







# Ways of Working

## Performance: Quarter 4 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 TU 01	Data	Digital take up		

### Strategic Risks

During quarter 4 2019/20, in response to COVID19, the Council implemented its Emergency Plan procedure and risks have been managed through this. The Council has established a network of specialist 'Cells' which lead on functional elements of the Council's recovery including those tasked with co-ordinating the recovery for vulnerable adults through Adult Social Care, Schools and Education and Housing, and those responsible with ensuring the Council's core functions continue to operate 'business as usual' wherever possible including Finance, HR and Customer Contact.

Each 'Cell' lead is responsible for maintaining a risk register detailing the impacts of recovery from COVID19 on their area of responsibility, following the Council's Risk Management Strategy.

## Way of working: Giving value for money

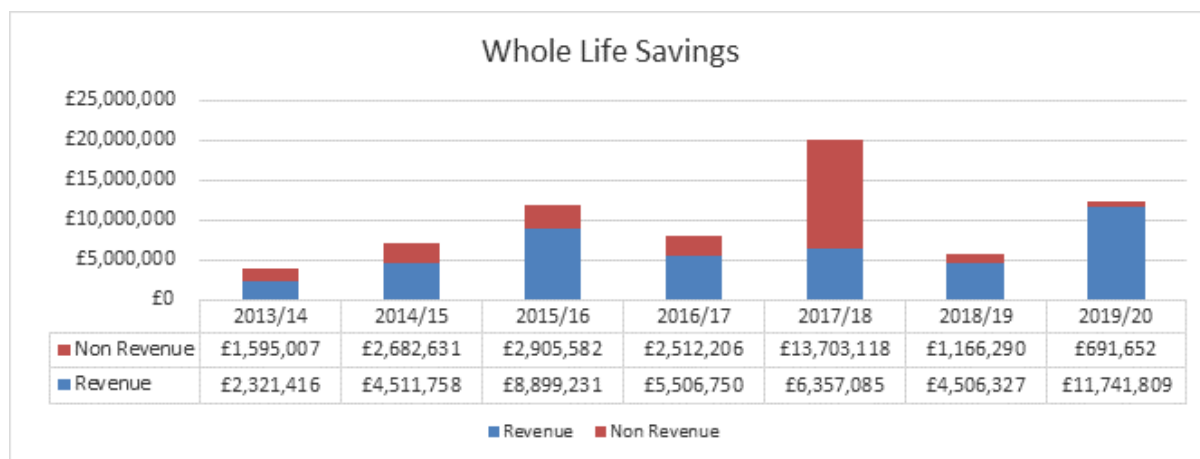
### Giving value for money: Contracts

#### 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

<b>CUSBFL31i</b>		<b>New - % of Stage 1 complaints dealt within 10 days</b>						<b>Aim to Maximise</b>			
	Value	Value	Target	Status	Long Trend	Short Trend		Value	Target	Status	
Q3 19/20	96.3%	Q4 19/20	90.2%	80%				19/20	93.0%	80%	




### Comments

In Q4, 225 stage one complaints were responded to, and of those, 203 were responded to within 10 working days, giving an excellent timeliness performance of 90.22% exceeding the Council's performance target of 80%. Year-end performance is a strong 93%

## Complaints

The following table gives an overall picture of the volumes and timeliness performance of each area for complaints in Q.4, and compares this to the previous quarter.

<b>Summary of Q.4 timeliness performance compared to the previous quarter</b>			
	<b>Q.3 2019-20</b>	<b>Q.4 2019-20</b>	<b>Timeliness performance Compared to previous quarter</b>
<b>Corporate Stage 1</b>			
Volumes received	333	227	 <b>5.9%</b>
Responses issued	355	225	
Responses within 10 working days	341	203	
% responses within deadline	<b>96.1%</b>	<b>90.2%</b>	
<b>Corporate Stage 2</b>			

Volumes received	50	42	 <b>0.8%</b>
Responses issued	43	54	
Responses within 15 working days	33	41	
% responses within deadline	<b>76.7%</b>	<b>75.9%</b>	
<b>Children's Social Care Stage 1</b>			
Volumes received	30	35	 <b>7.5%</b>
Responses issued	40	30	
Responses within 20 working days	33	27	
% responses within deadline	<b>82.5%</b>	<b>90.0%</b>	
<b>Adult Social Care</b>			
Volumes received	25	23	 <b>13.1%</b>
Responses issued	28	21	
Responses within 20 working days	17	10	
% responses within deadline	60.7%	47.6%	

The Q.4 trend for stage one corporate complaints over the last three years is as follows:

2019-20	90.2%
2018-19	91.1%
2017-18	95.9%

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

There were 227 stage 1 stage one corporate complaints received during Q.4. Volumes of complaints decreased compared with both the previous quarter (333) and the same period last year (241). The majority of this reduction was seen during March, at a time when the country was responding to the Covid 19 pandemic, and people were asked to stay at home. Stage 1 corporate complaints reduced by over 30% at this time.

Performance for stage 1 corporate complaints continues to remain strong and well exceeds our compliance target of 80.0%. During Q.4, 90.2% of stage 1 corporate complaints were responded to within 10 working days, bringing the year-end timeliness performance to 92.9%.

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

There were 42 stage corporate complaints escalated to stage 2 during Q.4. This is a reduction when compared with both the previous quarter (50) and the same period in the previous year (47). Similar to the pattern seen with stage 1 complaints, the majority of this reduction was recorded during March, at a time when the country was responding to the Covid 19 pandemic.

Performance declined slightly during Q.4; 75.9% of stage 2 complaints were responded to within 15 working days, and this remains above the Council's target of 75%, bringing the year-end timeliness performance to 81.7%.

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

Performance in Children's Social Care complaints improved during Q.4 with an impressive 90.0% of complaints responded to within 20 working days, well exceeding the Council's performance target of 75.0%, and achieving a year-end performance of 91.3%.

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

Adult Social Care complaint performance declined during Q.4. The lowest performance was recorded in March, at a time when the country was responding to the Covid 19 pandemic. During Q.4, 47.6% of complaints within 20 working days, bringing a year-end performance of 70.3%.

The reduction in performance during may have resulted from officers being deployed to support and respond to vulnerable customers during Covid 19. Whilst performance 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 Q.4**

In Q.4, there were 10 referrals made to the LGSCO, and the Ombudsman made 19 decisions. Only one complaint was upheld, (maladministration and injustice). The remaining 18 were closed as follows:

- Seven were closed after initial enquiries; out of jurisdiction
- Six were closed after initial enquiries; no further action
- Two were closed as premature
- Two were not upheld
- One was referred back for local resolution

#### **Compliments**

A total of 50 corporate compliments were received during Q.4.

Waste Services received 15 compliments; these appear to be shared across the service and complimented good work in areas of refuse and recycling collection, street cleaning and HWRC sites. Five complaints were specifically about refuse crews going 'above and beyond' to collect waste and recycling, during the Council's response to Covid 19.

Customer and Business Support (CABS) received 13 compliments; five of these were in relation to Blue Badge applications, and the remainder were to commend a helpful, friendly and efficient 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
Q3 19/20	48.58%	Q4 19/20	50.41%	NO TARGET SET	N/A	↑	↑	19/20	48.15%	NO TARGET SET	N/A

### Comments

The data shows that there was an increase in online take up during Q4 to 50.4% (up from 48.58% in Q3).

During this time, we have made live 6 new online services, including two for the licensing service, one for green spaces and another for the foster carer team.

Since early March, the Digital team has also been focussed on providing up to date information, advice and new online services on Medway.gov.uk relating to coronavirus (COVID-19). The Digital team has created a dedicated section online, one central information resource for residents, businesses and schools in Medway – [www.medway.gov.uk/coronavirus](http://www.medway.gov.uk/coronavirus). Here, users can find out the latest changes to council services as they are announced.

The Digital team worked with colleagues in Regeneration and Council Tax and Benefits to create a section specific to business owners. As well as providing the latest local and national advice, the Digital team has built an online service to help businesses apply for business grants. This was achieved in a matter of days following the government announcement and has so far been used by more than 2,000 businesses.

The Digital team has also been working with Public Health to create a section specific to the needs of the most vulnerable people in Medway. Here, users can find out how to get food and medication.

Between 15 March to 5 April 2020, unique page views on Medway.gov.uk increased by nearly 50% compared with the same period in 2019. The main coronavirus landing page received more than 85,000 page views during this time.

Feedback from users has been very positive including: "I found all the information I wanted. Thank you Medway Council", "the website is very good and up-to-date" and "Info good and up to date, clear and precise... job well done!!"

## 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 priority for ICT continues to be the migration of applications from Server 2008 to a more modern platform.

The following projects have also been implemented:

#### **Mobile Data**

ICT have reviewed the mobile data use across the Council, which includes mobile phones and other mobile devices such as tablets and laptops. Council staff are currently on a variety of different contracts and get charged for data that is not used and charged extra if a member of staff goes over their individual data allowance.

ICT have purchased a Council wide data allowance, which will then be managed and shared across all users. Not only would this approach be significantly cheaper than the current arrangements, but it would also prevent additional charges for an individual exceeding their data allowance.

#### **Consolidation of Telephone Lines & Network Circuits**

The Business Change Team will be working closely with ICT to review the current provision of network circuits and telephone lines across the Council. With increased use of mobile phones, WiFi, and voice calls via the internet there is an opportunity to reduce the number of telephone lines and network circuits, which have previously been paid for separately, and increase the use of the larger Council data connections.

#### **COVID19 Response**

ICT have been instrumental in supporting the Council's emergency response by keeping the systems running and supporting with remote working options.

### 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).

The expected go live date of March 20, was rescheduled and is now due in May 20. The implementation is well underway, with user acceptance testing of all areas of the application ongoing.

### 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

Since early March, the Digital team has been focussed on providing up to date information, advice and new online services on Medway.gov.uk relating to COVID19. The Digital team has created a dedicated section online as one central resource for residents and businesses in Medway – [www.medway.gov.uk/coronavirus](http://www.medway.gov.uk/coronavirus). Here, users can find out the latest changes to Council services as they happen, as well as the latest advice on staying safe.

The Digital team worked with colleagues in Council Tax and Benefits to create an online process to help business owners apply for business grants. This was achieved in a matter of days following the government announcement and is well used.

The Digital team has also been working with Public Health to create an online hub of information for the most vulnerable people where they can find out how to get food and medication.

Between 15 March to 5 April 2020, unique page views on Medway.gov.uk have increased by 48.5% compared with the same period in 2019. The main coronavirus landing page received more than 85,000 page views during this time.

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Online accessibility - To ensure the Council continues to meet digital accessibility requirements and ahead of pending legal changes in 2020/21, the Digital team has been iterating Medway.gov.uk, as well as advising other website owners on requirements under the Website content accessibility guidelines (WCAG).

Following some initial work to Medway.gov.uk, the accessibility rating has increased to 94%, and we are placed 14 out of 400+ Councils in a national accessibility survey.

The Digital team has commissioned some free consultancy to investigate the likely success of developing voice transactions for the Council.

The first research phase of this work has now been completed and has identified key areas for investigation. These include gaining a better understanding of any potential return on investment, concerns around privacy and impact on take up, and better understanding of the specific views and usage of voice technology from users.

This discovery project enables Medway to gain an understanding of whether or not to invest time and effort now in voice transactions, and if so, where best to start to meet residents' needs. The full results of this discovery phase are expected by May 2020.

New online services on Medway.gov.uk this quarter include several payment and licensing processes which have provided the template for further similar processes. As well as making these processes available online, we have also been able to make improvements to the service including:

- taking payment upfront (to avoid chasing debt) and automating renewals ([Apply for a scaffolding licence](#))
- moving the process onto Medway.gov.uk, from Gov.UK where the prices, and process were incorrect, meaning we have reduced refunds, processing time, filing and reconciling ([Apply for a licence](#)).

Ahead of allotment holders receiving their annual invoices in January 2020, the Digital team built a process which allows holders to [pay for their allotment online](#). Previously, payments could not be made online, only cash or over the phone. The online process has reduced the historic need to reconcile payments and recover debt, while reducing the number of telephone calls received into the Council, which historically spiked at this time of year. By the end of January, more 70% of payments were made online by the customer with positive feedback from CABS colleagues.

Work continues with colleagues in Parking Services to digitise the remaining parking permit processes to allow residents and businesses to apply and pay for their permits online.

Work also continues with planning colleagues, to make 'pre application advice' easier to manage.

#### Council Plan project – Website rationalisation

The Council has many separate websites, all with different standards, designs, user experience and underlying technology. This provides a disjointed experience for customers so a project began in 2018/19 to reduce the number of sites, where possible move them on to Medway.gov.uk and to make it easier for customers to find the information they're looking for.

In 2018/19, the Digital team rationalised more than 10 sites onto Medway.gov.uk and onto our corporate website management system, to reduce costs and improve customers' online experience. Work continued in 2019 including:

- Enjoy Medway. The Enjoy Medway site moved onto Medway.gov in Q3 with a saving of more than £5,000/year. Now, the Events and Comms teams have more control over the content, so that they can better-promote Medway as a great place to live and visit.
- Schools information: Information about school admissions has been brought onto Medway.gov.uk from a legacy system. This complemented information already available on the site and provides an easier journey to applying for a school place.
- Medway Tickets Live: The Digital team is building a new Tickets Live website in the Jadu platform, to replace the existing online offer. This gives the opportunity for a new, modern design and improved buying experience, and it will make it easier for the Communications and Events teams to update information. It also paves the way to offering more of the service online to customers.



Other new sections: The Digital team has also avoided the need for a number of new sites and has instead built a new presence on Medway.gov.uk for services such as:

- the Kent and Medway social worker teaching partnership, to promote this initiative and boost recruitment of social workers in Medway.
- Medway for Business, to showcase to potential businesses what Medway has to offer, to provide relevant and timely information to existing Medway business owners, and to promote events such as the Skills Summit in October 2019.
- The Learning Disability Annual Health Check campaign, aiming to promote to a hard-to-reach audience of young people with learning disabilities, to let them know about the free health checks they are entitled to.
- Building a presence on Medway.gov.uk avoids additional hosting, software and domain costs. It provides our customers with a single place to find council services, which receives more than 8million page views a year and is trusted by Google.
- All new pages adhere to the latest digital best practice, work seamlessly on different devices and meet accessibility standards.

### Council Plan Programme - Deliver digital transformation programme

Medway Council's Transformation Programme ran for 3 years from April 2016 - March 2019 to support 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. It is also vital that Medway Council's services are transformed to meet the challenges of ongoing budget constraints and ever-increasing customer and resident expectations.

### Project 1: Deliver business change

#### Council Plan project – Deliver business change

Adult Social Care Transformation targets were achieved successfully with Business Change supporting the programme. The Adults Improvement Board has now ceased. Business Change will continue to support the programme. Children's Services transformation was placed on hold while officers focused on the Looked After Children's Inspection priorities. However, Business Change (People) led on the closure of the Old Vicarage and has undertaken a review of the business administration support and is now working with heads of service to start the staff consultation process.

Projects and savings for 2020/21 identified and agreed by Council, which will form the basis for the 2020/21 Business Change service plan.

#### Council Plan project – Finding the best digital innovation and using it to meet residents' needs

Discovery: Voice transactions - The Digital team has commissioned some free consultancy to investigate the likely success of developing voice transactions for the Council.

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## 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 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
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		✓	