

**To:** Customer & Communities Policy Overview & Scrutiny Committee

**By:** Mike Hill, Cabinet Member Customer & Communities  
Amanda Honey, Corporate Director, Customer & Communities

**Date:** 21 March 2012

**Subject:** **Quarterly Performance Report, Quarter 3 2011/12**

**Classification:** Unrestricted

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**Summary** The purpose of this report is to inform Members about key areas of performance & activity across KCC, with a particular focus on indicators within the Customer & Communities Directorate.

## **FOR INFORMATION AND COMMENT**

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### **1.0 Introduction**

- 1.1 The KCC Quarterly Performance Report for Quarter 3 2011/12 was presented to Cabinet on 19<sup>th</sup> March 2012, showing performance against a selection of key indicators across the authority.
- 1.2 Attached at appendix 1 is an extract from that report, relating to services within the Customer & Communities directorate up until the end of December 2011.
- 1.3 This process contributes to the management of the overall performance of the authority and the full report is published quarterly on the external web site as part of KCC's transparency agenda.

### **2.0 Indicators relevant to the Customer & Communities directorate**

- 2.1 There are three performance indicators featured specifically relating to the Customer & Communities directorate. They are:
  - Number of first time entrants to the youth justice system;
  - Percentage of calls to Contact Kent answered within 20 seconds;
  - Number of visits to the KCC website.
- 2.2 The 'RAG' (Red/Amber/Green) rating for the Contact Centre has improved from Red to Amber since the previous quarter, while the status of the other two indicators remains the same (Green for first time entrants to the youth justice system and Amber for the number of visits to the KCC website).
- 2.3 Also included in the extract is some more general KCC-wide management information relating to Contact Centre calls, complaints and results of key

consultation exercises that relates to functions hosted within the Customer & Communities directorate.

### **3.0 Recommendations**

- 3.1 Members are asked to NOTE and COMMENT on the Quarterly Performance Report extract attached.

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# **KCC Quarterly Performance Report Quarter 3, 2011/12**

**Indicators relating to the Customer & Communities Directorate**

March 2012



# Foreword

Welcome to Kent County Council's Quarterly Performance Report for Quarter three of financial year 2011/12.

Within this report you will find information on our Key Performance Indicators (KPIs) and a range of other essential management information. This report should be read in conjunction with our financial monitoring report which includes information on service demand levels and related key activity indicators.

The council is committed to delivering its strategic objectives as outlined in our medium term plan **Bold Steps for Kent** and the suite of underlying strategies underpinning our Framework for Regeneration, 'Unlocking Kent's Potential'.

At the heart of Bold Steps for Kent are our three ambitions:

- To Help the Economy Grow
- To Tackle Disadvantage
- To Put the Citizen In Control

We are working in very challenging times, with significantly less funding from central government and increased demand for services. The need for a new approach to public services has never been more urgent given the pressures on public finance and the changes in the way that people want their services to be delivered. KCC must radically rethink its approach to the design and delivery of services whilst ensuring Kent remains one of the most attractive places to live and work. Our Bold Steps priorities will help us achieve this.

We hope you find this report useful and we welcome any feedback on how we can improve it.

## Key to RAG (Red/Amber/Green) ratings applied to KPIs

<b>GREEN</b>	Target has been achieved or exceeded
<b>AMBER</b>	Performance is behind target but within acceptable limits
<b>RED</b>	Performance is significantly behind target and is below an acceptable pre-defined minimum *
↑	Performance has improved relative to targets set
↓	Performance has worsened relative to targets set

\* In future, when annual business plan targets are set, we will also publish the minimum acceptable level of performance for each indicator which will cause the KPI to be assessed as Red when performance falls below this threshold.

### Performance Assurance Team (PAT)

PAT's role is to consider and challenge the action plans for improving performance, including addressing constraints and barriers and to provide additional reassurances to elected members that the action plans and the information included within this report are robust.

PAT meets monthly and is chaired by the Deputy Managing Director. Membership includes a nominated director from each directorate. It also includes two non-executive directors (NEDs) who are staff from the grass roots of the organisation. This ensures PAT has cross-organisation membership from all levels to provide a 'whole organisation' approach to improvement.

### Data quality note

All data included in this report for current financial year are provisional unaudited data and are categorised as management information. All results may be subject to later change.

## Summary of Performance for our KPIs

Indicator Description	Service Area	Detail Below?	Current Status	Previous Status	Direction of Travel
Number of children's social care cases not allocated to a social worker for over 28 days	Children's Social Care		Green	Green	↓
Number of initial assessments in progress and out of timescale	Children's Social Care		Green	Green	↑
Number of children looked after per 10,000 children aged under 18	Children's Social Care		Red	Red	↓
Percentage of children leaving care who are adopted	Children's Social Care		Red	Red	↓
Number of children subject to a child protection plan per 10,000 children aged under 18	Children's Social Care		Amber	Red	↑
Percentage of establishment caseholding posts filled by qualified social workers	Children's Social Care		Amber	Amber	↑
Percentage of children subject to a child protection plan for two or more years	Children's Social Care		Red	Red	↑
Percentage of pupils achieving level 4 and above in both English and Maths at Key Stage 2	Education		Amber	Red	↑
Percentage of pupils achieving 5+ A*-C grades at Key Stage 4 including GCSE English and Maths	Education		Amber	Amber	↑
Attainment gap for children with Free School Meals at Key Stage 4 including GCSE English and Maths	Education		Red	Red	↑
Number of schools in category (special measures or with notice to improve)	Education		Red	Red	↑
Number of starts on Kent Success Apprenticeship scheme	Skills		Green	Green	↓
Number of starts in Kent on the National Apprenticeship Scheme	Skills		Green	Green	↑
Percentage of pupils permanently excluded from school	Young People		Amber	Amber	↔
Percentage 16 to 18 year-olds not in education,	Young		Red	Amber	↓

Indicator Description	Service Area	Detail Below?	Current Status	Previous Status	Direction of Travel
employment or training	People				
Number of first time entrants to youth justice system	Young People	YES	Green	Green	↑
Number of gross jobs created in Kent and Medway through inward investment	Economic Support		Green	Amber	↑
Percentage of adult social care clients who receive a personal budget and/or a direct payment	Adult Social Care		Green	Green	↑
Number of adult social care clients receiving a telecare service	Adult Social Care		Green	Green	↑
Number of adult social care clients provided with an enablement service	Adult Social Care		Amber	Amber	↑
Percentage of adult social care assessments completed within six weeks	Adult Social Care		Green	Green	↔
Percentage of clients satisfied that desired outcomes have been achieved at their first review	Adult Social Care		Green	Green	↑
Percentage of routine highway repairs completed within 28 days	Highways		Green	Green	↔
Average number of days to repair potholes	Highways		Green	Green	↑
Percentage of satisfied callers for Kent Highways 100 call back survey	Highways		Green	Green	↓
Percentage of municipal waste recycled or converted to energy and not taken to landfill	Waste Management		Green	Amber	↑
Kg of residual household waste collected per household	Waste Management		Green	Green	↑
Percentage of waste recycled and composted at Household Waste Recycling Centres	Waste Management		Green	Green	↑
Percentage of phone calls to KCC Contact Centre answered within 20 seconds	Customer Services	YES	Amber	Red	↑
Number of visits to KCC web site	Customer Services	YES	Amber	Amber	↑

Incoming calls received by KCC Contact Centre (Contact Kent) : top ten contact lines			
<b>Cabinet Member</b>	Mike Hill	<b>Director</b>	Des Crilley
<b>Portfolio</b>	Customer and Communities	<b>Division</b>	Customer Services

All figures rounded to nearest thousand and shown as thousands

Contact Phone Line	Apr to Jun 2010	Jul to Sep 2010	Oct to Dec 2010	Jan to Mar 2011	Apr to Jun 2011	Jul to Sep 2011	Oct to Dec 2011	Change to last fin. year
247 main phone line	31	41	30	32	40	48	35	+18%
Highways and Transport	34	34	35	39	36	41	37	+11%
Office switchboards	37	32	45	52	40	31	27	-14%
Libraries and Archives	42	43	47	41	37	35	32	-20%
Registration Services	34	30	25	35	40	22	18	-10%
Adult Social Services	20	19	19	22	27	25	22	+28%
Education Line	11	13	15	18	26	31	17	+88%
Blue Badges	11	11	9	10	17	16	15	+56%
Adult Education	13	20	13	13	11	17	9	-19%
Children Social Services	10	9	9	8	10	9	11	+11%
Other lines	19	18	21	18	29	25	24	+35%
<b>Total Calls (in thousands)</b>	<b>261</b>	<b>270</b>	<b>269</b>	<b>287</b>	<b>314</b>	<b>301</b>	<b>246</b>	<b>+8%</b>



## Commentary

Caller volumes to the Contact Centre reduced substantially in the quarter and the number of contacts was 9% less than the same time last year. This brings the financial year to date increase to 8% compared to last year (reported as a 16% increase at the end of quarter 2).

Some of the increase in call volumes seen this year was due to new phone lines moving into the Contact Centre such as Concessionary Fares, which was previously run by district councils. However a number of other services have also seen increased caller volumes this year.

The increase in calls during the first two quarters of the year had an adverse impact on the call answering response times achieved, as reported elsewhere in this report. With reduced volumes of calls in the most recent quarter, call answering times are now back to acceptable levels.

Detailed analysis of the call data shows the following movements to caller volumes:

- The 08458 247247 main line has this year become the most popular phone number for residents to contact KCC.
- The Library and Archives contact line previously had the highest caller volumes but the Highways and Transport contact line is now receiving more calls. This is a result of more library users choosing to renew library books online, reducing caller volumes for this service, and for Highways and Transport call volumes have increased mainly due to changes to processes for speed awareness courses. Applications for speed awareness courses are now moving on-line and this should reduce call volumes in the future.
- The Education line received significantly higher call volume earlier this year due to the change for the 'In year school admissions' process. Call volumes for this service are now returning to more usual levels.
- Call volumes for the Blue Badge service have increased due to the service being delivered differently, as instructed by the Department for Transport.
- Calls to the Registration Services line have reduced as certain calls are now going directly to Registration offices.
- Calls to Adult Education have reduced because of reduced demand and greater use of the internet for booking courses.
- Previously only the out of hours calls for Children Social Care came into the Contact Centre but from quarter 3 more calls are being routed into the Contact Centre during normal working hours, as part of the children's improvement plan and working with the Central Duty Team
- Other lines included an additional 2,400 calls in December on the KCC Campaign line, which was used for providing information to customers enquiring about the increase in the charge for Blue Badge applications.

<b>Number of complaints received by Kent County Council – top ten service areas</b>			
<b>Cabinet Member</b>	Mike Hill	<b>Director</b>	Matt Burrows
<b>Portfolio</b>	Customer and Communities	<b>Division</b>	Communication and Engagement

<b>Complaints by Service area</b>	Jul to Sep 2010	Oct to Dec 2010	Jan to Mar 2011	Apr to Jun 2011	Jul to Sep 2011	Oct to Dec 2011	12 month Totals
Highways and Transportation	532	646	247	261	288	183	<b>979</b>
Children's services *	104	125	128	(132)	(144)	(144)	<b>548</b>
-- Education services				14	15	6	
-- Children's social care				118	129	138	
Adult Social Services	126	123	135	126	82	112	<b>455</b>
Libraries & Archives	25	23	23	47	255	182	<b>507</b>
Insurance claims	49	51	220	56	15	18	<b>309</b>
Environment *	102	44	71	(93)	(113)	(50)	<b>317</b>
-- Waste management				68	58	39	
-- Countryside access				25	55	11	
Adult Education	49	38	32	33	36	27	<b>128</b>
Commercial Services	27	18	17	59	31	41	<b>148</b>
Gateways and Contact centre	48	10	3	10	25	9	<b>47</b>
Youth services	12	18	8	3	9	4	<b>24</b>
Other services	49	62	49	50	41	30	<b>181</b>
<b>Total</b>	<b>1,123</b>	<b>1,158</b>	<b>933</b>	<b>870</b>	<b>1,039</b>	<b>800</b>	<b>3,642</b>

\* Breakdown of last year's data for children's services and environment into new organisational structures is not available.

## Commentary

The number of complaints for the quarter were down 24% compared to last quarter and down 32% compared to the same time last year, thus continuing the trend for less complaints being recorded this year. Complaints received up to quarter 3 this year have been 21% less than last year (15% less at half year point). Services showing the largest reduction in complaints this quarter were Highways and Transportation, Libraries and Archives and Environment. All complaints are monitored to determine whether there are any emerging trends that can be addressed by the service areas.

**Highways and Transportation:** The majority of complaints received by KCC relate to highways and transportation. Complaints in this area are down 57% compared to the same time last year and much of this is down to the work undertaken to reduce the backlog of pothole repairs and other maintenance work which had resulted from previous harsh winter weather. This accounts for much of the reduction in complaints this year compared to last year.

**Children's Social Services:** There was a slight increase in complaints again this quarter although no specific trends have been identified. Compliments were paid for a number of areas including Social Work support through the adoption process and headteachers valuing social work support for school pupils.

**Adult Social Services:** In the third quarter 112 complaints were received, of which 6 related to Finance, 27 to Learning Disability services, 1 to Mental Health services, 62 to services for Older People and 16 to services for people with physical disabilities. The top three reasons for complaints were disputed decisions, communication with relatives/service users and delay in providing services.

**Libraries & Archives:** Complaints are recorded on comment cards and due to a noticeable reduction in the number of comment cards received last year, in comparison with previous years, managers were reminded to ensure that comment cards were clearly visible within libraries. As a result there has now been an increase in comment cards received in the last two quarters. The main issue for complaint are the new self-service counters which older people in particular are finding difficult to use and which give out information in a different format than they are used to.

**Insurance Claims:** The number of Insurance claim complaints are significantly down this year compared to last year, due to the reduction in the number of claims for pothole damage, leading to an improvement in the speed with which we deal with claims.

**Environment:** The number of complaints received regarding Country Parks reduced this quarter.

Result of key public consultation exercises			
<b>Cabinet Member</b>	Mike Hill	<b>Director</b>	Matt Burrows
<b>Portfolio</b>	Customer and Communities	<b>Division</b>	Communication and Engagement

## Youth Service Transformation

A period of 90 day consultation of Youth Service Transformation concluded at the end of October 2011. A report has been written, presented to Cabinet Member and Corporate Director for Customer and Communities, and published on-line at [www.kent.gov.uk/youth](http://www.kent.gov.uk/youth) on 5 January 2012. A significant number of briefing sessions were held for staff, young people and other groups; the Cabinet member and Head of Integrated Youth Services also attended all Locality Boards of their local equivalent in the last weeks of 2011. More than 730 written responses were received from a wide range of individuals and groups; 6 petitions were also received, one of which triggered a full County Council debate in December 2011.

Responses from consultation indicated a roughly equal split between those who agreed with the concept of a new model of service delivery and those who preferred no change to the *status quo* or a minority who proposed a more radical model of total commissioning.

The key countywide themes were related to:

- The concept and location of proposed 'Youth Hubs';
- The proposed commissioning model;
- An outcomes framework which encompassed a range of 14 general priorities for young people to engage in challenging and fun activities to help them develop a wide range of skills and support their well-being and development.
- Buildings – the proposal that some of the current stock of youth centres would not be run by KCC.

On 12 January, Mr Hill took a formal decision to proceed with implementation of the overall model of delivery as described in the original proposal i.e. a core KCC offer of open access youth work in each district/borough alongside other local provision supported by a newly created commissioning fund.

The formal decision also requires officers from KCC and districts/boroughs to work with Locality Boards or equivalent, and young people, between January-March 2012 to define what youth work provision is required at local level. This work from the 12 districts/boroughs will inform a final Cabinet Member decision in April 2012, after which a period of implementation will commence and run through 2012. The new model of delivery will commence on 1 January 2013.

## **Consultations in Progress**

Several consultations began in quarter 3 and ended in quarter 4. They include:

- KCC Budget 2012/13 – the budget was approved by County Council on 9<sup>th</sup> February 2012.
- Household Waste Recycling Centres - the aim of this review is to identify the right level of Household Waste Recycling Centre service for Kent residents at the right cost.
- A consultation on school admissions - In line with the School Admissions Code, the council is consulting admissions authorities, diocesan boards, parent groups and parent/guardians of children aged between two and 16 who live in Kent. They are being asked about the proposed admission arrangements for community and voluntary controlled schools in Kent for the 2013/14 school year.
- Plus 16 Bus Pass Trial - the results of the survey are being used to help inform policy decisions about bus travel for over 16s in Kent.

Details of results of these consultations will feature in the quarter 4 report.

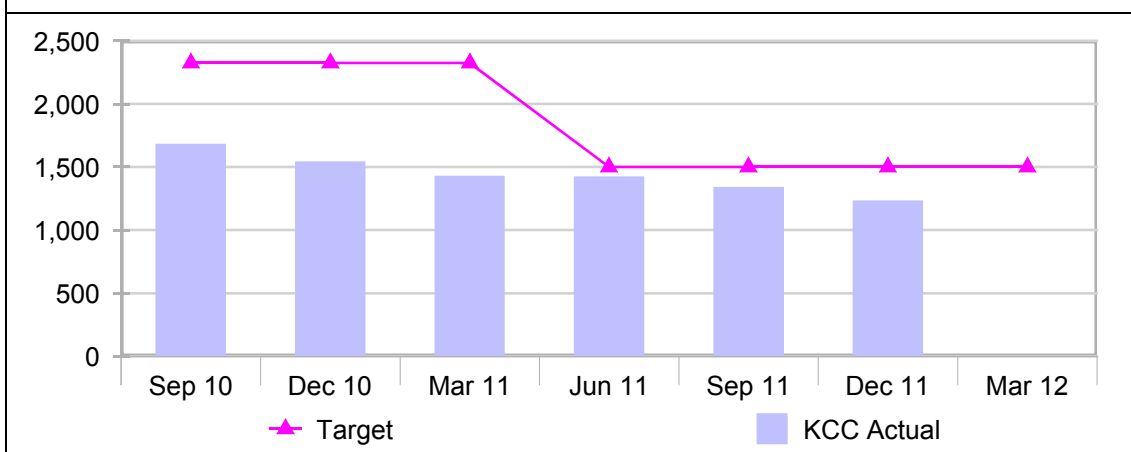
## **Upcoming Consultations**

There are several key consultations taking place in quarter 4 – these include:

- Learning Disability - looking at a new model for day services in Shepway
- Supporting Independence Service (SIS) specification – the Families and Social Care directorate is going out to tender for a new contract in March 2012 for the Supporting Independence Service (SIS) replacing contracts for Community Support Services, Supported Accommodation and Supported Living. With this contract we intend to commission an outcome focused service based on independence and social inclusion principles. Views are invited about the proposed service model set out in the service specification.
- Consultation on the developer's Guide - Creating Quality Places – this sets out a framework by which KCC will work together with partners including Districts and the Development Industry to provide housing and deliver the necessary community infrastructure to support that growth.

**Number of first time entrants to youth justice system** **Green** ↑

<b>Bold Steps Priority/Core Service Area</b>	Support families with complex needs	<b>Bold Steps Ambition</b>	To tackle disadvantage
<b>Cabinet Member</b>	Mike Hill	<b>Director</b>	Angela Slaven
<b>Portfolio</b>	Customer and Communities	<b>Division</b>	Service Improvement



**Data Notes.**  
 Tolerance: Lower values are better  
 Unit of measure: Number  
 Data Source: Careworks case management system  
 Data is reported as rolling 12 month total.  
 Data rounded to nearest count of 10

Trend Data – rolling 12 month totals	Previous Year			Current Year			
	Sept 10	Dec 10	Mar 11	Jun 11	Sep 11	Dec 11	Mar 12
KCC Result	1,680	1,540	1,430	1,420	1,340	1,230	
Target	2,325	2,325	2,325	1,500	1,500	1,500	1,500
Rag Rating	Green	Green	Green	Green	Green	Green	

**Commentary**

During 2010/11 the number of first time entrants fell each quarter and this trend has been sustained into 2011/12.

Between 2009/10 and 2010/11 there was a reduction in the total number of first time entrants of 25%. Although this is a very positive result, national data drawn from Police National Computer (PNC) shows that Kent has a higher rate of first time young offenders (14.2 per 1,000 young people aged 10-17) than the average of statistical neighbours (12.3 per 1,000 young people).

The incidence of new young offenders tends to be highest amongst districts in the east of the county where higher deprivation levels exist, with numbers being highest in Thanet and Swale.

## Number of first time entrants to youth justice system

Green ↑

### What actions are we taking to improve performance (and drivers of performance)

The actions being taken include:

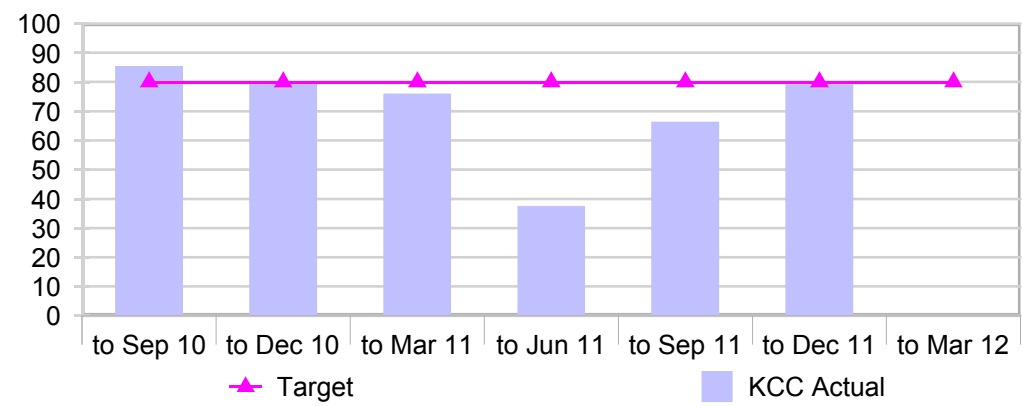
- the integration of the Youth Inclusion Support Panel (YISP) staff into the three locality based teams of the Youth Offending Service (YOS) – this step will assist the targeting of siblings of known offenders whose risk of offending will be raised. It should be noted that the YISP staff will be put “at risk” this month due to the uncertainty of future funding from the Youth Justice Board
- joint working with Kent Police and offering support via the YISPs for their Restorative Solutions initiative, which is designed to divert children and young people from the youth justice system through the use of restorative justice and enabling access to services where the child / young person is seen to be at risk. Restorative justice processes bring those harmed by crime or conflict, and those responsible for the harm, into communication, enabling everyone affected by a particular incident to play a part in repairing the harm and finding a positive way forward.

### Risks and mitigating actions

- A key factor in reducing the number of young people entering the youth justice system is the level of police commitment to diversionary measures. Therefore any change in policing strategy could present a risk to achieving the target. No change in strategy is currently expected.
- Young people’s engagement in education, training and employment is a significant factor in reducing the risk of offending. The current economic climate and higher levels of youth unemployment in the county brings a risk that some of the 16-17 age group could become demoralised and more vulnerable to offending if other risk factors are also in place (e.g. poor family support).
- The education system nationally and in Kent is changing. It is important that the YOS establishes new relationships with academies to emphasise the importance of education in reducing risk of young people offending.

**Percentage of calls to Contact Kent answered within 20 seconds** **Amber** ↑

<b>Bold Steps Priority/Core Service Area</b>	Improve access to public services	<b>Bold Steps Ambition</b>	Put the Citizen in Control
<b>Cabinet Member</b>	Mike Hill	<b>Director</b>	Des Crilley
<b>Portfolio</b>	Customer and Communities	<b>Division</b>	Customer Services



**Data Notes.**  
 Tolerance: Higher values are better  
 Unit of measure: Percentage  
 Data Source: Siemens Hipath telephone system

Data is reported as percentage achieved for each individual quarter.

No comparator data for other local authorities is currently available for this indicator.

Trend Data – results by quarter	Previous Year			Current Year			
	Sept 10	Dec 10	Mar 11	Jun 11	Sep 11	Dec 11	Mar 12
KCC Result	85.3%	80.1%	75.9%	37.4%	66.3%	79.1%	
Target = previous year	80%	80%	80%	80%	80%	80%	80%
Rag Rating	<b>Green</b>	<b>Green</b>	<b>Amber</b>	<b>Red</b>	<b>Red</b>	<b>Amber</b>	
Calls received	270,000	269,000	287,000	314,000	301,000	246,000	

**Commentary**

Response times at the KCC Contact Centre were close to target for the quarter ending December 2011. The number of phone calls received was 9% lower than the same quarter in the previous year.



## Percentage of calls to Contact Kent answered within 20 seconds

Amber ↑

### What actions are we taking to improve performance (and drivers of performance)

The Contact Kent is now resourced at the right level (mid December), with the recruitment campaign lasting four months (from permission to recruit authorisation to call taking). In addition to resources recruited so far, Contact Kent will be focusing on areas, such as the Kent Highways Speed Awareness Course service during the coming year, with the aim of moving more customer contact to the kent.gov.uk website.

This feeds into a longer term strategy of “channel shift” - the migration of customer contact towards more efficient and cost effective channels, which is a component of the emerging Customer Service Strategy.

A more comprehensive review of Contact Kent operations has been conducted and is being presented to senior management in February, ensuring that the business model is fit-for-purpose for the future.

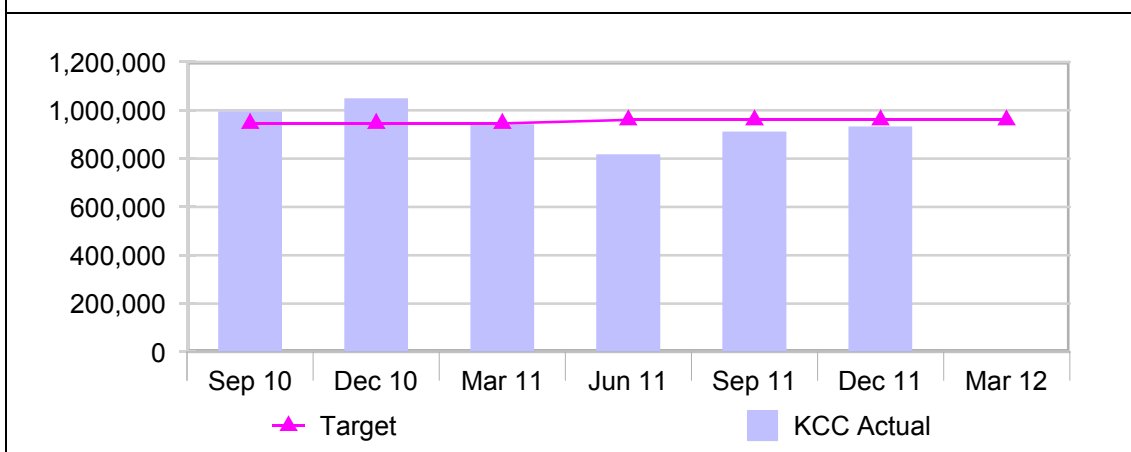
### Risks and mitigating actions

Call volumes have stabilised after the 20% increase experienced in Q1 2011, which had been changing outside of previous forecasts and projections, though individual services are still experiencing dramatic variances from previous years. We are expecting more calls to be generated in February and March, due any significant adverse weather conditions, which last year almost doubled the calls made to the Contact Centre.

Savings targets are currently being moved to the business units responsible for the service, as opposed to the Contact Centre. This includes the Kent Contact and Assessment Service (KCAS), which has been impacted by the Central Duty Team and Central Referral Unit (set up to deliver The Children’s Improvement Plan) and is also moving to cover the Single Points of Access, being set up to facilitate the Health and Social Care Integration Plan.

**Number of visits to KCC web site** **Amber** ↑

<b>Bold Steps Priority/Core Service Area</b>	Improve access to public services	<b>Bold Steps Ambition</b>	Put the Citizen in Control
<b>Cabinet Member</b>	Mike Hill	<b>Director</b>	Matt Burrows
<b>Portfolio</b>	Customer and Communities	<b>Division</b>	Communication and Engagement



**Data Notes.**  
 Tolerance: Higher values are better  
 Unit of measure: Number  
 Data Source: Google Analytics

Data is reported as number of visits made in each quarter.

No comparator data for other local authorities is currently available for this indicator.

Trend Data – visits by quarter	Previous Year			Current Year			
	Sept 10	Dec 10	Mar 11	Jun 11	Sep 11	Dec 11	Mar 12
KCC Result	993,000	1,048,000	939,000	816,000	909,000	931,000	
Target = previous year	945,000	945,000	945,000	960,000	960,000	960,000	960,000
Rag Rating	Green	Green	Amber	Red	Amber	Amber	

**Commentary**

Visits are higher than the last quarter due to people searching for rubbish collection and other service information during the Christmas period.

Social media was used to drive people to the website through daily ice alerts, road weather forecasts which encouraged visitors to look at the winter service page.

We also began to tweet KCC jobs adverts which also increased visits to the website.

Total visits are still lower than previous quarters in 2010 and this is primarily due to an historic issue of Kent library computers having a homepage from the KCC website, creating an artificially inflated picture. Also, severe weather disruption in December 2010 pushed visitors to Kent.gov to search for school closures, salting routes and service information.

## Number of visits to KCC web site

Amber ↑

### What actions are we taking to improve performance (and drivers of performance)

- The winter service page ([www.kent.gov.uk/winter](http://www.kent.gov.uk/winter)) continues to be publicised on YouTube, Twitter, press releases, e-bulletin, KNet and K-Mail driving visitors to the website.
- The launch of the school closures database will direct more visits to the website when we begin phase 2 to include adult education and library closures as well as KCC building closures.
- We are beginning to track user journeys to monitor how successful and useful content and applications on the website are.
- We (and other customer service channels) are investigating the use of Gov Metric to provide customer satisfaction data and feedback.
- In the longer term, the migration of customer contact towards more efficient and cost effective channels will lead to more visits to the kent.gov.uk site.
- Calls for library services to the contact centre are decreasing – more investigation needed to find out if customers have shifted towards the website.

### Risks and mitigating actions

There are more than 70 websites with KCC involvement that sit outside [www.kent.gov.uk](http://www.kent.gov.uk) and which direct traffic away from the website (e.g. Kent Choices 4 U, Kent-Teach, Kent Adult Education). The Corporate Management Team has been asked to recommend which external sites move into kent.gov.uk.

A decline in visits may be causing additional calls to the contact centre, which is generally more expensive to serve than a web visit. Analysis on contact centre call volumes and web stats for our most-used services is underway as part of the Customer Services Strategy, which will provide recommendations for how to improve web content to encourage more people to use the website as their first point of contact.