







Ways of Working Performance: Quarter 3 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	N/A	N/A

Strategic Risks

The quarter 3 strategic risk register is attached at Appendix 5. 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 5).

Reference	Risk Register Page (app 5)	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	15	Procurement savings – capacity and delivery	Chief Legal Officer	DII	L - low I - critical
SR32	29	Data and information	Chief Legal Officer	CII	L - significant I - critical
SR33	31	Impact of welfare reform	Chief Finance Officer	EIII	L –very low I - marginal
SR34	35	Successful delivery of the corporate transformation programme	Chief Finance Officer	EIII	L – very low I - critical
SR36	42	Alternative service delivery models	Chief Legal	BIII	L - high

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

Way of working: Giving value for money

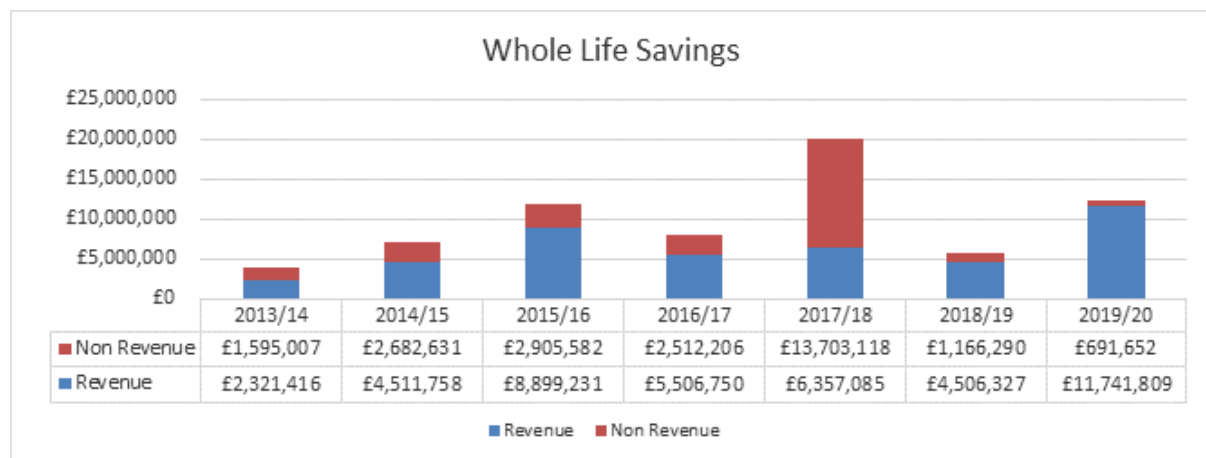
Giving value for money: Contracts

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 (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

CUSBFL31i		New - % of Stage 1 complaints dealt within 10 days						Aim to Maximise			
	Value		Value	Target	Status	Long Trend	Short Trend		Value	Target	Status
Q2 19/20	91.6%	Q3 19/20	96.3%	80%	✓	↑	↑	19/20	93.6%	80%	✓

Comments

In Q3, 354 stage one complaints were responded to, and of those, 341 were responded to within 10 working days, giving an excellent timeliness performance of 96.33% This is an increase of 4.75% compared against the previous quarter, and 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 Q3, and compares this to the previous quarter.

Summary of Q.3 timeliness performance compared to the previous quarter			
	Q.2 2019-20	Q.3 2019-20	Timeliness performance Compared to previous quarter
Corporate Stage 1			
Volumes received	301	334	 4.7%
Responses issued	297	354	
Responses within 10 working days	272	341	
% responses within deadline	91.6%	96.3%	
Corporate Stage 2			
Volumes received	43	50	 11.4%
Responses issued	42	43	
Responses within 15 working days	37	33	
% responses within deadline	88.1%	76.7%	
Children's Social Care Stage 1			
Volumes received	33	30	 12.7%
Responses issued	21	40	
Responses within 20 working days	20	33	
% responses within deadline	95.2%	82.5%	
Adult Social Care			
Volumes received	42	25	 27.5%
Responses issued	34	28	
Responses within 20 working days	30	17	
% responses within deadline	88.2%	60.7%	

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

2019-20	96.3%
2018-19	88.1%
2017-18	93.7%

Stage 1 corporate complaints (Response target 10 working days)

There were 334 stage 1 stage one corporate complaints received during Q3. These volumes have increased when compared to both the previous quarter, and the same period in the previous year, when 279 complaints were received.

Performance for stage 1 corporate complaints continues to remain strong and exceeds our compliance target of 80%. During Q3, 96.3% of stage 1 corporate complaints were responded to within 10 working days, a further improvement of 4.7% when compared against the previous quarter.

Stage 2 corporate complaints (Response target 15 working days)

There were 50 complaints escalated to stage 2 during Q3, which equates to an escalation rate of 14.9% when measured against the volume of stage 1 complaints received in the same quarter. Volumes of complaints escalated to stage 2 are higher than those received in the previous quarter, and compared to the same period in the previous year, when 31 complaints were escalated to stage 2.

Performance for Q3 is 76.7%; this is 1.7 % above our performance target of 75%.

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

Despite a reduction in performance when compared against the previous quarter, performance remains strong in this area with 82.5% of responses issued within 20 working days during Q3, 7.5 percentage points above our performance target of 75%.

Adult social care complaints (Response target 20 working days)

Adult Social Care has seen a decline in performance, of 27.5% compared against the previous quarter, and 60.7% of complaints were responded to within 20 working days. Whilst this is below the council's target, the statutory complaints procedure allows up to 65 working days to respond to Adult Social Care complaints.

Local Government and Social Care Ombudsman (LGSCO) referrals and decisions in Q3

In Q3, there were 8 referrals made to the Local Government Ombudsman, and the Ombudsman made 18 decisions. The outcomes were as follows:

- Six complaints were upheld, maladministration and injustice
- Two complaints were upheld, maladministration and no injustice
- Three complaints were not upheld
- Seven complaints were closed for other reasons:
 - Closed after initial enquiries – out of jurisdiction x 6
 - Decision not published – customer request x 1

The volume of referrals is significantly lower than both the previous quarter and during the same period in the previous year.

Compliments

A total of 66 corporate compliments were received during Q3. Customer and Business Support (CABS) received the most compliments during Q3, and these were generally to thank telephony officers, Blue Badge Team and the Macmillan Team for excellent customer service. The Sports, Leisure, Tourism and Heritage Service received a significant volume of compliments praising enjoyable sessions at the pools and leisure centres, and Waste Services received a high volume of compliments about a thorough service. The remaining compliments were shared amongst various 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		Value	Target	Status
Q2 19/20	43.63 %	Q3 19/20	AWAITS	NO TARGET SET	N/A	AWAITS	AWAITS	19/20	AWAITS	NO TARGET SET	N/A
Comments Awaits Q3 data											

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 Management Team have reviewed and re-prioritised the technical roadmap to support service objectives and achieve operational efficiencies. The priority for ICT is to move applications from Server 2008 to a more modern platform. Work has already commenced and will continue in Q4.

The other key priorities are:

- End User Devices: Thin Client / Mobile Devices
- Telephony: Review use of desk phones and call centre systems
- WiFi: Improve and enhance WiFi capability within Gun Wharf and other Council buildings
- Mobile Data: Move to a corporate "data bundle" to reduce Council costs

- Smart Cities: Support the Council's Smart City ambitions with technical, network and data solutions
- Robotic Process Automation (RPA): Support the use of "bots" to automate business processes

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

The electronic social care record is a vital tool in Children & Adults 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).

Work has started with the supplier to implement Mosaic. A project plan has been developed. ICT have procured servers and will be building these to meet the timeline. Data quality scripts are being run. Project is on track.

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 rationalisation of applications is being incorporated in to the Technical Roadmap to ensure that applications are assessed in advance of their contract end date to see if existing solutions, such as additional functionality within Office 365, could replace applications.

Robotic Process Automation (RPA) is also being used to integrate systems and prevent the re-keying of information.

Council Plan project – Implement a Digital roadmap

- Online payments - JADU has now been integrated with Sage Page to allow the Council to take online payments, which have now been implemented parking permits and planning applications.
- Sports Centres Review - Following feedback from customers, it is now easier to find information about each sports centre on Medway.gov.uk. Services can now also better promote information, such as closures and changes to programmes, to reduce calls into Customer Contact.
- Business Web Presence - Following a request for a new website, a presence has been created on Medway.gov.uk to meet our council priority of promoting Medway as a great place to work.
- Learning Disability Annual Health Check - A large number of young people with learning disabilities are entitled to free health checks but are not taking them up. To support the take up of this service, and a communications

campaign, new learning disabilities health check pages were created on Medway.gov.uk and went live on 17 September 2019.

- Kent and Medway Social Worker Teaching Partnership - Following a request for a new website, and in line with the council's rationalisation plan, a new presence was created on Medway.gov.uk for the Kent and Medway Social Worker Teaching Partnership. Creating a presence on Medway.gov.uk means avoiding hosting, software and domain costs.

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.

To support the council's website rationalisation project, the Enjoy Medway site is moving onto Medway.gov with a saving of more than £5,000/year. Moving to Medway.gov.uk allows the events team to have more control over the content and adhere to the latest digital best practice and accessibility standards. It also allows them to better-promote Medway as a great place to live and visit. The section will have new templates to showcase each event and include the established 'Enjoy Medway' brand.

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-premises data centre. Medway Council has now made the decision to maintain the data centre for the foreseeable future, which will enable the Council to adopt a hybrid strategy to take advantage of the benefits of the cloud where appropriate but also maintain the onsite data centre.

The service is currently in the process of upgrading the infrastructure within the data centre to ensure the servers are up to date and fit for purpose. This will enable ICT to maintain an income stream from other organisations renting space within data centre.

An Azure connection has been developed, which is currently being utilised for the Medway rents online service (MEROL) for housing.

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		✓	