STAFFORDSHIRE MOORLANDS DISTRICT COUNCIL

Report to Cabinet

4th October 2022

TITLE:	**Access to Services, Digital and Organisational Development Strategies – 2022/23 Action Plan**
PORTFOLIO HOLDERS:	**Cllr Mike Worthington – Portfolio Holder for Finance** **Cllr James Aberley – Portfolio Holder for Customer Services**
CONTACT OFFICERS:	**Andrew Stokes – Chief Executive**
WARDS INVOLVED:	**Non-Specific**

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 2022/23

1.   Reason for the Report

1.1   The purpose of the report is to consider the 2022/23 Action Plan for the implementation of the recently approved Access to Services, Digital and Organisational Development Strategies..

2.   Recommendations

2.1   It is recommended that the Cabinet note the combined action plan for delivery of the strategies as detailed at Appendix B.

3.   Executive Summary

3.1   At its 8th February meeting 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 a 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   The combined action plan for 2022/23 is attached at Appendix B.

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	Moorlands House	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 meeting 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 Cabinet 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
Customers	• Customer Insight • Digital Inclusion	• Clear understanding of resident needs and service access preferences • Services are available to all in required access channels • Improved customer focus
Partners	• Effective Collaboration	• Appropriate technology infrastructure is available across the districts • Effective sharing of data
Technology	• ICT Application Review • Effective Data Management	• Up to date integrated system applications infrastructure • Effective data management arrangements
Service Delivery	• Service Reviews	• Service processes designed around the customer • Increased productivity • Improved value for money
Organisation	• Leadership & Management • Skills Assessment • Workforce Development	• Strong leadership and management • Skilled, flexible and motivated workforce

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. Ultimately this will be developed over three years although the initial focus will need to be on the first year actions for each of the strategies.

8.5   The combined action plan for 2022/23 is attached at Appendix B.

8.6   A number of the actions contained within the action plan are commitments made in the response made in the recent Corporate Peer Challenge including:

- Completion of a comprehensive Leadership Development Programme
- Changes to the operation of member scrutiny arrangements and refreshed councillor training
- Implementation of a new staff pay structure
- Development of staff retention and for use in recruitment campaigns
- A skills gap analysis and identification of training needs through a refreshed appraisal process

8.7   It is proposed that a progress report on the implementation of the actions is presented in May 2023. Details of the action plans for 2023/24 can be confirmed at this time.

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
- A programme of service process reviews that remap the customer journey to ensure that services are provided 'right first time' and avoidable contact is reduced - Development of an approach that recognises the need for equality of access to services and digital inclusion - A refreshed process to ensure that Councils have a clear view of customer expectations - Further development of the culture of the organisation to embed high levels of customer service across all services provided by the Councils - Further development of the technology to support integrated service delivery - 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	- Instigate a Digital Board including external partners - 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 - Provide employees with the tools, technology and applications to facilitate the use of agile and flexible working - Conduct a digital skills audit and identify and implement professional digital, data and technology skills and capabilities for staff - Ensure that staff have access to the data and systems that make a difference to customers - 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 - Alongside county council colleagues, support and grow the application of wireless technologies - Map data, conducting a data maturity assessment - Create a basic data management framework, underpinning the effective use of data and intelligence to drive delivery across all service areas - Continue to work towards the creation of a single view of customers - Work with our partner organisations to share and combine data, where appropriate	- Review and further develop governance / scrutiny and councillor development arrangements - Implement new leadership and management development programmes - Conduct a skills gap assessment in order to strengthen the structure of training plans that link into corporate priorities - Refresh the staff appraisal scheme and develop and agree an employee charter - Develop an enhanced approach to apprenticeship and graduate recruitment (including the commitment to the national Graduate Development Programme) - Implement an approach to talent management and development - Implement agile working – including remote / home working - Complete a review of HR policy and procedures and pay and conditions including resolution of the incremental progression issue - Embed climate change into workplace practices - Conduct a programme of service reviews focused on improved productivity through smarter working - Implement initiatives to further encourage innovation - Develop capacity to support the delivery of the Council's wider transformation programme

High Peak Borough Council and Staffordshire Moorlands District Council

Digital, Organisational Development and Access to Services Strategies – Action Plan 2022/23

Focus	Strategy	Theme	Action	Start Date	End Date
Customer Insight	Access to Services	Customer Focus	Establish who are customers are and what they want from us	Sept 2022	Jan 2022
	Access to Services	Customer Focus	Customer survey to identify the current level of Customer Satisfaction and where improvements can be made	Oct 2022	Dec 2022
	Access to Services	Customer Focus	Develop a customer charter	Feb 2023	Feb 2023
Digital Inclusion	Access to Services	Access	Analyse the digital access data across the alliance and identify those accessing council services	Oct 2022	Dec 2022
	Access to Services	Access	Identify the groups vulnerable to digital exclusion	Dec 2022	Feb 2023
	Access to Services	Access	Identify the barriers by which people are excluded	Feb 2023	Feb 2023
	Access to Services	Access	Review availability for assisted contact	Mar 2023	Mar 2023
	Digital	Digital Skills & Inclusion	Digital Exclusion access review	Mar 2023	May 2023
Effective Collaboration	Digital	Digital Collaboration & Connectivity	Further cement relationships across regional government, regional businesses, and service providers	Apr 2022	Mar 2023
	Digital	Digital Collaboration & Connectivity	Create community digital advocate members of Digital Board	Dec 2022	Dec 2022
	Digital	Digital Collaboration & Connectivity	5G investigations across the region	Oct 2022	Dec 2022
	Digital	Digital Services	Create digital advocate group of residents and businesses in order to co-design services	Nov 2022	Nov 2022
	Digital	Foundations	Create a Digital Board	Dec 2022	Dec 2022

Focus	Strategy	Theme	Action	Start Date	End Date
Effective Data Management	Digital	Data & Intelligence	Data review and Data discovery	Oct 2022	Nov 2022
	Digital	Data & Intelligence	Data Management Framework creation	Nov 2022	Dec 2022
	Digital	Data & Intelligence	Early iteration of data design patterns created and shared across the region	Jan 2023	Mar 2023
ICT Application Review	Access to Services	Innovation and Technology	Consider integration/automation across services	Nov 2022	Dec 2022
	Digital	Digital Collaboration & Connectivity	Continued adoption of M365 capabilities across both authorities	Apr 2022	Mar 2023
	Digital	Digital Services	Design and define design principles and methodology – Architecture and Service Design	Jan 2023	Jan 2023
	Digital	Foundations	Contract review and following consolidation activities	Feb 2023	Feb 2023
	Digital	Foundations	Initiate Component Architecture Project (CAP)	Feb 2023	Feb 2023
	Digital	Digital Services	Customer Access Portal consolidation, including technology review of underpinning customer	Mar 2023	Mar 2023
Leadership & Management	OD	Building strong leadership and management	Review of governance and scrutiny arrangements	Apr 2022	May 2023
	OD	Building strong leadership and management	Improved staff / member interface	Apr 2022	Mar 2023
	OD	Building strong leadership and management	Leadership development programme	Apr 2022	Mar 2023
	OD	Building strong leadership and management	Management development programme	Apr 2022	Mar 2023
	OD	Improving customer focus	Communications review	Apr 2022	Dec 2022
	OD	Improving customer focus	Review of community leadership schemes	Mar 2022	May 2023
Service Review	Access to Services	Innovation and Technology	Enable a single view of the customer	Feb 2023	Mar 2023
	Access to Services	Service Process Reviews	Ensure information and data is up to date and relevant	Sep 2022	Dec 2022
	Access to Services	Service Process Reviews	Map the customer journey across service areas	Jan 2023	Mar 2023
	Digital	Data & Intelligence	Digital Maturity Assessment	Mar 2023	Mar 2023
	Digital	Digital Services	Align Digital Services and Customer Experience KPIs	Mar 2023	Mar 2023

Focus	Strategy	Theme	Action	Start Date	End Date
			alongside the Access to Services Strategy		
	Digital	Foundations	Define business requirements	Mar 2023	Mar 2023
	Digital	Foundations	Outline case for change created	Mar 2023	Mar 2023
	OD	Driving transformational change, innovation and improving value for money	Refreshed service design methodology	Mar 2023	Mar 2023
	OD	Improving customer focus	Review of customer access and digital inclusion requirements	Feb 2023	Mar 2023
Skills Assessment	Digital	Digital Skills & Inclusion	Digital Skills Audit	Nov 2022	Dec 2022
	Digital	Digital Skills & Inclusion	Align Digital skills and competencies framework to the Organisational Development Strategy	Jan 2023	Jan 2023
	Digital	Digital Skills & Inclusion	Implement recommendations of digital skills audit and access review	Feb 2023	Feb 2023
	OD	Driving transformational change, innovation and improving value for money	Assessment of climate change and digital implications for workforce	Apr 2022	Dec 2022
	OD	Building strong leadership and management	Review commissioning / procurement skills requirements	Oct 2022	Oct 2022
	OD	Sustaining and improving a skilled, flexible and motivated workforce	Skills audit and gap assessment	Oct 2022	Jan 2023
	OD	Sustaining and improving a skilled, flexible and motivated workforce	Review of equalities and diversity arrangements	Jul 2022	Jul 2022
Workforce Development	OD	Driving transformational change, innovation and improving value for money	Development of COVID-19 recovery plans	Apr 2022	Dec 2022
	OD	Driving transformational change, innovation and improving value for money	Refreshed staff ideas scheme	Jan 2023	Jan 2023
	OD	Sustaining and improving a skilled, flexible and motivated workforce	Agreement of an employee charter	Nov 2023	Jan 2023
	OD	Sustaining and improving a skilled, flexible and motivated workforce	Review of staff appraisal scheme	Dec 2022	Jan 2023
	OD	Sustaining and improving a skilled, flexible and motivated workforce	Review and refresh apprenticeship and graduate recruitment arrangements	Dec 2022	Jan 2023
	OD	Sustaining and improving a skilled, flexible and motivated workforce	Implementation of agile working arrangements	Apr 2022	Dec 2022

Focus	Strategy	Theme	Action	Start Date	End Date
	OD	Sustaining and improving a skilled, flexible and motivated workforce	Pay and conditions review including new staff pay grade	Apr 2022	Oct 2022