

Ways of Working

Performance: Quarter 4 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: 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 4 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 |
|-----------|----------------------------|---|---|-----------------------------|-----------------------------------|
| SRO3B | 4 | Finances | Chief Finance Officer | A1 | L - very high I - catastrophic |
| SR46 | 8 | Medway's Economic Recovery from Covid19 | AD Regeneration (Recovery Lead Officer for Medway Council | B11 | L - high I - major |
| SR32 | 26 | Data and information | Chief Legal Officer | C11 | L – significant I - major |

| Reference | Risk Register Page (app 4) | Risk | Owner | Current residual risk score | L-likelihood I-impact |
|-----------|----------------------------|--|---|-----------------------------|---|
| SR36 | 29 | Alternative service delivery models | Chief Legal Officer, Chief Finance Officer | BIII | L - high I - moderate |
| SR37 | 33 | Cyber Security | Chief Finance Officer | CI | L - significant I - catastrophic |
| SR02 | 42 | Business continuity and emergency planning | Director of Place, Chief Finance Officer | DII | L - low I - major |
| SR49 | 59 | Income Reduction due to Covid19 | Chief Finance Officer | BII | L - high I - major |

Way of working: Giving value for money

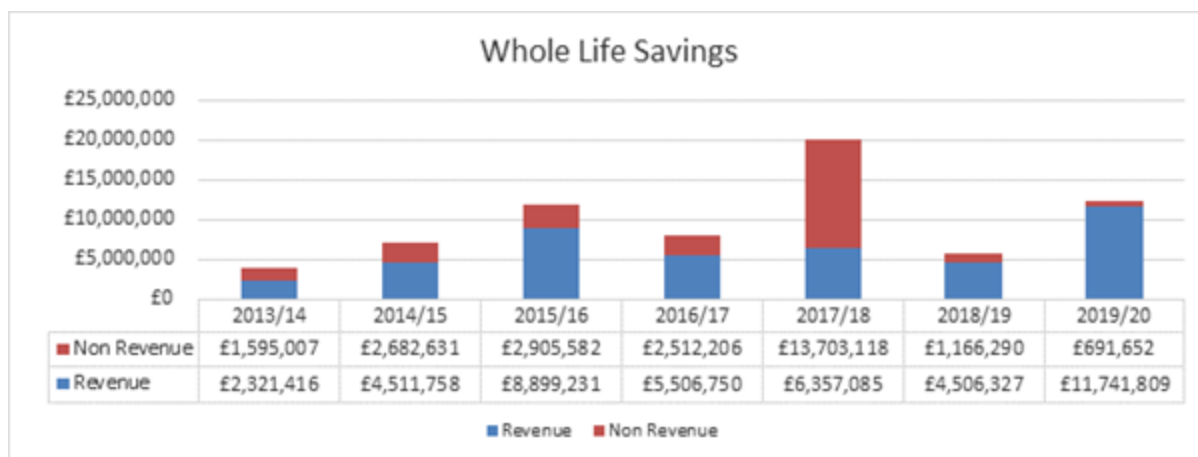
Giving value for money: Contracts

Comments

The Category Management team continues to achieve significant value for money because of the contracts awarded. The Council spends roughly £320million 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

There were 107 compliments throughout Q4, compared with 74 in Q3.





Waste Service received the most compliments (30) which were mainly about the level of services provided by waste collection crews. Highways received 16 compliments for prompt gritting of roads during a period of snow and ice, Customer and Business Support received 15 compliments about the friendliness and helpfulness of staff at the end of the phone, and for specialist support such as the Blue Badge Team, and Medway Norse received 11 compliments for replanting trees and for the new spring planting displays.

The remaining compliments were shared among a further 14 service areas.

Complaints

In Q4, 260 stage one complaints were responded to, and of those 241 were responded to within 10 working days, giving an excellent timeliness performance of 92.7%, exceeding the performance target of 80%. Year-end performance achieved 88.6%.

The following table gives an overall picture of the volumes and timeliness performance of each area for complaints in Q4, 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.4 2019-20 | Q.3 2020-21 | Q.4 2020-21 | Timeliness performance Compared to previous quarter |
| Corporate Stage 1 - Target responses within 10 working days is 80% | | | | |
| Volumes received | 227 | 204 | 294 |  5.0% |
| Responses issued | 225 | 220 | 260 | |
| Responses within 10 working days | 203 | 193 | 241 | |
| % responses meeting target | 90.2% | 87.7% | 92.7% | |
| Corporate Stage 2 - Target responses within 15 working days is 75% | | | | |
| Volumes received | 42 | 31 | 29 |  19.5% |
| Responses issued | 54 | 38 | 33 | |
| Responses within 15 working days | 41 | 26 | 29 | |
| % responses meeting target | 75.9% | 68.4% | 87.9% | |
| Children's Social Care Stage 1 - Target responses within 20 working days is 75% | | | | |
| Volumes received | 35 | 10 | 7 |  11.1% |
| Responses issued | 30 | 9 | 5 | |
| Responses within 20 working days | 27 | 8 | 5 | |
| % responses meeting target | 90.0% | 88.9% | 100.0% | |
| Adults Social Care - Target responses within 20 working days is 75% | | | | |
| Volumes received | 23 | 15 | 27 |  8.1% |
| Responses issued | 21 | 29 | 22 | |
| Responses within 20 working days | 10 | 24 | 20 | |
| % responses meeting target | 47.6% | 82.8% | 90.9% | |
| Local Government and Social Care Ombudsman complaint volumes | | | | |
| LGSCO referrals | 21 | 17 | 12 | |
| LGSCO decisions | 19 | 18 | 6 | |
| LGSCO upheld decisions | 1 | 4 | 2 | |

The Q4 trend for stage one corporate complaints over the last three years is as follows:

| | |
|---------|-------|
| 2020-21 | 92.7% |
| 2019-20 | 90.2% |

2018-19

91.1%

The data table above shows that performance has improved in all areas. Volumes of stage one corporate complaints have returned to pre-Covid19 levels. Records also show that they are in fact the highest recorded volumes in three years. Volumes of complaints in other areas have, overall, remained low.

Stage 1 corporate complaints (Response target 10 working days)

Stage one corporate response timeliness performance has again improved, with 92.7% of complaints responded to within 10 working days, exceeding the Council's target of 80%.

The year ended with 88.6% of stage one complaints responded to within corporate timeframes.

Stage 2 corporate complaints (Response target 15 working days)

Stage two corporate response timeliness performance also improved with 87.9% of complaints responded to within 15 working days. This is a significant increase compare with the previous quarter and reflects the hard work of complaint handlers across the organisation who have continued to work hard to respond to complaints during difficult circumstances.

Annual performance ended at 79.8% which remains above the Council's performance target of 75%.

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

Children's Social Care performance has been exceptional with 100.0% of complaints responded to within 20 working days, exceeding the Council's performance target of 75% and achieving a year-end performance of 91.4%, fractionally higher than the previous year.

Adult social care complaints (Response target 20 working days)

Adults Social Care performance has also improved, with 90.9% of complaints being responded to within 20 working days, exceeding the Council's target of 75% and achieving a year-end performance of 83.3%.

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

There has been a decrease in referrals made to the Local Government and Social Care Ombudsman (LGSCO), with 12 being made during Q4 compared with 17 in Q3. The Ombudsman made 10 decisions and upheld 2 complaints.

- One was closed after initial enquiries, out of jurisdiction.
- One was closed after initial enquiries, no further action.
- One was closed as premature.
- Two were not upheld.

- One was not published at the customer's request.

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

Medway.gov.uk continues to see a huge increase in the number of visitors to the site, particularly compared with the same time last year. Between 3 March 2020 and 2 March 2021, there were 18,644,040 page views, compared with 10,542,000 in the same period last year.

Medway.gov.uk has had a 77% increase in page views, a more than 30% increase in visits and 36% more users compared with the same period last year.

The Digital team has worked closely with Silver cell leads and colleagues to keep the Service updates page accurate. The Digital team is now leading a 'Customer Ready' cell with CABs, responsible for coordinating timely information from colleagues to be made available online/phone lines as part of the Government's roadmap out of lockdown.

Supporting users online

1) Working with Public Health, the Digital team has implemented an automated chat bot which allows customers to book a space on a Healthy Way class.

The more interactive and conversational nature of a chat bot fits with the tone of the public health content on Medway.gov.uk. Users can quickly and easily book a place, while the process is automated and efficient for staff to manage.

The service is brand new, so use is being monitored, before five more automated chats are designed and delivered.

2) Working with the Kent and Medway Growth Hub, the Digital team has also implemented a chat feature onto the Business grants pages.

Through this chat, business owners can ask questions about their individual circumstances, and get a real-time response to help them when applying for a business grant.

In the first five days of adding this feature to the grants pages, there were 41 contacts through the chat (compared with just 3 in the previous week).

Online services

The Digital team and ICT team have completed the build of 105 staff payments and 10 public facing payments, to support the move away from an older, more expensive payment system.

A new payment viewer page also enables staff to more easily check and track payments.

These payments will start to go live from May.

Accessibility

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

The most recent sessions focused on 'Making content accessible' and 'How to create an accessibility statement' which is a key requirement of the legislation.

Also, Medway.gov.uk has ranked in the top quarter of all council websites for its compliance to legal obligations including accessibility. In Q1, Medway Council climbed 22 places to 101 in the UK Local Government Digital Compliance INDEX.

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 Digital team was commissioned to create a new online presence for the newly refurbished Corn Exchange.

With a different audience to Medway.gov.uk, the team created a new website (but within the corporate platform), to showcase the venue, history and local area.

The new site promotes the venue for weddings, parties and business events, with a simple contact form for people to get in touch.

The website will be publicised through new social media channels when the venue can reopen in line with the Government's roadmap out of lockdown.