

# Public Document Pack



## RESOURCES OVERVIEW & SCRUTINY PANEL SUPPLEMENT AGENDA

**Date:** Thursday, 4 April 2024

**Time:** 10.00 am

**Venue:** Council Chamber, Moorlands House, Leek

Please find below an additional report which was unavailable when the agenda was published.

### PART 1

8. Access to Services / Digital / OD Strategy (**Pages 3 - 18**)

**MARK TRILLO**  
**EXECUTIVE DIRECTOR & MONITORING OFFICER**

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## STAFFORDSHIRE MOORLANDS DISTRICT COUNCIL

### Report to the Resources Overview and Scrutiny Panel

4th April 2024

<b>TITLE:</b>	<b>Access to Services, Digital and Organisational Development Strategies – Action Plan</b>
<b>EXECUTIVE COUNCILLORS</b>	<b>Cllr Mike Gledhill – Leader Cllr Chris Wood – Portfolio Holder - Finance</b>
<b>CONTACT OFFICERS:</b>	<b>Tanya Cooper – Head of OD and Transformation, Karen Lomas – Head of Customer Services</b>
<b>WARDS INVOLVED:</b>	<b>Non-Specific</b>

#### Appendices Attached:

**Appendix A – Digital, Organisational Development and Access to Services Strategies 2022-2025 - Summary of Main Actions**

**Appendix B - Digital, Organisational Development and Access to Services Strategies – Action Plan progress**

#### **1. Reason for the Report**

- 1.1 The purpose of the report is to consider the Action Plan for the implementation of the Access to Services, Digital and Organisational Development Strategies

#### **2. Recommendations**

- 2.1 It is recommended that the Resources Overview and Scrutiny Panel note the progress of the combined action plan for delivery of the strategies as detailed at Appendix B

#### **3. Executive Summary**

- 3.1 At its 8th February 2022 meeting the Cabinet approved the following new strategies:

- Access to Services Strategy
- Digital Strategy; and
- Organisational Development Strategy

- 3.2 Local authorities are currently experiencing a time of unprecedented change. We now live in a fast paced, digitally reliant, 24/7 society which has changed the way in which our residents live and work and how and when they want and need to access our services and support. The experience of the current pandemic also has changed the way people work, accelerating moves towards flexibility, responsiveness and agile / remote working.
- 3.3 The strategies were designed to respond to these new challenges as the Council needs to continue its transformation, developing new ways to make services more intelligent and more relevant to the lives of the people who rely on them.
- 3.4 Each of the strategies contains an outline action plan which sets out the initiatives that will be undertaken over the next three years to implement the strategies. A number of the actions overlap and it was agreed that, following their approval, a combined action plan would be developed which will establish timescales and milestones for the delivery of the individual projects.
- 3.5 Emerging from the combined action plan is the implementation of an Alliance wide service review programme. This has recently been mobilised and is branded as 'Alliance: Our Future'.
- 3.6 The combined action plan is attached at Appendix B along with along with progress so far.

#### **4. How this Report Links to Corporate Priorities**

- 4.1 The implementation of the strategies will support the development of the strategic alliance to ensure that the Councils are more focussed on the delivery of their Corporate Plan objectives and priorities

#### **5. Options and Analysis**

- 5.1 There are no options to consider at this stage

#### **6. Implications**

- 6.1 Community Safety - (Crime and Disorder Act 1998)  
None

- 6.2 Workforce  
The Councils' workforce have been consulted, via their staff representatives, throughout the development of the Organisational Development Strategy. Many of the specific initiatives / actions will require more specific consultation with affected staff prior to implementation.

- 6.3 Equality and Diversity/Equality Impact Assessment  
 An Equality Impact Assessment is not required at this stage. There is a commitment in each of strategies to ensure that there is no disproportionate impact on any groups with protective characteristics.
- Equality of access to services and digital inclusion are key principles that will underpin the development of services
- A number of the detailed actions / initiatives will require detailed equality impact assessments prior to implementations
- 6.4 Financial Considerations  
 The implementation of the strategies will require significant financial investment. The implementation will be financed from existing budgetary provisions including the earmarked reserves that the two Councils have set aside for this purpose
- 6.5 Legal  
 None
- 6.6 Climate Change  
 A key driver for the changes contained within the strategies is to support the Councils delivering their Climate Change objectives
- 6.7 Consultation  
 The implementation of the strategies will require significant ongoing consultation with residents, businesses and other stakeholders
- 6.8 Risk Analysis  
 The full risk analysis will be undertaken during the development of the detailed actions. Individual projects will be managed using the Councils' project management framework

**ANDREW P STOKES**  
**Chief Executive**

**Web Links and Background Papers**

**Location**

**Contact details**

Access to Services Strategy – Information Digest Report – October 2020

Andrew P Stokes  
 Chief Executive

Development of an Organisational Development Strategy – Information Digest – August 2020

Access to Services, Digital and Organisational Development Strategies -Cabinet- February 2022

## 7 Introduction and Background

7.1 At its 8th February 2022 meeting the Cabinet approved the following new strategies:

- Access to Services Strategy
- Digital Strategy; and
- Organisational Development Strategy

7.2 Each of the strategies contains an outline action plan. A number of the actions overlap and it was agreed that, following their approval, a combined action plan would be developed which will establish timescales and milestones for the delivery of the strategy ambitions and objectives..

7.3 The purpose of this report is to outline the combined action plan for consideration and approval.

## 8 Developing the Detailed Action Plans

8.1 As outlined in the February Executive report, the three strategies are interrelated i.e. all focussed on responding to the common challenges faced by the Councils.

8.2 Each of the strategies has an Action Plan which outlines the projects / initiatives that will be undertaken of the next three years to ensure that the vision and aims of each are delivered. A summary of the main actions of each of strategies is set out in Appendix A.

8.3 The actions are focused around improvements in the following areas:

Focus	Themes	Outcomes
<b>Customers</b>	<ul style="list-style-type: none"> <li>• Customer Insight</li> <li>• Digital Inclusion</li> </ul>	<ul style="list-style-type: none"> <li>• Clear understanding of resident needs and service access preferences</li> <li>• Services are available to all in required access channels</li> <li>• Improved customer focus</li> </ul>
<b>Partners</b>	<ul style="list-style-type: none"> <li>• Effective Collaboration</li> </ul>	<ul style="list-style-type: none"> <li>• Appropriate technology infrastructure is available across the districts</li> <li>• Effective sharing of data</li> </ul>
<b>Technology</b>	<ul style="list-style-type: none"> <li>• ICT Application Review</li> <li>• Effective Data Management</li> </ul>	<ul style="list-style-type: none"> <li>• Up to date integrated system applications infrastructure</li> <li>• Effective data management arrangements</li> </ul>
<b>Service Delivery</b>	<ul style="list-style-type: none"> <li>• Service Reviews</li> </ul>	<ul style="list-style-type: none"> <li>• Service processes designed around the customer</li> <li>• Increased productivity</li> <li>• Improved value for money</li> </ul>
<b>Organisation</b>	<ul style="list-style-type: none"> <li>• Leadership &amp; Management</li> <li>• Skills Assessment</li> <li>• Workforce Development</li> </ul>	<ul style="list-style-type: none"> <li>• Strong leadership and management</li> <li>• Skilled, flexible and motivated workforce</li> </ul>

- 8.4 Recognising this overlap of the three strategies, a detailed single Action Plan which will set out the timelines, actions and milestones for the delivery of the strategies.
- 8.5 Emerging from the combined action plan is the implementation of an Alliance wide service review programme. This has recently been mobilised and is branded as 'Alliance: Our Future'. The vision for the programme is 'to reflect the needs and experiences of colleagues, customers and connections to create accessible, intelligent and relevant services that are valued by those who rely on them'.
- 8.6 This vision recognises the links between digital transformation and cultural transformation; the success of a change programme of this scale, and adoption of new technology that enables greater connectivity between colleagues, other services and our users, relies on change-ready leaders and an agile and engaged workforce.
- 8.7 Service delivery can be vastly improved with the use of modern technology, improving the ability to create powerful integrations between various internal systems, and help to increase the self-serve opportunities with a smoother experience for customers. Automation of processes in the background not only allows the Council to design more intelligent services but removes manual and repetitive tasks from processes.
- 8.8 In order to enable accurate prioritisation of the areas of focus, each service area has been assessed and scored through an agreed prioritisation model. By measuring satisfaction of customers' experience, it has been possible to accurately forecast the impact of change, reach of improvements and scale of work required for any proposed service redesign. Other factors were taken into consideration such as contract risks, legacy system risks, opportunities to impact on the Councils' future infrastructure plans to move to the cloud where possible, and affordability.
- 8.9 The service review programme commenced with a pilot review of the Communities & Climate Change Service. The service reviews for the identified priority areas of Housing and Planning have now commenced.
- 8.10 The programme also includes a strategic technology review which has assessed the overall IT application infrastructure. The purpose of this strategic overview is to focus on an organisation-wide approach that ensures that applications are up to date and integrated. This exercise has also identified opportunities for system consolidation through the identification of duplicate functionality in different applications.
- 8.11 The combined action plan is attached at Appendix B which includes details of progress to date.

## High Peak Borough Council and Staffordshire Moorlands District Council Digital, Organisational Development and Access to Services Strategies 2022-2025 Summary of Main Actions

Access to Services Strategy	Digital Strategy	Organisational Development Strategy
<ul style="list-style-type: none"> <li>• A programme of service process reviews that re-map the customer journey to ensure that services are provided ‘right first time’ and avoidable contact is reduced</li> <li>• Development of an approach that recognises the need for equality of access to services and digital inclusion</li> <li>• A refreshed process to ensure that Councils have a clear view of customer expectations</li> <li>• Further development of the culture of the organisation to embed high levels of customer service across all services provided by the Councils</li> <li>• Further development of the technology to support integrated service delivery</li> <li>• A redefined face to face service provision is developed to ensure that this service is retained in an enhanced form particularly for the vulnerable and more complex cases</li> </ul>	<ul style="list-style-type: none"> <li>• Instigate a Digital Board including external partners</li> <li>• Implement a series of service reviews which focus on the design of services in line with future customer journeys, enabling continuous improvements for our customers</li> <li>• Provide employees with the tools, technology and applications to facilitate the use of agile and flexible working</li> <li>• Conduct a digital skills audit and identify and implement professional digital, data and technology skills and capabilities for staff</li> <li>• Ensure that staff have access to the data and systems that make a difference to customers</li> <li>• Support seamless integration and interactions between internal applications and systems alongside wider integrations with our partners and create an organisation-wide approach to ICT application infrastructure</li> <li>• Alongside county council colleagues, support and grow the application of wireless technologies</li> <li>• Map data, conducting a data maturity assessment</li> <li>• Create a basic data management framework, underpinning the effective use of data and intelligence to drive delivery across all service areas</li> <li>• Continue to work towards the creation of a single view of customers</li> <li>• Work with our partner organisations to share and combine data, where appropriate</li> </ul>	<ul style="list-style-type: none"> <li>• Review and further develop governance / scrutiny and councillor development arrangements</li> <li>• Implement new leadership and management development programmes</li> <li>• Conduct a skills gap assessment in order to strengthen the structure of training plans that link into corporate priorities</li> <li>• Refresh the staff appraisal scheme and develop and agree an employee charter</li> <li>• Develop an enhanced approach to apprenticeship and graduate recruitment (including the commitment to the national Graduate Development Programme)</li> <li>• Implement an approach to talent management and development</li> <li>• Implement agile working – including remote / home working</li> <li>• Complete a review of HR policy and procedures and pay and conditions including resolution of the incremental progression issue</li> <li>• Embed climate change into workplace practices</li> <li>• Conduct a programme of service reviews focused on improved productivity through smarter working</li> <li>• Implement initiatives to further encourage innovation</li> <li>• Develop capacity to support the delivery of the Council’s wider transformation programme</li> </ul>





High Peak Borough Council and Staffordshire Moorlands District Council

Digital, Organisational Development and Access to Services Strategies – Action Plan

Focus	Strategy	Theme	Action	Current position	End Date
Customer Insight	Access to Services	Customer Focus	Establish who are customers are and what they want from us	The Alliance:Our future programme is addressing this requirement as part of the service design process holding service user focus groups.	Ongoing during programme delivery and beyond
	Access to Services	Customer Focus	Customer survey to identify the current level of Customer Satisfaction and where improvements can be made	ICS survey completed 2022 2 <sup>nd</sup> survey currently underway	
	Access to Services	Customer Focus	Develop a customer charter	The Alliance Our Future programme will inform the development of a charter following service user engagement	Dec 2024
Digital Inclusion	Access to Services	Access	Analyse the digital access data across the alliance and identify those accessing council services	Complete – monitored via monthly reporting and reviewed with service areas	
	Access to Services	Access	Identify the groups vulnerable to digital exclusion	Ongoing	
	Access to Services	Access	Identify the barriers by which people are excluded	Ongoing	
	Access to Services	Access	Review availability for assisted contact	Assisted contact available via all channels	
	Digital	Digital Skills & Inclusion	Digital Exclusion access review	The Alliance:Our future programme is addressing this requirement as part of the service design process holding service user focus groups.	Ongoing during programme delivery and beyond

Focus	Strategy	Theme	Action	Current position	End Date
<b>Effective Collaboration</b>	Digital	Digital Collaboration & Connectivity	Further cement relationships across regional government, regional businesses, and service providers	Will continue to work with partners to improve connectivity	Mar 2025
	Digital	Digital Collaboration & Connectivity	Create community digital advocate members of Digital Board	To be developed later in the programme	Dec 2024
	Digital	Digital Collaboration & Connectivity	5G investigations across the region	Will continue to work with partners to improve connectivity	Dec 2024
	Digital	Digital Services	Create digital advocate group of residents and businesses in order to co-design services	The Alliance our future programme is addressing this requirement as part of the service design process holding service user focus groups.	Ongoing during programme delivery
	Digital	Foundations	Create a Digital Board	To be established upon completion of ICT application review	Sept 2024
<b>Effective Data Management</b>	Digital	Data & Intelligence	Data review and Data discovery	Currently underway via the Socitm review	Dec 2025
	Digital	Data & Intelligence	Data Management Framework creation	Work currently underway	Dec 2025
	Digital	Data & Intelligence	Early iteration of data design patterns created and shared across the region	Work currently underway	Dec 2025
<b>ICT Application Review</b>	Access to Services	Innovation and Technology	Consider integration/automation across services	Alliance: Our future programme will provide a commercial view and suggested procurement and implementation routes	Dec 2026
	Digital	Digital Collaboration & Connectivity	Continued adoption of M365 capabilities across both authorities	Training programme commenced	Mar 2025
	Digital	Digital Services	Design and define design principles and methodology – Architecture and Service Design	Complete	
	Digital	Foundations	Contract review and following consolidation activities	Ongoing	Sept 2024
	Digital	Foundations	Initiate Component Architecture Project (CAP)	CAP initiated as part of Socitm review	

Focus	Strategy	Theme	Action	Current position	End Date
	Digital	Digital Services	Customer Access Portal consolidation, including technology review of underpinning customer	Alliance our future programme will provide a commercial view and suggested procurement and implementation routes	April 2025
<b>Leadership &amp; Management</b>	OD	Building strong leadership and management	Review of governance and scrutiny arrangements	Complete and implemented	
	OD	Building strong leadership and management	Improved staff / member interface	Complete	
	OD	Building strong leadership and management	Leadership development programme	1st and 2nd phases complete	
	OD	Building strong leadership and management	Management development programme	1st and 2nd phases complete	
	OD	Improving customer focus	Communications review	Ongoing	Dec 2024
	OD	Improving customer focus	Review of community leadership schemes	Ongoing	May 2024
<b>Service Review</b>	Access to Services	Innovation and Technology	Enable a single view of the customer	To be determined upon completion of the Socitm review	Sept 2024
	Access to Services	Service Process Reviews	Ensure information and data is up to date and relevant	To be determined upon completion of the Socitm review	Sept 2024
	Access to Services	Service Process Reviews	Map the customer journey across service areas	Digital roadmaps are being developed as part of the review programme	Mar 2025
	Digital	Data & Intelligence	Digital Maturity Assessment	Complete	
	Digital	Digital Services	Align Digital Services and Customer Experience KPIs alongside the Access to Services Strategy	Complete	
	Digital	Foundations	Define business requirements	Digital roadmaps are being developed as part of the review programme	Sept 2024
	Digital	Foundations	Outline case for change created	Complete	
	OD	Driving transformational change, innovation and improving value for money	Refreshed service design methodology	Complete	
	OD	Improving customer focus	Review of customer access and digital inclusion requirements	Ongoing	Dec 2024

Focus	Strategy	Theme	Action	Current position	End Date
Skills Assessment	Digital	Digital Skills & Inclusion	Digital Skills Audit	This is underway as part of the refreshed staff appraisal and the roll out of the office 356 training suite	Dec 2024
	Digital	Digital Skills & Inclusion	Align Digital skills and competencies framework to the Organisational Development Strategy	This is underway as part of the refreshed staff appraisal and the roll out of the office 356 training suite	Dec 2024
	Digital	Digital Skills & Inclusion	Implement recommendations of digital skills audit and access review	This is underway as part of the refreshed staff appraisal and the roll out of the office 356 training suite	Dec 2024
	OD	Driving transformational change, innovation and improving value for money	Assessment of climate change and digital implications for workforce	Complete	
	OD	Building strong leadership and management	Review commissioning / procurement skills requirements	Complete	
	OD	Sustaining and improving a skilled, flexible and motivated workforce	Skills audit and gap assessment	This is underway as part of the refreshed staff appraisal and the roll out of the office 356 training suite	Dec 2024
	OD	Sustaining and improving a skilled, flexible and motivated workforce	Review of equalities and diversity arrangements	Complete	

Focus	Strategy	Theme	Action	Current position	End Date
Workforce Development	OD	Driving transformational change, innovation and improving value for money	Development of COVID-19 recovery plans	Complete	
	OD	Driving transformational change, innovation and improving value for money	Refreshed staff ideas scheme	To be developed by the Alliance: Our Future staff network	Sept 2024
	OD	Sustaining and improving a skilled, flexible and motivated workforce	Agreement of an employee charter	To be developed by the Alliance: Our Future staff network	Sept 2024
	OD	Sustaining and improving a skilled, flexible and motivated workforce	Review of staff appraisals scheme	Complete	
	OD	Sustaining and improving a skilled, flexible and motivated workforce	Review and refresh apprenticeship and graduate recruitment arrangements	Complete	
	OD	Sustaining and improving a skilled, flexible and motivated workforce	Implementation of agile working arrangements	Complete	
	OD	Sustaining and improving a skilled, flexible and motivated workforce	Pay and conditions review including new staff pay grade	Complete	

YEAR 2

Page 15

Focus	Strategy	Theme	Action	Current position	End Date
Customer Insight	Access to Services	Customer Focus	Ensure the council has the right skills to provide Customer Service Excellence	Identified through the Appraisal system	Ongoing
	Access to Services	Customer Focus	Work towards Customer Service accreditation in conjunction with the Institute of Customer Service	Engagement commenced with the ICS	Dec 2024
	Access to Services	Customer Focus	Ensure the council communicates with customers openly and transparently	ICS customer satisfaction survey will provide data	Dec 2024
Digital Inclusion	Access to Services	Access	Increase availability of online forms across service areas	Ongoing	
	Access to Services	Access	Enhance facility for customers to upload evidence and documents online	To be factored into the software procurement	Dec 2026
	Digital	Digital Skills and Inclusion	Build relationships with local educational institutes and providers of digital inclusion services		Dec 2025
	Digital	Digital Skills and Inclusion	Staff Information and communication more available and inclusive – possible intranet redesign alongside continued adoption of M365	The new intranet is currently being built	Sept 2024

Focus	Strategy	Theme	Action	Current position	End Date
<b>Effective Collaboration</b>	Digital	Digital Collaboration and connectivity	Reduction of Not Spots across the region, driving out further mobility technology alongside county council colleagues	Work with partners	Dec 2025
	Digital	Digital Collaboration and connectivity	Collaborate with local innovation hubs and industry, driving local investment hubs	Work with local businesses	Dec 2025
<b>Effective Data Management</b>	Digital	Data and Intelligence	Initiate and grow the community based, regional data sharing methodology, both sharing out and sharing inwardly	Work with partners	Dec 2025
	Digital	Data and Intelligence	Determine the requirements for business intelligence and performance reporting, standardising and automating	Work with partners	Dec 2025
<b>ICT Application Review</b>	Access to Services	Innovation and Technology	Reduce post and print cost as a result of increasing electronic solutions	Ongoing	
	Access to Services	Innovation and Technology	Release capacity within the workforce to assist and support complex/vulnerable needs	Complete	
	Digital	Foundations	RFI from Market, Informing future CAP direction	To be initiated as part of Socitm review	Dec 2024
	Digital	Foundations	Full CAP business Case	To be initiated as part of Socitm review	Dec 2024
	Digital	Foundations	CAP Procurement and Implementation	To be initiated as part of Socitm review	Dec 2024
	Digital	Digital Services	Discovery/ies into in application automation capabilities	Included in Socitm review	Sept 2024
	Digital	Digital Services	Chatbot and RPA discovery and alpha early adoption	Included in Socitm review	Sept 2024
	Digital	Digital Services	Co-design and embed assisted self service and support a customer portal	Included in Socitm review	Sept 2024
<b>Leadership &amp; Management</b>	OD	Building strong leadership and management	Refreshed Council or development and plans	Completed	
	OD	Building strong leadership and management	Implement commissioning/procurement development programme	Completed	
<b>Service Review</b>	Access to Services	Sustaining and improving a skilled, flexible and motivated workforce	Review of customer services structure roles and responsibilities to deliver the Access to Services Strategy objectives	To form part of the CS service review	Sept 2026
	Digital	Digital Services	Co-design services across both authorities, across all	Digital roadmaps are being	Sept 2024



Focus	Strategy	Theme	Action	Current position	End Date
			channels	developed in the review programme	
<b>Skills Assessment</b>	Digital	Foundations	Digital Business Partners embedded		Dec 2025
	Digital	Digital Skills and Inclusion	Implement recommendation of digital skills audit and access review	Review currently under way	June 2024
<b>Workforce Development</b>	OD	Sustaining and improving a skilled, flexible and motivated workforce	Refreshed Training and Development Approach and plans	Review currently underway	June 2024
	OD	Sustaining and improving a skilled, flexible and motivated workforce	Revised staff appraisal scheme	Complete	
	OD	Sustaining and improving a skilled, flexible and motivated workforce	Implementation of talent management and development approach	Review currently underway	Sept 2024
	OD	Sustaining and improving a skilled, flexible and motivated workforce	Revised workforce competencies framework	Review currently underway	Sept 2024
	OD	Sustaining and improving a skilled, flexible and motivated workforce	Review and revision of policies and procedures	Ongoing, timetable agreed with the Union	April 2025

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