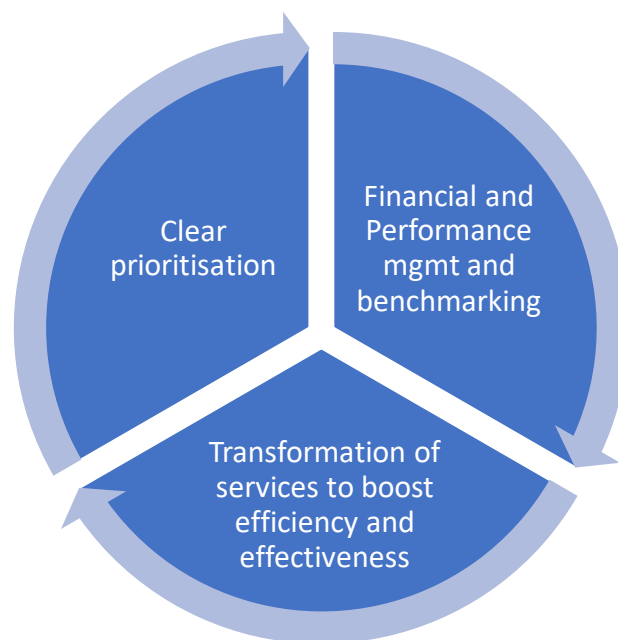


Continuous Improvement Delivery Plan

Purpose of this plan

This plan lays out how Huntingdonshire District Council will work with its residents, and partners, to maximise the impact of people, processes, and technology to fulfil our best value duty and deliver the objectives within our corporate plan. This will build on the organisational values, the delivery mechanisms of enable and influence as well as do, and the objectives in the corporate plan. It is not intended to serve as a restatement of the Corporate Plan in its entirety, and instead is focussed predominantly on delivery activity, value for money and optimising our ways of working to do this. The delivery of broader Council strategy is out of scope of this document, unless it impacts specifically on changing the mechanisms of delivery or demand.

The headline approach of our enduring change programme is summarised by the diagram below, with clear priorities, being robustly managed and generating a rolling programme of change activity (continuous improvement). This approach recognises that change is dynamic, and constant and we must be able to effectively respond to changing pressures and demands, rather than be driven by a series of pre-ordained activities.



Why does the Council require a continuous improvement plan?

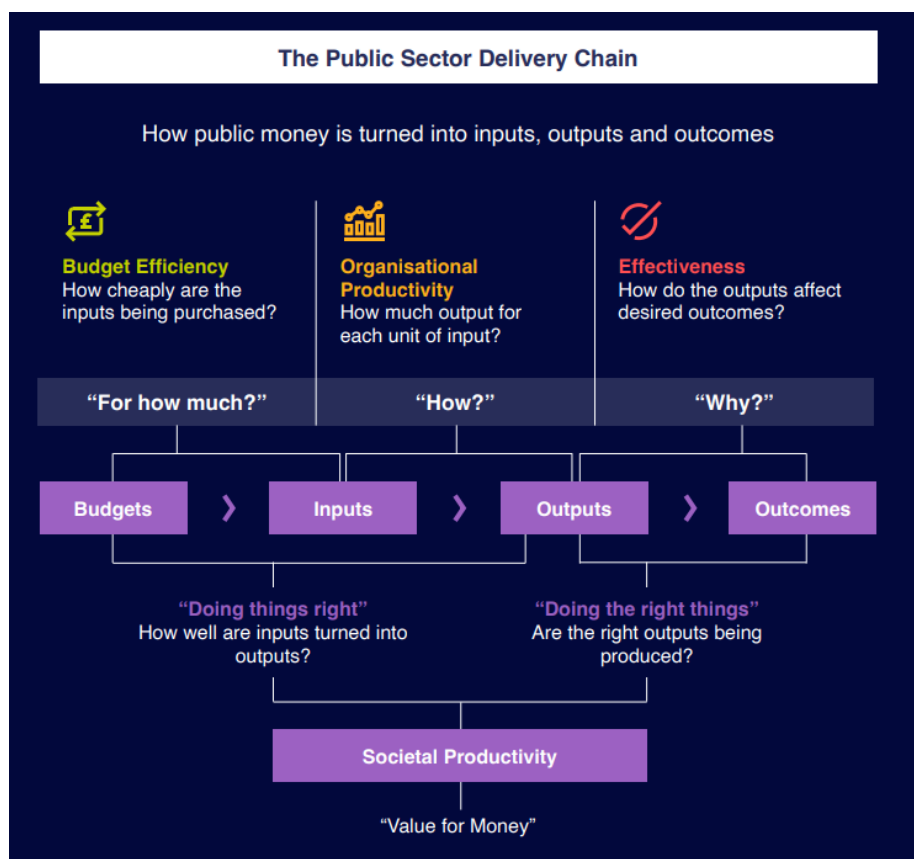
The Council's [Corporate risk register](#) captures the significant risks that the Council faces around reduction in funding, increase in costs, or the increase in demand for services. This is matched by experiences elsewhere across the sector, and the [launch of OFLOG and](#) the new requirement of authorities to publish productivity plans. This risk is also influenced by the increasing reliance on local sources of funding such as business rates, meaning that a downturn in the economy both increases demand and decreases funding, and that our partners face similar impacts and challenges.

Combined with our duties as a Council, and the objectives in the Council’s Corporate Plan, a Continuous Improvement plan therefore focusses our change objectives on a number of clear areas.

1. A need to focus on value for money, and to deliver services as cheaply and effectively as possible.
2. A need to focus on efficacy, and to deliver benefits for residents in the most effective way. This will involve working with and through partners and focussing on prevention which will require sustained focus.
3. Ensuring the Council uses all the levers it has to contribute to the delivery of agreed outcomes, considering its spending and use of estate and employment practices as opportunities to deliver outcomes within the area. The employment of the do, enable, influence model of delivery, with our partners, and residents will be central to this. With honest reflection on the limits of our capacity and capability.

All of these must then be underpinned by a governance and oversight structure that ensures fast and efficient delivery and a clear focus on results, and corrective action where it is required. A robust governance framework will allow for timely escalations as well as robust decision-making and transparent assurance on progress and outputs/outcomes. In many ways this document serves as the forward-looking aspect of the Government’s request for productivity plans, showing how we will continue to respond to the needs of our communities within the resources we have at our disposal.

The diagram below from the Bennett institute, effectively outlines the different elements of public sector productivity, which link closely to the categories highlighted in this report.



¹ [Redefining public sector productivity - Bennett Institute for Public Policy \(cam.ac.uk\)](https://www.bennettinstitute.com/public-policy/2018/01/15/1-redefining-public-sector-productivity/)

What do we mean by Continuous Improvement?

Transformation is defined as “A marked change in form, nature, or appearance.” In terms of this document, continuous improvement is defined as reviewing the way we work – some of the what, but largely how we do things. The way we deliver activities, plan, prioritise and resource in order to meet the objectives of the Council. This will cover governance, risk, and assurance as well delivery. By its nature some of this work will be internal, (whilst the large strategy work will be by its nature external) but will be informed by resident needs, opportunities to deliver differently through partnership or technology, and to reframe problems, in order to meet our objectives for Huntingdonshire as a Place, and to support our Growth aspirations.

Or as Dave Brailsford said when he began his stint leading the GB Olympic track cycling programme:

“It struck me that we should think small, not big, and adopt a philosophy of continuous improvement through the aggregation of marginal gains. Forget about perfection; focus on progression and compound the improvements.”

"The whole point about our approach is that it was meant to be continuous. We learned as we went. You have to identify the critical success factors and ensure they are in place, and then focus your improvements around them."

Background

Within Local Authorities and within Huntingdonshire change and adaptation are normal states. The significant reductions in public sector spending, the increase in demand, combined with the changing demographic profiles of the communities that they support and the opportunities that new technology and the expansion of one-off funding streams has led to this process within local authorities commonly being referred to as “Transformation”.

Within this comes an expectation that each Council will have a clearly articulated plan for how we monitor and influence the cost, speed, and quality of the services we deliver, to demonstrate Best Value, demonstrate strong control and appropriately respond to the internal and external factors that influence us. This plan is a live document and respond in an agile way to the impacts of the ‘known unknowns’ eg: the outcome of the General Election, to continue to define and prioritise change and improvement for the organisation.

This process of evolution and continuous improvement is not new and builds upon a range of assurance and planning frameworks that are already in existence at the Council. A number of these will need to evolve, and in some areas, this will need to be accelerated. This activity will be undertaken as part of a culture of continuous improvement of business process and ways of working that has been taking place over an extended period, is a core cultural aspect of the way we operate and is enabled by HDC’s icare values.

This paper acknowledges the most efficient way to make sustainable improvements is to proactively address the root cause of the issue rather than reacting to increasing demand for services due issues of affordability and a reduction in funding for public services. This explains the clear focus on growth, with the clear evidence of the social and economic impacts of high quality work. The same holds true for all our services, whether they are external or internal - simply doing them quicker does not stop the problem from occurring. Therefore prevention, and removal of need through better design,

focus on inter-dependent resident needs and prevention such as through boosting employment will always be more efficient than even the best transactional response.

What is in scope for the continuous improvement plan?

This plan clearly sets out the ways in which work will be undertaken to improve the outcomes for Huntingdonshire and the District Council through identified and agreed actions in the Corporate Plan and within Service plans (our Annual delivery plan). These areas of work can be described as tactical as they will be relatively short term and will change and improve the way we work. The scope of these can be defined as:

- New delivery or service offers to either our HDC staff or to our residents/businesses
- New and improved ways of working ie: being more efficient and effective with the resources we have available. Such as through the greater use of technology.
- New opportunities developed, either through new and emerging technologies, and/or through new and emerging partnerships across the district

There are other areas of work identified in the Corporate Plan, best described as strategic. These are longer term and clearly define the direction of travel that the organisation needs to take in order to achieve much longer terms goals. These are out of scope of this plan, until such time as the strategy/strategic direction is documented and approved, the resultant Action Plan has been created and the resources required to deliver the Action Plan has been secured. As the continuous improvement plan will be a live document, once the respective actions plans have been finalised the tactical activities can then be included in scope for delivery. Strategic activities that are therefore out of scope for the continuous improvement plan are for example:

- Local Plan
- Economic Growth Strategy
- Commercial Investment Strategy
- Hinchingbrooke Hospital rebuild

Actions taken by the Council to date to transform services

Huntingdonshire's approach to maximising the cost, quality and speed of delivery of our activity has been driven by three key factors. Prioritisation, internal control and a focus on outcomes for the area and its people.

Huntingdonshire faces many of the same challenges as other parts of the public sector system in terms of financial challenges and demand. In addition, its population is older, and more rural, and connectivity and housing affordability remain an increasing challenge. Evidence clearly points to the key role of employment, social connection and physical activity as being major planks to reduce demand and increase the quality of life locally.

This has seen HDC through several iterations of service improvement over recent times, and has seen this focus upon:

1. Clear prioritization

- a. Central to this has been a focus on the organisation retaining a clear focus on the review of [which services are most valued](#) by our residents and partners. This has been undertaken through consultation and engagement and reviewed over time.
- b. Check and review of the value of services, and alignment to political will, ensuring that the statutory, [and non-statutory split of services](#) informs financial planning at a

political and officer level, and that we are clear with non-statutory services such as economic development, community support and leisure, which key Council outcomes they are contributing to. In addition to the focus on statutory/non-statutory activity, we have consistently engaged with external data, to ensure non-statutory services remain focussed on the key challenges faced by the Council and the sector [NAO – Aileen Murphy](#).

- c. Long term financial planning, and ensuring that [longer term challenges and reforms](#) inform the pragmatic steps we take. This has required strong political leadership to prioritise financial sustainability for the organisation, including the introduction of the garden waste subscription service and the revision to the Council Tax Support scheme.
- d. The worked detail above has informed [Council's key priorities](#), with a supporting action plan and performance framework, and that this underpins all we do.
- e. The development of strategies and the development of that into detailed action plans, such as via the Council's [Climate Strategy](#), and regular quarterly reporting on progress, translating Corporate Strategy into [practical action](#). This is particularly true of the [Place Strategy](#) which informed the do, enable, influence model in the Corporate Plan, and has led to collective action and strategic shifts to better recognise the factors agreed in the strategy, such as the partnership response to maximising investment opportunities as part of UKREIF or the foundational role of [employment in quality of life outcomes](#). A clear restated focus on growth as a significant driver of local benefit, and longer term financial independence.

2. Financial and performance management and benchmarking

- a. Approximately 80% of the Council's net spend is associated with core service activity, and corresponding support services. Performance and value for money of key services are therefore critical, to ensure efficacy, value for money, but also to keep a track on longer term trends. We have a strong financial framework, to support this. A refreshed [Performance framework](#), links all operational and project delivery to our corporate plan, with clearly [defined governance, tolerances and intervention points](#). This provides a strong evidential basis for benefits realisation. [Unit cost activity](#) and benchmarking is firmly embedded in several services, particularly in operations. Combined with a focus on our [key outcomes](#), and how we are contributing to those. However, this needs to be more firmly embedded across the Council and there is an action in the Corporate Plan to expand this work. The review and implementation of a refreshed [long-term operating model](#) within our leisure operation, combined with active review of the services structure and purpose has delivered [more usage, at lower cost](#), as part of a transformation of the service as a whole.
- b. HDC have fundamentally refreshed our [service planning](#) process, and [project methodology](#) in support of the corporate plan. Enabling full line of sight across all activity, and into project governance and budget bids, to address issues of project delivery and benefits realisation.
- c. Data maturity work to support the opportunity for greater automation and efficiency.
- d. Refreshed [risk strategy](#) and register to ensure an enhanced preventative agenda.
- e. We also strongly recognise the role of external review of our internal controls, such as external review of our governance arrangements via Peer Review and Peer Challenge, as well as by benchmarking and review of best practice and near misses.

3. Transformation of services to boost efficiency and effectiveness
 - a. Digitising of activity. The Council has over the past 6 years engaged on a programme of overhaul of back-office systems and a push toward digital self-service. This has been well evidenced by the [digital service design](#) of the new garden waste subscription service, with the total calls on the subject representing just over 25% of the [rate of subscriptions](#).
 - b. Implemented improvement activity in dedicated areas. Including a [dedicated programme to support the further commercialisation of one leisure](#), with a similar programme in [development management](#). Which has seen us publicly publish a list of backlog applications, to ensure transparency around performance.
 - c. Council Tax support (CTS) scheme – a [redesign of the CTS scheme](#) in light of the objectives in corporate plan, resulted in a radical overhaul of the scheme, recognising the cost of operating the current scheme, and the contribution that could be made to wider outcomes by reform.
 - d. Our previous [transformation programme](#), recognised the key role that organisational capability and culture plays within a change programme. These findings were central to the commissioning of a workforce strategy and the allocation of a dedicated training budget to support this cultural change. Whilst the digital vision remains strong, we have recognised and learnt from the [cultural barriers to maximising digital benefits](#) until we embed greater technical capability alongside the increasingly supportive continuous improvement process. Or as the HBR article above puts it :*“Digital transformation is an ongoing process of changing the way you do business. It requires foundational investments in skills, projects, infrastructure, and, often, in cleaning up IT systems. It requires mixing people, machines, and business processes, with all of the messiness that entails.”*
 - e. A [preventative approach](#), which focusses on enabling and influencing as much direct delivery in terms of community outcomes, is based on a social determinant model, and a focus on improving social determinants which will improve overall quality of life. This is strongly informing our economic development approach, with its strong focus on high quality local jobs. This approach is widely evidenced as being a key means of preventing expensive crisis demand.

Controls and management for transforming services within HDC

Central to the delivery of this change is the appropriate management of priority, performance and the realisation of associated benefits. Over the last 2 years the controls and management for change and continuous improvement have been reviewed, refreshed and embedded across the organisation and across management levels. These are regularly promoted, and all staff are supported through the organisational processes through regular communications, Intranet pages and key support roles.

Service plans - creation, monitoring and review throughout the yearly cycle of work

HDC delivers a robust annual service planning process through a service plan template to standardise two months in advance of the deadline date for submission, drop-in sessions and staff intranet page. Senior Leadership Team (SLT) members will review all the service plans (circa 23) and comments, question, suggest amends are fed back to managers to finalise their plans. Corporate services, such as HR, Finance, ICT, Communications, Improvement and Delivery, also review the plans in order to plan their pipeline of work for the following financial year. Service plans are reviewed by managers and their teams once every quarter to update the deliverable activities for the year and record performance.

This financial year we have also introduced the consolidation of identified activities within every service plan into an [Annual Delivery Plan](#). This will be updated by service managers regularly to provide transparency on progress against the key priorities to be delivered by their service.

New areas of work

All officers are encouraged to raise ideas for efficiency savings, income generation, or change activities to deliver the Corporate Plan and statutory changes through a light touch MS project form [Ideas Process](#). The submissions are reviewed by corporate services (HR, Finance, ICT, Information Governance) and then presented at a Stage 1 review panel. Ideas that are approved to progress are offered Business Analyst support to help define a greater level of detail for the idea through a Stage 2 proposal document. Once completed the idea is reviewed again at a Stage 2 review panel, The membership of the review panel is the Section 151 Officer, the Chief Operating Officer (whose responsibilities also include SIRO and 3C IT Intelligent Client for HDC) and the Chief Delivery Officer. This approval process quickly weeds out activities for which no case exists, or which do not align with corporate priorities.

If approved the idea is then determined whether to be delivered as part of the organisational portfolio of projects and programmes, with a responsibility to provide monthly highlight reports, of from within a service, with a requirement to update on progress once a quarter. A number of ideas are progressed as discovery and pilot activities to better evaluate the desirability, feasibility and viability of scaling to a larger project of work.

A rolling Transformation reserve fund is utilised to cover the initial implementation costs of change initiatives, with clear invest to save principles used before funding is awarded.

Portfolio control and management of projects and programmes

Successful delivery of projects and programmes are supported by the Portfolio Management Office, through the use of templates contained on the [staff intranet pages](#). A monthly meeting operates, Major Change Delivery Board, through their terms of reference are in place to act as a route for escalation of risks and issues, for assurance on progress and for key decision making eg: project start, project close, change requests.

Major Change Delivery Board also commissions ad hoc reviews for projects/programmes delivered over 2+ years delivery in the form of a 'health check'. This is a six-to-eight-week activity where areas of focus are agreed, a series of stakeholder interviews are undertaken along with a thorough review of the original documentation. The resultant report will then propose a number of recommended actions that can be undertaken by the project to ensure the expected outcomes and benefits can be realised by the end of the project. A pipeline of health checks is being created, based on the duration of the projects and programmes in the portfolio.

Continuous improvement through a Community of Practice

A Portfolio, Programme and Project Management Maturity Model (P3M3) self-assessment was undertaken in April 2023 (scheduled for completion again in May 2024). This process assessed the maturity of a number of key project and programme delivery elements both at an organisational level and project level. The responses to the self-assessment are then used to identify key areas for development with the aspiration to achieve the highest maturity level 5, continuous improvement. As a direct result a Community of Practice was introduced in January 2024 with an invitation for all staff to meet every four months, promote individual and team successes, share good practice and identify common risks and barriers in the organisation and externally.

An MS Teams channel for the Community of Practice has been established and colleagues from other local Councils have been invited to attend so cross-Council staff can share good practice and relevant training opportunities.

What are the key areas of HDC work?

Taking as a starting point the three spheres of organisational delivery, namely: [Business strategy and organisational process](#), [People and culture](#), and [Technology and data](#), we have committed to a series of key actions in order to enable us to continue to deliver continuous improvement against the delivery objectives of **efficiency** (value for money), **efficacy** (improvement on outcomes), and delivery on **priorities** (delivery to cost, time and quality of the organisations objectives).

Business strategy and organisational process

Key action 1 – To improve the robustness of our key efficiency metrics, in the form of unit cost data, informed by strengthened benchmarking data, to ensure we can track the impact and benefits of change activity, and to target intervention where necessary.

Key action 2 – To agree the future service design process with specific regard to technology driven processes, as part of the renewal of shared service agreement.

Key action 3 – To deliver the customer change programme, and to deliver a long-term strategy for our customer contact.

Key action 4 – To deliver the Councils Community Health and Wealth Building Strategy and Economic Growth Strategy, to define clear requirements from service delivery moving forward.

Key action 5 – To continue the ongoing development of our investment portfolio of projects and programmes eg: annual P3M3 assessment, PMO role out and improved controls and reporting.

Key action 6 – (New) To better align the activity of support services, by producing a corporate support charter, to outline how support services will work with operational teams. With a particular focus on expectations and the improved use of information through the integration of data to minimise rekeying, and to provide a single view of the truth across finance, people and performance, to drive their business and strengthen our control environment.

Key action 7 – To implement all actions within the peer review of our Audit function, and the actions identified within the areas Corporate Peer Challenge.

People and culture

Key action 7 – To deliver the workforce strategy and supporting action plan to ensure a clear plan for organisational competencies and supporting training plan.

Key action 8 – (New) To review the current performance and reward framework in light of the completion of the workforce strategy, and the recognition of their increasing number of calls on service managers time, if we wish them to innovate their services. We will continue to group, and allocate time for task completion as we have piloted with the compliance task list previously. Ensuring the efficient management of key tasks.

Technology and data

Key action 9 – To review and update the objectives and delivery plan for the Council's draft digital strategy.

Key action 10 - To undertake further data maturity activity, to ensure we are best placed to make use of analytics and automation opportunities.

Key action 11 – To undertake a pilot to develop a business case for realising the opportunities of the use of Artificial Intelligence.

Key action 12 – To continue to pursue joint working with partners on the use of shared intelligence activity to better inform service delivery. Informed by the review of hosting options.

Key action 13 – Development of phased plan to maximise benefit of data warehouse, and its links to organisational portal.

Key action 14 – (New) To refresh application roadmap, informed by the review of hosting options.

How is HDC proposing to deliver this activity?

All of the activity below is captured within the [areas Corporate Plan](#), or [service plans](#). True change being something that is embedded with the core ways of working of the organisation. Delivery of these is monitored via the Council's Major Change Board, with onward reporting to Scrutiny and Cabinet. All numbers next to the actions relate to the Corporate Plan (CP) or Annual Delivery Plan (ADP) unique ref number.

Business strategy and organisational process

- Continue our Customer Services improvement programme to ensure that our customers are always at the heart of what we do. A fundamental [review of customer contact](#) and [dedicated role](#). CP53.
- Deliver an independent Corporate Peer Challenge of the Council that will assess, challenge and improve what we do. CP58
- Deliver a Community Health and Wealth Strategy, to link broader social determinants of health with a Community Wealth Building approach. CP1
- Refresh our Social Value Policy and explore larger opportunities to maximise local benefit through a Community Wealth Building approach to procurement and the roles of anchor institutions CP4
- Commence work on a new Housing Strategy for 2025-2030. CP18
- Refresh the Huntingdonshire Economic Growth Strategy – as a key mechanism for increasing employment, and increasing NNDR receipts. CP30
- Continue the Development Management Improvement programme to improve the performance of the planning service. CP54

Service activity

- CCTV - Increase revenue from internal and external projects **CC001**
- Make commercial waste service more profitable **CW001**
- Corporate Plan operational performance indicator target setting and use of benchmarking – including DQ Template completion and Member challenge based on analysis of trend/ contextual information. **BIPM003**
- Continue to develop and formally communicate the results and findings in our Contextual Outcomes Dashboard. **BIPM004**
- Ongoing monitoring of, and responding to, changes to national performance frameworks (e.g. Oflog/DLUHC). **BIPM005**
- Support the expansion of unit costs used to demonstrate productivity. **BIPM009**

- Write a new Data Quality Policy. **BIPM010**
- Data Warehouse development – potential use for integrating cross-service/system data if this aligns with HDC aims, or alternatively as storage for data collected through e-forms (with reports to be developed via Power BI). **BIPM012**
- Implement the co-location of the CAB and RAI Teams and develop a new working model to support residents in need. **COS014**
- Publish Procurement Pipeline **COA010**
- Restructure of open spaces and countryside is likely to create a financial saving in future years and to improve efficiency. , This change in working methods started in 2023/24 with integrated, *team meetings and , *reviewing SLAs , * reviewing event management, * reviewing survey techniques and analysis, In 2024/2025 outline structure options will be proposed and discussed with the teams and HR regarding changes. **CTRS005**
- Commercial manager will be jointly appointed before new countryside centre opens following retirement of Countryside Manager. Funded within the business case for HCP, this person will work across all green spaces in time and manage the commercial aspects of events, cafes and countryside centre functions **CTRS006**
- Complete a further review of the Document Centre following the outsourcing of print to save £50k **CS011**
- Establish benchmarking with other councils and the private sector. **CS014**
- Planning improvements **PS009**
- Successful delivery to completion of the One Leisure Programme **ID003**
- Defined data analysis tasks to support the defined outputs and outcomes of project/programme delivery or BAU; green bins, One Leisure, planning **ID004**
- Development of the Portfolio Management Office function to provide a greater level of report, using more automated methods and systems. This will be facilitated through the appointment of a new role; PMO Manager **ID005**
- Development of a more robust process for commissioning work tasks for the service; for both PMO and Analysts **ID006**
- Development of user-centric service design offering for services through advice & guidance as well as tools, templates and training **ID008**
- Work schedule planning developed for all members of the team to manage current and pipeline work demands **ID009**
- Market Operation Efficiency Review (Markets), To understand if resource is appropriate whilst maintaining safe operation. **PM009**

People and Culture

- Complete the remaining elements of the Workforce Strategy to prepare the Council for the changing skills needed in our future workforce and ensure we can continue to attract, retain, and nurture talent. CP52

Service activity

- Staff Communications Network. Develop stronger processes for embedding communications planning in all projects, initiatives and key decisions, making sure we are well-planned and face fewer unexpected demands **CO026**

Technology and data

- Assess, and where prudent, use the emerging national benchmarking data from the Office of Local Government (OFLOG) to improve our performance. CP54
- Bring forward and expand our use of unit costs to demonstrate productivity within priority service areas. CP60

Service activity

- Testing of new pilot system in Operations, ahead of tender SP4, SP8, SP49
- Digitising and mapping of all trees and continue work on waterways **AA001**
- Manage and maintain the waste services asset management system. **WM006**
- Change over from Gladstone Plus 2 to Gladstone 360 **AL008**
- Explore findings from our Data Maturity Assessment (via the LGA Data Maturity Tool) by identifying areas to improve and seeking best practices from others. **BIPM006**
- Work with colleagues to establish and deliver Data Maturity within the Council. **BIPM006**
- Support OPCC SVD project - Police partnership data portal proof of concept (we are only expecting to provide internal data and liaise with suppliers and services). **BIPM007**
- Roll out mobile working in Environmental Health and Licensing via Tascomi **COS012**
- Work on a drones policy within HDC (flagged now for early consideration) **CTRS011**
- Storm Enhancements, introduce email handling, Introduce webchat, Improve Reporting **CS002**
- IEG4 Enhancements. Introduction of IEG4 Data Warehouse reporting. Roll out of new CRM Lite application - Customer Excellence Centre. Ability to delete and link customer records to each other. Customer timeline history/audit improvements. Business Portal will be available where companies can have accounts with multiple staff associated. We need to check if there is an additional charge for this. **CS003**
- IEG4 – Customer Portal contract review, Establish the strategy across the 3 Councils and procurement process. **CS004**
- Explore how AI could be used to enhance self-service options and improve efficiency. Prepare costs, options and benefits paper for the ideas board. **CS009**
- Web content review with high hitting service areas. **CS012**
- IMS Procurement input **CS018**
- Idox TLC NLIS Level 3 Automation - enabling local land charge searches to be completed via the NLIS portal and sent back via the VPN through Idox TLC instead of physically uploading **ERDS001**
- Consideration of use of gov.notify to communicate with electorate **ERDS004**
- Digital Innovation in Leisure **OL004**
- Digitisation of Parking Permits (Parking) **PM006**

How does these activities relate to each other? Continuous improvement plan on a page.

Key

- People and culture
- Business strategy and organisational process
- Technology and data

Service design

As part of the shared service renewal process, define our long term solution to service design, and a decision on the benefits of alignment with shared service partners, given common ICT infrastructure. To define hard requirements and whether this is a local or shared function.

Key action 2 – To agree the future service design process with specific regard to technology driven processes, as part of the renewal of shared service agreement.

Governance and process

Key action 5 – To continue the ongoing development of our investment portfolio of projects and programmes: annual P3M3 assessment, PMO role out and improved controls and reporting.

Key action 6 – (New) To better align the activity of support services, by producing a corporate support charter, to outline how support services will work with operational teams

Technology stack

Key action 14 – (New) To refresh application roadmap, informed by the review of hosting options.

Performance and Units costs

- Embedding Performance framework
- Key action 1 – To improve the robustness of our key efficiency metrics – unit costs and benchmarking

AI & Automation

Key action 11 – To undertake a pilot for realising the opportunities of the use of Artificial Intelligence.

Customer Service Change Project

Key action 3 – To deliver the customer change programme, and to deliver a long-term strategy for our customer contact.

To deliver:

- A full review of customer service structure and approach with supporting strategy
- Embedding enable and influence as core aspects of our customer process, by designing intuitive services, and structuring content around user needs.
- Transfer of tasks to digital channels, and identification of services better delivered in the
- Residual demand to be considered in relation to holistic prevention and cost avoidance opportunities.

Information Governance and Data

Key action 9 – To review and update the objectives and delivery plan for the Council’s draft digital strategy

Key action 10 - To undertake further data maturity activity, to ensure we are best placed to make use of analytics and automation opportunities.

Key action 13 – Development of phased plan to maximise benefit of data warehouse, and its links to portal.

Key action 12 – To continue to pursue joint working with partners on the use of shared intelligence activity to better inform service delivery.

Culture and capability

Key action 7 – To deliver the workforce strategy and supporting action plan to ensure a clear plan for organisational competencies and supporting training plan.

Key action 8 – (New) To review the current performance and reward framework in, and recognise increasing number of calls on service managers time

Key action 4 – To deliver the Councils Community Health and Wealth Building Strategy and Economic Growth Strategy, to define clear delivery requirements moving forward.