

Ways of Working

Performance: Quarter 1 2020/21

Key

Red	significantly below target (>5%)	Amber	slightly below target (<5%)	Green	met or exceeded target
Imp	Improved	Det	Worsened	Static	Static

Council Plan measures: 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	Imp	Imp

Strategic Risks

During quarter 4 19/20 risks were maintained through the specialist cells set up in response to the Covid-19 pandemic). In quarter 1 20/21, as the Council has moved from the Response to Recovery phase of the Emergency Planning procedures, risk monitoring has returned to the Strategic Risk Management Group (SRMG).

Working alongside the Governance Cell, the SMRG has undertaken a fundamental review of the Strategic Risk Register in light of the Covid-19 Response and Recovery.

The quarter 1 20/21 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)
SRO3B	4	Finances	Chief Finance Officer	AI	L – very high I - catastrophic
SR46 NEW	7	Medway's Economic	Assistant Director Regeneration	BII	L - high

Reference	Risk Register Page (app 5)	Risk	Owner	Current residual risk score	Definition (current score) (L-likelihood) (I-impact)
		Recovery from Covid19	(Recovery Lead Officer for Medway Council		I - critical
SR21 REMOVE	22	Procurement savings – capacity and delivery	Chief Legal Officer	DIII	L - low I - critical
SR32	37	Data and information	Chief Legal Officer	CII	L - significant I - critical
SR36	40	Alternative service delivery models	Chief Legal Officer, Director of RCET	BIII	L - high I - Marginal
SR37	43	Cyber Security	Chief Finance Officer	CI	L - Significant I - Catastrophic
SR02	50	Business continuity and emergency planning	Director of RCET	DII	L - low I - critical

Way of working: Giving value for money

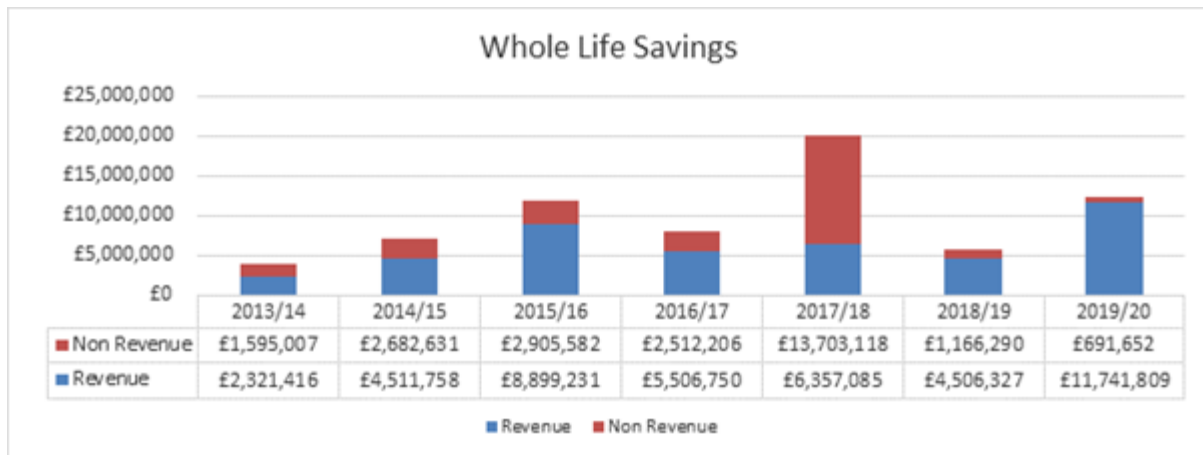
Giving value for money: Contracts

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

Since the inception of Category Management, over £69million worth of whole life benefits have been returned 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:



Compliments and Complaints

Compliments

There has been a substantial increase in the volumes of compliments received, with 171 received during Q.1 compared with 50 in the previous quarter. Many of these are attributed to the continuation of services during the Covid-19 pandemic. Waste Services, Strategic Housing and Medway Norse were the areas receiving most compliments, for continuation of a high level of service during the pandemic.

Complaints

CUSBFL31i		New - % of Stage 1 complaints dealt within 10 days					Aim to Maximise
	Value		Value	Target	Status	Long Trend	Short Trend
Q4 2019/20	90.2%	Q1 2020/21	86.2%	80%	Green	Det	Det

In Q1, 123 stage one complaints were responded to, and of those, 106 were responded to within 10 working days, giving an excellent timeliness performance of 86.2%. 6.2 percentage points above our target of 80%.

The following table gives an overall picture of the volumes and timeliness performance of each area for complaints in Q.1, and compares this to the previous quarter, and the same period during the previous year.

Summary of timeliness performance compared to the previous quarter and to the same quarter during the previous year.				
	Q.1 2019-20	Q.4 2019-20	Q.1 2020-21	Timeliness performance Compared to previous quarter

Corporate Stage 1 - Target responses within 10 working days is 80%				
Volumes received	297	226	121	DOWN 4.0%
Responses issued	278	224	123	
Responses within 10 working days	257	202	106	
% responses meeting target	92.5%	90.2%	86.2%	
Corporate Stage 2 - Target responses within 15 working days is 75%				
Volumes received	42	42	23	UP 1.0%
Responses issued	41	54	26	
Responses within 15 working days	36	41	20	
% responses meeting target	87.8%	75.9%	76.9%	
Children's Social Care Stage 1 - Target responses within 20 working days is 75%				
Volumes received	35	35	19	DOWN 7.4%
Responses issued	35	30	23	
Responses within 20 working days	35	27	19	
% responses meeting target	100.0%	90.0%	82.6%	
Adults Social Care - Target responses within 20 working days is 75%				
Volumes received	27	23	21	UP 31.4%
Responses issued	28	21	19	
Responses within 20 working days	21	10	15	
% responses meeting target	75.0%	47.6%	79.0%	

The Q.1 trend for stage one corporate complaints over the last three years is as follows:

2020-21	86.2%
2019-20	92.5%
2018-19	87.3%

The report has highlighted significant reductions in volumes of complaints in several areas during a time when the country was in the most severe phase of lockdown as a result of Covid-19. Medway Council has maintained strong complaints performance, despite the need to concentrate efforts to responding to Covid-19.

Stage 1 corporate complaints (Response target 10 working days)

Volumes of corporate stage one complaints (121) have decreased significantly compared with both the previous quarter (226) and the same period in the previous year (297).

Stage one corporate response timeliness performance has declined compared with the previous quarter, but remains strong, with 86.2% of complaints responded to within 10 working days during Q.1, exceeding the Council's target of 80%.

Stage 2 corporate complaints (Response target 15 working days)

Volumes of corporate stage two complaints have further decreased (23) compared with both the previous quarter (42) and the same period in the previous year (42).

Stage two corporate complaints timeliness performance has improved, with 76.9% of complaints responded to within 15 working days during Q.1, exceeding the Council's target of 75%.

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

Children's Social Care timeliness performance has declined compared with the previous quarter, but remains positive at 82.60% during Q.1, exceeding the Council's target of 75%.

Adult social care complaints (Response target 20 working days)

Adult Social Care timeliness performance has improved significantly compared to the previous quarter, with 79.0% of complaints being responded to within 20 working days, a 31.4% increase and exceeding the Council's target of 75%.

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

The Ombudsman suspended their caseload for both new and existing cases in April, May and for the early part of June, due to the Covid-19 pandemic. Consequently there was only one referral made to the Ombudsman in June. Five decisions were made, and no complaints were upheld by the LGSCO during Q.1

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
Q4 2019/20	50.41%	Q1 2020/21	N/A	N/A	N/A	N/A	N/A

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

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!!”

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

Comments

We cannot achieve our vision for Medway on our own. This has never been so apparent as in the last few weeks when the visible strengths of partnership and community have enabled us to deliver a comprehensive and effective response to the pandemic in Medway, keeping people safe and helping to support those who are most in need. Organisations have come together from the public, private and voluntary sector. A list of those we wish to thank is shown below.

We will continue to work with partners to deliver the services that matter most to Medway’s residents, businesses and visitors

Partners
ABC Taxis
A C Gotham
Age UK
All Medway schools – Head Teachers and staff
All Saints Community Project
Arriva
Asda – Gillingham Pier.
ASD Transport
British Heart Foundation
Canada Cabs
Carers First
Caring Hands
Castledene
Caterlink
Chartwells
Choices – Medway Domestic Abuse Service
Citizens Advice Medway
Cooling Castle Barn
Copper Rivet Distillery
Crisis
Diocese of Rochester
Domiciliary care providers, care home providers and supported living providers for the incredible support they provide every day to people with care and support needs.
Gillingham Street Angels
HATS Group

Partners
Healthwatch Medway
Imago
Informal carers people in our community providing essential support to members of their families
Kent Association to the Blind
Kent Fire and Rescue
Kent Hindu Samajam
Kent Invicta Chamber of Commerce (for handling calls from local businesses, and providing signposting and advice
Kent Muslim Welfare Association
Kent Police in Medway, particularly the Community Safety Unit and PCSOs
KMP Accounts
Locate in Kent (for their contribution to new support measures)
Mears
MC Personnel
Medway Clinical Commissioning Group
Medway Commercial Group (MCG)
Medway Community Healthcare
Medway Foodbanks (Trussel Trust)
Medway Integrated Community Equipment Service - the Medway technicians, drivers, admin and store manager have been amazingly supportive and hard working.
Medway NHS Foundation Trust
Medway Norse
Medway Task Force
Medway Voluntary Action
Megan CiC
MHS Homes
Mid Kent College
Nucleus Arts
One Big Family
Personal care assistants – who provide support to people in receipt of Direct Payments
Rainham Coaches
RBLI
Rotary Club
Salvation Army: Chatham and Rochester
Salvation Army: Gillingham
SAS Executive Travel
Sateeda
SELEP (for providing daily business briefings for our business community, and moving rapidly to signal support for project promoters)
Shared Lives carers
Shell Garage, Dock Road
Southeastern
Strood Community Project

Partners
Supported housing providers and floating support services who have continued to keep vulnerable people safe in their homes.
Tescos
The Contract Dining Company
The Princess Project
Time for the Homeless
University of Greenwich
Visit Kent
Vokes Taxis
Volker Highways
WALT: Walderslade Together
wHoo Cares
Young Lives Foundation