

# Ways of Working

## Performance: Quarter 3 2020/21

### Key

<b>Red</b>	significantly below target (>5%)	<b>Amber</b>	slightly below target (<5%)	<b>Green</b>	met or exceeded target
<b>IMP</b>	Improved	<b>DET</b>	Worsened	<b>Static</b>	Static

## Council Plan measures: summary performance

There is 1 Council Plan measure for this priority.

### Data only (no target set)

Code	Status	Measure	Long Trend	Short Trend
DIGI TU 01	Data	Digital take up	IMP	IMP

## Strategic Risks

The quarter 3 20/21 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	L-likelihood I-impact
SRO3 B	4	Finances	Chief Finance Officer	A1	L – very high I - catastrophic
SR46	7	Medway's Economic Recovery from COVID19	AD Regeneration (Recovery Lead Officer for Medway Council	B11	L - high I - critical

Reference	Risk Register Page (app 4)	Risk	Owner	Current residual risk score	L-likelihood I-impact
SR32	23	Data and information	Chief Legal Officer	CII	L - significant I - critical
SR36	26	Alternative service delivery models	Chief Legal Officer, Director of RCET	BIII	L - high I - Marginal
SR37	30	Cyber Security	Chief Finance Officer	CI	L - Significant I - Catastrophic
SR02	39	Business continuity and emergency planning	Director of Place	DII	L - low I - critical
SR49	57	Income Reduction due to COVID19	Chief Finance Officer	BII	L - high I - critical

## Way of working: Giving value for money

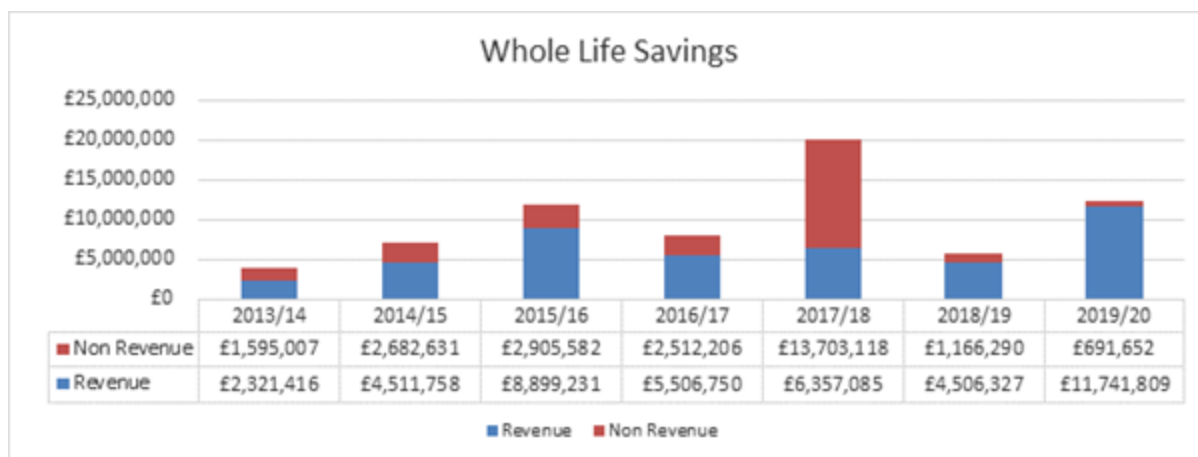
### Giving value for money: Contracts

#### 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 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



## Compliments and Complaints

### Compliments

Whilst there has been a reduction in volumes of compliments made to the Council in respect of its corporate services, customers remain appreciative of the continued efforts of staff to maintain services throughout periods of lockdown. There were 74 compliments received, compared with 145 in the previous quarter.

Waste Services and Customer and Business Support (CABS) share most of these compliments, which focus on high quality service, professional staff, and valued support from the Blue Badge Team.





The Planning Team, Strategic Housing and the Sports, Leisure, Tourism & Heritage Service also received notable volumes of compliments, and the remainder were shared among a variety of teams.

### Complaints

In Q3, 220 stage one complaints were responded to, and of those 193 were responded to within 10 working days, giving an excellent timeliness performance of 87.7%, exceeding the performance target of 80%.

The following table gives an overall picture of the volumes and timeliness performance of each area for complaints in Q.3, and compares this to the previous quarter, and the same period during the previous year.

<b>Summary of timeliness performance compared to the previous quarter and to the same quarter during the previous year.</b>				
	<b>Q.3 2019- 20</b>	<b>Q.2 2020- 21</b>	<b>Q.3 2020- 21</b>	<b>Timeliness performance Compared to previous quarter</b>
<b>Corporate Stage 1 - Target responses within 10 working days is 80%</b>				
Volumes received	334	267	204	

Responses issued	354	255	225	 1.7%
Responses within 10 working days	341	220	198	
% responses meeting target	<b>96.3%</b>	<b>86.3%</b>	<b>88.0%</b>	
<b>Corporate Stage 2 – Target responses within 15 working days is 75%</b>				
Volumes received	50	40	31	 20.5%
Responses issued	43	27	38	
Responses within 15 working days	33	24	26	
% responses meeting target	<b>76.7%</b>	<b>88.9%</b>	<b>68.4%</b>	
<b>Children’s Social Care Stage 1 – Target responses within 20 working days is 75%</b>				
Volumes received	30	22	10	 11.1%
Responses issued	40	21	9	
Responses within 20 working days	33	21	8	
% responses meeting target	<b>82.5%</b>	<b>100.0%</b>	<b>88.9%</b>	
<b>Adults Social Care – Target responses within 20 working days is 75%</b>				
Volumes received	25	36	15	 2.0%
Responses issued	28	26	29	
Responses within 20 working days	17	21	24	
% responses meeting target	<b>60.7%</b>	<b>80.8%</b>	<b>82.8%</b>	

The Q.3 trend for stage one corporate complaints over the last three years is as follows:

2020-21	88.0%
2019-20	96.3%
2018-19	88.1%

The data table above highlights a significant reduction in volumes of complaints in all areas when compared with both the previous quarter, and the same period in the previous year.

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

Stage one corporate response timeliness performance has improved, with 88.0% of complaints responded to within 10 working days, exceeding the Council’s target of 80%.

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

Stage two corporate response timeliness performance has declined with only 68.4% of complaints responded to within 15 working days. This may be as a result of staff aiming to deal with complex complaint issues, whilst responding to changes in service delivery during the continued lockdown restrictions. Year to date performance is currently 76.9% which remains above the Council's performance target of 75%.

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

Children's Social Care have responded to 88.9% of complaints within 20 working days, exceeding the Council's performance target of 75%

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

Adults Social Care performance has improved, with 82.8% of complaints being responded to within 20 working days, exceeding the Council's target of 75%

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

There has been an increase in referrals made to the Local Government and Social Care Ombudsman (LGSCO), with 17 being made during Q3 compared with 13 in Q2. The Ombudsman made 18 decisions and upheld 4 complaints.

## 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 % of square footage let in Council owned business units**

Code	Status	Measure	Long Trend	Short Trend
DIGI TU 01	Data	Digital take up	IMP	IMP

**Council Plan project – Implement a Digital roadmap**

[www.medway.gov.uk](http://www.medway.gov.uk) is far busier than the same period last year.

Between 1 November 2020 and 11 January 2021, page views are up 79.34% compared to last year: 3,521,023 vs 1,963,357.

## **Coronavirus and Medway.gov.uk**

### **Coronavirus information**

The Digital team continues to update information and advice on Medway.gov.uk to reflect the latest changes to services following government announcements (including lockdowns and tier changes).

From 1 March to 31 December, Medway.gov.uk has had 15.9million page views (compared with 8.7million during the same time in 2019) - an 81.5% increase.

**The top four most popular pages during this time have been (in order), the [Coronavirus homepage](#), the HWRC booking form, the main [waste and recycling homepage](#) and the [Coronavirus Service Updates](#) page.**

### **Coronavirus cases widget**

The most up-to-date coronavirus case statistics for Medway and England are now shown on the coronavirus home page: [www.medway.gov.uk/coronavirus](http://www.medway.gov.uk/coronavirus)

A widget developed by the Digital team pulls data from the government's coronavirus data set and includes a trend arrow and date range, for ease of understanding.

This page is very popular with staff and residents. Since 30 November there have been 125,477 page views and 96,404 unique page views. More than a quarter of the page's users have come back to the page since 30 November.

## **New online services**

### **Parking transformation**

The Digital team continues to support the transformation of Parking Services by making parking vouchers available for customers to apply for online.

Previously completely offline, since going live on 9 September, more than 4,300 applications have been made. That's 55,000 vouchers sold and £110k income processed through online payments.

The online forms are supported by automatically-generated update emails to customers. A back office workflow in Jadu makes it easy for Parking Services and CABs staff to manage the process. This new service has streamlined processing, reduced calls and reduced queues in the community hubs (pre- lockdown 3).

### **Business grants (including Local Restrictions Support Grant (LRSB) and Additional Restrictions Support Grant (ARG))**

Since 5 November, businesses in Medway have been able to apply for funding online to support them during local restrictions due to COVID.

The Digital team worked with Revenue and Benefits colleagues and Economic Development colleagues to create one form for businesses to apply for multiple schemes. This keeps it simple for customers and avoids the need for multiple applications.

Business owners provide the required details and proof of eligibility online. Workflow allows teams to approve/decline applications and pass applications between them, for example when a business is not eligible for one scheme but may be for another.

Automatic emails update the customer on the outcome of the assessment. And a clear audit trail, visible to colleagues including CABS officers, enables them to quickly update any applicants who decide to call.

### **Libraries - Click and Collect**

To enable customers and staff to adhere to COVID restrictions, the Digital team worked with Libraries colleagues to develop a click and collect service.

It's now possible for customers to order/pay and collect popular items from their local hub/library.

Libraries colleagues have found the process much easier to manage and are looking to expand the service.

### **Accessibility**

The Digital team with ICT is running a series of drop-in sessions to continue to support colleagues to meet the regulations that came into force last year.

The topics of these sessions are based on popular questions that colleagues ask. The first one, called 'How to create accessible documents', had more than 30 colleagues attend, with great feedback.

### **Council Plan project – Website rationalisation**

The remit of the Digital team remains to provide a great customer experience online while supporting colleagues with their online ambitions and making best use of our existing web platforms. To that end, the team has developed a number of key sites.

#### **Medway Tickets Live**

The new [Medway Tickets Live website](#) is live. It has been rebuilt with a more modern design and intuitive event search functionality, to enable customers to easily find and book events at Medway theatres. Best of all, it now works on smart phones as well as tablets and PCs, which customers expect. Customer feedback has been very positive.

This new web presence integrates with the Theatres team's back office system (Spektrix) and supports the team's future ambitions around e-ticketing too.

#### **Social worker recruitment**

Following recommendations from the Children's Improvement Board, the Digital team is working with HR and Children's Services colleagues to create a new employee value proposition (EVP) to encourage social workers to join Medway Council.

The Digital team is creating a new web presence, with new branding, which better promotes the benefits and opportunities of working at Medway Council, and makes it easier to apply.

It will be going live imminently, then closely monitored and to ensure the highest conversion rate of website visitors to applications.

### **Apprenticeship advice service**

The Digital Team expanded the Medway Apprenticeship Advice Service's web presence to help employers understand the apprenticeship process and provide useful resources.

A new [landing page](#) and two online forms allow businesses to get in touch for further advice, book onto an event or recommend a resource that could help other organisations with their apprenticeships.

### **Business Change**

The Business Change Team work closely with Council services to ensure that transformational thinking becomes part of the day-to-day service delivery to support the journey to a smart Medway and achieve savings. A programme of projects has been developed by the Business Change Team, which cover the 4 Pillars of Transformation:

- **Operational Transformation**  
Work processes and organisational structures are reviewed and optimised to improve service delivery and achieve savings
- **Business Transformation**  
Business & delivery models are reviewed to improve services and achieve savings
- **Cultural Transformation**  
The Business Change Team ensure values and behaviours support strategic and business change objectives
- **Experience Transformation**  
Processes for customer and employee engagement are reviewed to improve the end user experience. Delivering exactly what the customer wants will reduce costs and improve service
- **Smart Cities**  
To compliment the programme of transformation projects the Business Change Team are also strengthening Medway's digital foundations in order to advance the technological innovation needed to keep Medway moving, healthy, and safe in a sustainable way

Projects delivered in 2020/21 Q3 include:

- Leading on the redeployment of staff during the response to the COVID-19 pandemic
- 6 x Electric Vehicles delivered for use by Medway's social workers



- The Business Change Team are leading and coordinating a programme of project on “Transitions” to improve the process of people moving from Children’s to Adult Social Care
- Consultation completed on the HR, Payroll and Systems Team service review in preparation for implementing a new structure and process improvements in 2021/22 Q1
- Review of Children’s Admin completed – a new staffing structure has been designed to better support social workers and increase resilience within the service
- Organisational review of the Culture service completed to re-align the teams into the service’s four main areas of work (Theatres & Venues; Events & Film; Culture Development; Libraries, Community, Hubs & Archives)
- Review of Adult Social Care “front door” demand completed. A programme of projects is now being developed with the service for 2021/22
- Approval received to commence cashless and Smart Parking pilot projects across Medway in 2021/22
- Work underway on “the new normal” following COVID-19, which includes reducing the number of MFD Printers at Gun Wharf following a vast reduction in printing volumes
- Business Change are working closely with the Property team to reduce the office footprint at Gun Wharf. As staff adopt agile/remote working there may be an opportunity to rationalise buildings or use space at Gun Wharf differently
- The Leadership for Change programme supports Transformation by creating more effective and efficient managers who can lead their teams confidently. The first wave of managers from Children’s Social Care and Adults’ Social Care has now been completed. A “Sustain and Embed” plan has been created to ensure that all participants continue their development following the programme. This plan is currently being rolled out to the pilot cohort.