to complete a form on Medway.gov.uk and for that information to automatically go into the work queue of front line staff, in their third party system. When this proof of concept is complete, it will allow us to create more online services for some of our biggest volume contact services.

Council Plan project – Website rationalisation

The council has many separate websites of differing user experience, design and technology.

In 2018, the Digital team rationalised more than 10 sites onto Medway.gov.uk and into JADU (our corporate website management system), to reduce costs and improve customers' online experience.

Currently, the Council are in the process of moving two older pieces of functionality onto JADU, reusing existing functionality.

Council Plan project – Cloud Strategy

Medway has recently conducted a review of the data centre and has investigated a move to "the cloud". It was found that it would not be possible to move all systems to the cloud and even if it was possible a totally cloud based solution would be considerably more expensive than maintaining the on premise data centre.

The main benefit of moving to the cloud would be the opportunity for the Council to not require a data centre and move to smaller premises. The Council will not be moving from Gun Wharf in the foreseeable future so we will therefore be pursuing a hybrid strategy to leverage the benefits of the cloud where appropriate alongside the on premise data centre.

Maintaining the data centre will also provide the opportunity for Medway to generate revenue by hosting services for other organisations. Proposals have been submitted to refurbish the data centre and are being considered within the Capital programme and MTFs.

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
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		✓	

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