

# WAYS OF WORKING

## BUSINESS SUPPORT OVERVIEW AND SCRUTINY COMMITTEE

### 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 |
| <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<br>TU 01 | N/A    | Digital take up |  |  |

#### Strategic Risks

The quarter 2 strategic risk register is attached at Appendix 4. 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 4).

| Reference | Risk Register Page (app 4) | 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<br>I - critical                              |
| SRO3B     | 5                          | Finances  | Chief Finance Officer | AI                          | L – very high<br>I - catastrophic                    |
| SR21      | 16                         | Procurement savings – capacity and delivery                   | Chief Legal Officer   | CII                         | L - significant<br>I - critical                      |
| SR32      | 27                         | Data and information  | Chief Legal Officer   | CII                         | L - significant<br>I - critical                      |
| SR33      | 30                         | Impact of welfare reform                                      | Chief Finance Officer | DIII                        | L - low<br>I - marginal                              |
| SR34      | 33                         | Successful delivery of the corporate transformation programme | AD Transformation     | DII                         | L - low<br>I - critical                              |

| Reference | Risk Register Page (app 4) | Risk                                | Owner  | Current residual risk score | Definition (current score) (L-likelihood) (I-impact) |
|-----------|----------------------------|-------------------------------------|--|-----------------------------|--|
| SR36      | 42                         | Alternative service delivery models | AD Transformation, Chief Legal Officer, Director of RCET | BIII                        | L - high<br>I - Marginal                             |
| SR37      | 45                         | Cyber Security                      | AD Transformation  | CI                          | L - Significant<br>I - Catastrophic                  |

## Way of working: Giving value for money

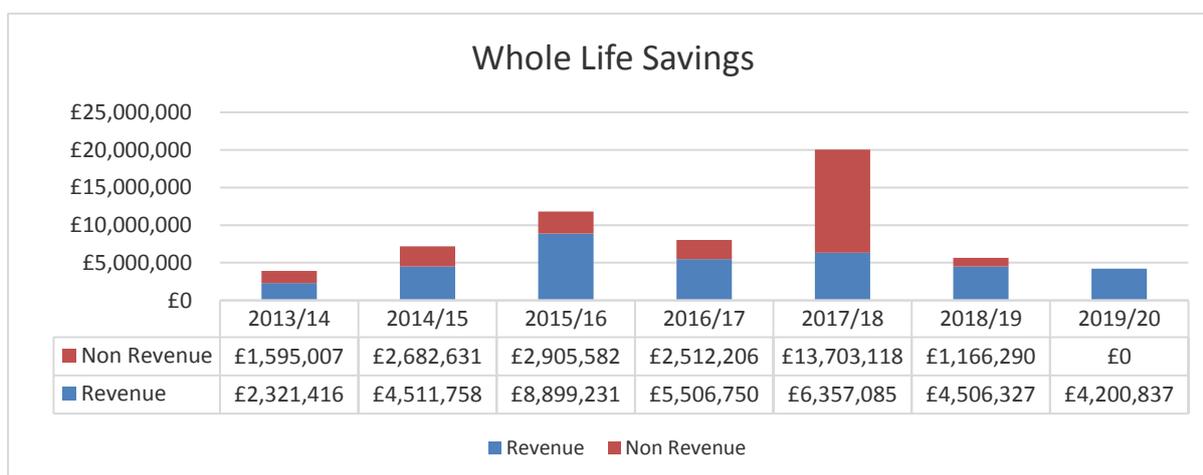
### Giving value for money: Contracts

#### 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

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

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.

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

### 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.

## 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.

## 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.

## 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

- Successful 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.

## 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.

## 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   |                                | ✓   |   |
| 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   |                                | ✓   |   |