

## CABINET

14<sup>th</sup> JANUARY 2016

### Report of the Leader of the Council & Chief Executive Officer

#### “Corporate Review of Strategic Framework” (Route Map from Surviving to Thriving)

#### EXEMPT INFORMATION

Not applicable.

#### PURPOSE

For members of Cabinet to endorse the revisions to the strategic framework prior to their subsequent recommended adoption by Council together with the Annual Budget and MTFS.

#### RECOMMENDATIONS

That Cabinet:

1. Endorse the revised strategic framework including the **Vision, Priority Themes, Corporate Objectives and Outcomes;**
2. Endorse their inclusion in the emerging **Corporate Plan; Corporate Support Plan and Medium Term Financial Strategy;**
3. Recommend the revised strategic framework to Council together with the draft Budget and MTFS.

#### EXECUTIVE SUMMARY

1. As a relatively small and primarily urban local authority, Tamworth Borough Council has planned and managed its journey through the recession and austerity period with considerable credit to date. Accurate forecasting, strong leadership and an innovative, risk aware approach have resulted in the organisation being able, in the main, to sustain a full suite of essential services albeit not without implications for the public, local politicians and the entire workforce.
2. Significantly, this is as much a testament to the skills and commitment of our workforce and our partner’s collaboration as it is to the actions and decisions of the joint executive management team. This period, considered one of the most challenging in post war times, coincided with the Council recording one of its most successful periods of achievement in terms of Customer Satisfaction; measured

performance; project delivery and financial management.

What makes these achievements 'special' is that they were delivered in parallel with the largest and most complex **Transformation** programme which in itself, resulted in multi-million pound efficiencies. The **Sustainability Strategy** delivered more than just 'big ticket' efficiencies as detailed in **Appendix A**, it brought about changes to working models, cultures and processes – **Agile Working; Demand Management; Joint Working; Shared Services; Locality Delivery/Commissioning** all contributed to our journey.

This was achieved through: “**strong and clear leadership, political support, financial planning and the resilience, passion and professionalism of staff** (Statement drawn from the 2014 LGA Peer review).

All that said, the plans, processes and strategies that have guided the organisation to date will require review and refreshing if elected members are to respond to the feedback from local people and shift the trajectory from sustainability towards sustained viability. This requires a fundamental review of the **Corporate Strategic Framework**.

Attached as **Appendix B** to this report is the detailed outcomes from the review. It sets out the following:

- **The Review – Purpose & Process**
- **The 3 'R's Principles – Review/Remodel/Realign**
- **The Key Outcomes from the Review**
- **The proposed Strategic Framework**
- **The draft Corporate Plan and Support Services Plan**

## **OPTIONS CONSIDERED**

None. The review was considered 'Business Critical' given the proximity and corporate implications of the Autumn Statement; CSR and the Local Government settlement on this organisation and its key strategic partners.

## **RESOURCE IMPLICATIONS**

None directly relating to this report however; subject to the resolution, the revised Strategic Framework will form the basis for future investment and spend.

## **LEGAL/RISK IMPLICATIONS**

- a) **Legal** – None directly relating to this report.
- b) **Risk** – Failure to revise the CSF would result in the risk of misalignment between the strategic intentions, political and public

ambitions/expectations and damage to financial, reputational and political reputation and credibility.

## **BACKGROUND INFORMATION**

The review has been informed by data, insight and information relating to national, regional and local influences; public engagement and customer insight.

## **REPORT AUTHOR**

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Chief Executive & Executive Director  
Corporate Services

## **LIST OF BACKGROUND PAPERS**

Sustainability Strategy  
MTFS  
Autumn Statement/CSR/Settlement  
WMCA Files  
WM Devolution Deal  
SSoTLEP & GBSLEP files

## **APPENDICES**

**Appendix A – Headline Outcomes**

**Appendix B – Corporate Review of Strategic Framework**

## SUSTAINABILITY STRATEGY

## HEADLINE OUTCOMES

• Review of Corporate Management Team	<b>£338,000</b>
• Review of Support Services/Options Appraisal	<b>£180,000</b>
• Voluntary Redundancy/Staff Reduction exercise	<b>£2,000,000</b>
• Design & implementation of Joint Waste Management Arrangement	<b>£500,000</b>
• Revenue savings arising from Leisure Futures * <b>Excluding capital receipts</b>	<b>£1,000,000</b>
More recently and as part of a planned response to Governments continued austerity measures, further savings consequent of the <b>Sustainability Strategy Work Streams</b> have been identified. These include:	
• Adoption of Agile Working	<b>£488,000</b>
• Revisions to working practices (Wardens/CCTV)	<b>£456,000</b>
• Revisions to organic waste collection and disposal arrangements	<b>£421,000</b>
• Proactive management and collection of Business Rates	<b>£728,000</b>
• Recharges for services delivered for HRA Account	<b>£501,000</b>

## CORPORATE REVIEW OF STRATEGIC FRAMEWORK

### 1. Introduction

In an attempt to provide a clear 'route map' for the transition from surviving to thriving, the Council has designed and adopted a series of strategic plans, policies and processes. The overarching document being the **Sustainability Strategy** which, through the achievement of targets and outcomes associated with the work streams, enabled the organisation to generate significant efficiencies without there being any large scale impact upon the delivery of essential services.

The adoption of 'Demand Management' as the primary operating model and the targeting of resources via locality based commissioning and delivery has enabled greater effectiveness in service delivery as evidenced by customer satisfaction, award winning services and of course, the management of the Council's finances.

Whilst this is an extremely positive series of events, for the Council to sustain this favourable trajectory, it must review and monitor the various factors, influences and information that impact upon its direction of travel – key to this is the **Strategic Framework** – the foundation upon which its policies, plans and processes are based.

### 2. Review – Key Drivers

As alluded to earlier in this report, the Council's relatively successful navigation of the recession and more recently, the extended period of austerity owes much to the commitment to and delivery of the **Sustainability Strategy** through the collaboration between employees at all levels, partners, politicians and management.

Almost five years into the strategic timeframe, the Leader of the Council commissioned a review of the strategic and policy frameworks.

Further to this, ongoing policy reforms and legislative changes continued to have a profound impact upon local government. It was the ongoing imposition of austerity measures that had the most acute and limiting effect upon how this Council operates, a fact clearly reflected in the wide ranging consequential remedies employed over this period.

Joint Working & Shared Services; Service reviews, staffing reductions and service standards. Efficiency models and Demand Management techniques have resulted in the Council becoming a multi-economy or hybrid organisation as opposed to its aspiration – An 'outcome focused', efficient corporate entity where customers are key.

The revised strategic framework is designed to address this issue through the refocusing of the public, political and professional perspectives upon an evidence based, informed set of **Thematic Priorities** based around the broad topics of **People; Place and Performance**.

For the benefit of this review and using the language of the day, these are hitherto referred to as:

- i) **Living a quality life in Tamworth**
- ii) **Growing strong together in Tamworth**
- iii) **Delivering quality services in Tamworth**

### 3. **Review – Methodology**

In very simple terms, the approach was based upon the collection, collation and analysis of a range of data; an understanding of local issues and an awareness of key influences. In summary:

- Data, Customer/User insight and intelligence;
- Public consultation and wider engagement outcomes;
- A detailed understanding of our partners plans;
- Political intentions and ambitions across the parties;
- Our strategic plans – eg., Local Plan; Housing & Health Strategies, Growth & Regeneration;
- Detailed knowledge of local and regional growth through devolution plans/intentions;
- Financial constraints and opportunities.

The detailed analysis, consideration and engagement on these key areas led to the proposals set out in this report under the following headings:

- **Vision Statement**
- **Thematic Priorities**
- **Corporate Priorities**
- **Key Objectives**
- **Intended Outcomes**

### 4. **Review – Outcomes**

#### a) **VISION STATEMENT**

Public recognition and awareness of the current strapline was evident from both feedback and the fact that it is now featured in literature relating to Tamworth as a destination. In order to incorporate a reference to growth and regeneration going forward and the Town's rich heritage, the vision statement has been revised as follows:

## **“One Tamworth, Perfectly Placed”**

*Open for business since the 7<sup>th</sup> Century A.D.*

### **b) THEMATIC PRIORITIES**

As stated earlier, the generic areas of significance for all stakeholders related to people, place and performance. These are now referred to throughout the strategic planning process as:

**SP1 “Living a quality life in Tamworth”**

**SP2 “Growing strong together in Tamworth”**

**SP3 “Delivering quality services in Tamworth”**

### **c) CORPORATE PRIORITIES**

Having assessed and evaluated the issues comprising the high level, strategic considerations and then triangulated the results with the outcomes arising from the 2016 Budget Consultation process, the following considerations have been factored in to the proposed revisions:

- The priorities identified by the public are consistent with what our data and insight is telling us
- A number of the service areas where the public endorse less spending are consistent with agreed plans for reviews/efficiency plans
- The primary ‘place’ related priorities identified by the public reflect the plans and ambitions of the organisation eg., more quality housing options; a revitalised town centre; improved connectivity
- The fact that our funding, resources and capacity are collectively reducing will inevitably have a significant impact upon how we manage demand and expectations. The proposals reflect a change in focus away from the topics – **Prosperity – Health – Safety – Aspiration** and more towards being clear about our role, our relationship with customers and how we will support them. The focus will primarily be upon **People, Place and Performance**. In order to personalise the relationship the corporate priorities are aligned under each theme.

These, together with the intended outcomes/success factors are set out in the draft **Corporate Plan** attached as **Appendix C**.

In effect, these are the major actions that will be undertaken by the Council in addition to and in conjunction with each **Directorate Plan** which captures the statutory and discretionary functions and obligations of each service area ie., the Day Job.

These plans rely heavily upon the support of high quality support services without which, past, current and future achievements would not be possible. A **Support Service Plan** will be produced and form part of the report to Council seeking approval for the Vision, Corporate Plan, budget and MTFS.

**d) CORE PURPOSE**

This aspect of the strategic framework has never been as significant as it is currently. Historically, traditional hierarchal, monolithic organisations have had the time, capacity and funding to largely meet the needs of local people and operate a range of statutory and discretionary services..... not any longer.

For the past seven or so years, local government has borne the brunt of the current austerity policy and there are no indications that this situation will change within the period covered by this review. Suffice to say, the organisation, what it does, how it does it and what it can afford to do have had a telling and lasting effect upon it and us.

Consequently; it is only honest and fair that we clarify and articulate our purpose and intentions to the public, our partners and ourselves. This section simply 'bullet points' the functions and delivery mechanisms that the Council will employ over the ensuing period with the intention of managing public and wider expectations.

**STATEMENT OF PURPOSE**

- **Provide the democratic leadership and high ethical and professional standards necessary to support the communities of Tamworth.**
- **Work with our communities and agencies to address the priority issues facing the borough and its communities.**
- **Offer a range of services and advice focused upon the needs of our communities ensuring that those in greatest need are supported and protected.**



- **Work together to support individuals and communities to improve their lives.**
- **To work hard to understand the needs of our communities and support growth, cohesion and pride.**
- **To ensure the values and actions of the organisation are founded on fairness, equality and honesty.**

e) **CUSTOMER SERVICE STANDARDS & CORPORATE VALUES**

Both are key strands of the 'golden thread' that links and binds together the component parts of the strategic framework namely; the vision, priorities, objectives and outcomes.

**Customer Services Standards** will represent our commitment to all our customers and the wider public who rely upon our advice and support. They will be co-designed with service users and once agreed, publicised and implemented across every service with a customer access channel. They will form the basis for measuring customer satisfaction with effect from 1<sup>st</sup> April, 2016 and incorporate the professional standards and behaviours offered consistently by Tamworth Borough Council.

**Corporate Values** will represent our commitment to each other and our various colleagues. They will be co-designed by employees from across the organisation and reflect their views and opinions on the type of culture and environment that would motivate and encourage them. They will form the basis of our working culture, our behaviours and the manner in which all employees will go about their business. They too will be effective from 1<sup>st</sup> April, 2016.

## SP1: “Living a quality life in Tamworth”

REF	CORPORATE PRIORITY	CORPORATE OBJECTIVE OR PLANNED ACTIONS	INTENDED OUTCOME OR SUCCESS FACTOR	CMT LEAD
LQ001	<b>Support and protect individuals, communities that are or may become vulnerable</b>	<ul style="list-style-type: none"> <li>Adoption of the Tamworth Prevent Strategy</li> </ul>	Successful implementation of the Prevent Strategy evidenced by completed awareness training of Staff, Members and partners	DoA&E
		<ul style="list-style-type: none"> <li>Implement changes to Sheltered Housing Services following withdrawal of supporting people funding</li> </ul>	Housing Management Plus services embedded and outcomes achieved	DoH&H
		<ul style="list-style-type: none"> <li>Develop and deliver Homelessness Prevention services in line with – DCLG gold standard</li> </ul>	Achievement of DCLG Gold Standard	DoH&H
		<ul style="list-style-type: none"> <li>Provision/Development of multi agency Digital Sharepoint</li> </ul>	<ul style="list-style-type: none"> <li>Improve communication, ensure robust and consistent delivery</li> </ul>	DoT&CP

SP1: “Living a quality life in Tamworth”

REF	CORPORATE PRIORITY	CORPORATE OBJECTIVE OR PLANNED ACTIONS	INTENDED OUTCOME OR SUCCESS FACTOR	CMT LEAD
LQ002	Enable residents to improve their health and quality of life	<ul style="list-style-type: none"> <li>Enable access to high quality leisure facilities through our partners</li> </ul>	Ensure mechanisms for the provision of sports related activities are robust and meet the needs of the community	DoA&E
			Ensure the services/facilities provided match the demand within the indoor/outdoor Sports Strategy	DoA&E
		<ul style="list-style-type: none"> <li>Enable the provision of leisure activities targeted at identified sectors of the community</li> <li>Support the provision of health interventions for vulnerable people</li> </ul>	Deliver currently commissioned services and develop proposals for future third sector provision	DoH&H
		<ul style="list-style-type: none"> <li>To secure and develop the scope of Locality Commissioning opportunities and mechanisms with strategic partners</li> </ul>	Development of pooled budgets and integrated systems of working. Explore opportunities for Double Devolution	DoH&H
			Agreement of shared priorities and objectives with partners	DoH&H

SP1: “Living a quality life in Tamworth”

REF	CORPORATE PRIORITY	CORPORATE OBJECTIVE OR PLANNED ACTIONS	INTENDED OUTCOME OR SUCCESS FACTOR	CMT LEAD
LQ003	<b>Work together with partners and residents to tackle the causes of inequality in Tamworth</b>	<ul style="list-style-type: none"> <li>Explore options and mechanisms for developing self-help opportunities at a neighbourhood level</li> </ul>	Managed transition from current scale of state support to self-help at a neighbourhood level	DoH&H
		<ul style="list-style-type: none"> <li>Engage collaboratively in the review of VCSE support and Development Models</li> </ul>	Skilled VCSE ‘provider’ organisations forming a local ‘offer’ to the market	CEO
		<ul style="list-style-type: none"> <li>Facilitate review of strategic purpose and processes of the TSP</li> </ul>	Aligned locality based multi-agency collaboration	CEO

SP1: “Living a quality life in Tamworth”

REF	CORPORATE PRIORITY	CORPORATE OBJECTIVE OR PLANNED ACTIONS	INTENDED OUTCOME OR SUCCESS FACTOR	CMT LEAD
LQ004	<b>Work together with residents to maintain and improve a safe, clean and green environment</b>	<ul style="list-style-type: none"> <li>Ensure all green spaces and nature reserves are accessible by residents and are maintained to a standard that is conducive for use.</li> </ul>	Continued use of the Wild about Tamworth project to provide support and guidance to both the volunteer groups and the Council	DoA&E
		<ul style="list-style-type: none"> <li>Continued commitment to a Community Safety Partnership that is responsive to locality, and reflects the needs of the community and partners</li> </ul>	Public feedback on how safe the community feels in Tamworth	DoA&E
		<ul style="list-style-type: none"> <li>Review and implement options for Council housing repairs and investment services</li> </ul>	Strategic decisions regarding the future of repairs and investment services and implementation planning complete	DoH&H/ DoA&E
		<ul style="list-style-type: none"> <li>Develop a unified neighbourhood offer</li> </ul>		DoH&H

SP1: “Living a quality life in Tamworth”

REF	CORPORATE PRIORITY	CORPORATE OBJECTIVE OR PLANNED ACTIONS	INTENDED OUTCOME OR SUCCESS FACTOR	CMT LEAD
LQ005	<b>Work together to improve housing quality in Tamworth</b>	<ul style="list-style-type: none"> <li>Explore and develop proposals for an asset backed vehicle for the delivery of new housing/deliver of services</li> </ul>	Options understood and decisions regarding the future informed	DoH&H
		<ul style="list-style-type: none"> <li>Develop and deliver a programme of housing development on Council owned sites including exploration of asset backed vehicles to deliver prs</li> </ul>	New Council homes and neighbourhood regeneration	DoH&H
		<ul style="list-style-type: none"> <li>Deliver regeneration at Tinkers Green and Kerria</li> </ul>	New Council homes and Neighbourhood regeneration	DoH&H
		<ul style="list-style-type: none"> <li>Review and update the Council’s HRA Business Plan including reviewing the impact of Government policies</li> </ul>	HRA Plan updated to inform strategic investment decisions	DoH&H
		<ul style="list-style-type: none"> <li>Review of Council’s Private Sector housing offer</li> </ul>	Review informs strategic investment decision and service development	DoH&H
		<ul style="list-style-type: none"> <li>Complete the review of Healthy Housing Strategy and Action Plan</li> </ul>	Updated strategic approach and Action Plan	DoH&H

**SP2: “Growing Strong in Tamworth”**

REF	CORPORATE PRIORITY	CORPORATE OBJECTIVE OR PLANNED ACTIONS	INTENDED OUTCOME OR SUCCESS FACTOR	CMT LEAD
GS001	<p><b>Develop and support the local economy, together with local businesses and partners through our regional influence</b></p>	<ul style="list-style-type: none"> <li>• Actively engage in the WMCA work stream for Innovation and Inward Investment</li> <li>• Sustain support for GBSLEP Growth Hub</li> </ul>	<p>Fair and equitable access to Inward Investment</p> <p>Proactive stance on managing referrals</p>	DoA&E

SP2: “Growing Strong in Tamworth”

REF	CORPORATE PRIORITY	CORPORATE OBJECTIVE OR PLANNED ACTIONS	INTENDED OUTCOME OR SUCCESS FACTOR	CMT LEAD
GS002	<b>Work with businesses and developers to create a vibrant and sustainable town centre</b>	<ul style="list-style-type: none"> <li>To support local businesses with their submission for B.I.D. status</li> </ul>	The formation of a Tamworth BID	DoA&E
		<ul style="list-style-type: none"> <li>Use our regulatory powers within Licensing, Planning, and Environmental Health to be proactive with support and advice to enable business development</li> </ul>	An increase in early intervention with a corresponding reduction in sanction.	DoA&E
		<ul style="list-style-type: none"> <li>The provision of accurate and timely advice, support, guidance and signpost town centre business to relevant information, business support programmes, training and funding opportunities.</li> </ul>	Increase in businesses staying for longer in the tow centre. Increased footfall and dwell time in the town centre	DoA&E
		<ul style="list-style-type: none"> <li>Collection of the levy arising from the planned Business Improvement District</li> </ul>	Maximise the collection level for investment in local infrastructure	DoF



SP2: “Growing Strong in Tamworth”

REF	CORPORATE PRIORITY	CORPORATE OBJECTIVE OR PLANNED ACTIONS	INTENDED OUTCOME OR SUCCESS FACTOR	CMT LEAD
GS003a	<b>Work together to strengthen the relationships between schools/FE &amp; HE/Employers</b>	<ul style="list-style-type: none"> <li>Actively engage with the GBSLEP &amp; SSoTLEP in their respective programmes targeting young people</li> <li>Engage as appropriate in Area Review processes</li> </ul>	<p>Increased opportunities for young people in job market</p> <p>Skilled &amp; Employment ready workforce</p>	<p>DoA&amp;E</p> <p>HoPR</p>
GS003b	<b>Champion higher skilled and better paid jobs in Tamworth</b>	<ul style="list-style-type: none"> <li>Actively engage in and influence key strategic work streams namely: WMCA Skills &amp; Productivity Commission &amp; SSoTLEP Employment &amp; Skills work streams</li> </ul>	<p>Economic growth through prosperity</p> <p>Impact upon causes of deprivation and reduced reliance on State support</p>	<p>DoA&amp;E</p> <p>HoPR</p>
GS003	<b>Use our regional influence to support an environment where business and enterprise can flourish and grow</b>	<ul style="list-style-type: none"> <li>Working with GBSLEP Finance Directors to maximise retention of business rates to improve the economy and infrastructure of the region</li> <li>Working with GBSLEP Legal Directors to ensure Scrutiny and</li> </ul>	<p>Maximise collection of business rates within the GBS rate retention pool</p> <p>Use of insight data to identify additional business rate collection opportunities in order to maximise local business rate collection levels</p> <p>Probity of decision making</p> <p>Robust scrutiny of proposals and</p>	<p>EDCS</p> <p>StC&amp;MO</p>

		governance compliance	decisions	
		<ul style="list-style-type: none"> <li>• Engage as necessary in order to benefit from Non-Constituent Membership of WMCA</li> <li>• Maintain ongoing commitment to GBSLEP via Board and Executive membership</li> <li>• Maintain ongoing commitment to SSoTLEP and countywide collaborations</li> </ul>	<p>Seek opportunities to enhance key growth, skills regeneration outcomes</p> <p>Influence major decisions that impact upon economic growth</p> <p>Further enhance growth opportunities</p>	

**SP2: “Growing Strong in Tamworth”**

REF	CORPORATE PRIORITY	CORPORATE OBJECTIVE OR PLANNED ACTIONS	INTENDED OUTCOME OR SUCCESS FACTOR	CMT LEAD
GS004	<b>Work together to strengthen the connections between schools/FE &amp; HE/Employment to create opportunities for higher skilled and better paid jobs</b>	<ul style="list-style-type: none"> <li>Engage in the WMCA <u>and</u> SSoTLEP Skills and Productivity work streams</li> </ul>	Improved links between main education providers and businesses	CEO

SP2: “Growing Strong in Tamworth”

REF	CORPORATE PRIORITY	CORPORATE OBJECTIVE OR PLANNED ACTIONS	INTENDED OUTCOME OR SUCCESS FACTOR	CMT LEAD
GS005	<b>Adopt a commercial approach to managing Council assets in order to enhance the viability of the Borough Council</b>	<ul style="list-style-type: none"> <li>To commission a review of the Town Centre Master plan</li> <li>To facilitate progress by developers/landowners of sites identified in the local plan for housing and / or commercial activity</li> <li>To facilitate progress by developers/landowners of the regeneration of the Gungate Site</li> </ul>	<p>Refreshed masterplan giving a focused view</p> <p>Additional homes and floor space</p> <p>Robust and Proactive approach to facilitating development of land</p>	<p>DoA&amp;E</p> <p>DoA&amp;E</p> <p>CEO/ DoA&amp;E/ DoH&amp;H</p>

SP2: “Growing Strong in Tamworth”

REF	CORPORATE PRIORITY	CORPORATE OBJECTIVE OR PLANNED ACTIONS	INTENDED OUTCOME OR SUCCESS FACTOR	CMT LEAD
GS006	<b>Work together to preserve and promote Tamworth’s heritage, leisure and natural environment</b>	<ul style="list-style-type: none"> <li>Explore opportunities that will ensure all Council investment assets produce a revenue stream to support corporate priorities</li> </ul>	The production of a planned sustainable income stream based upon investment assets	DoA&E
		<ul style="list-style-type: none"> <li>To ensure consideration of commercial opportunities in business decision making</li> </ul>	<p>A risk/reward based return on investment requirement within planned projects</p> <p>Producing options appraisals, business cases and review opportunities for setting up Local Authority Trading Companies as well as other business models for service to maximise return on Council assets and increase economic benefit for the Council</p> <p>Increase income through adopted commercial approach</p>	EDCS

**SP2: “Growing Strong in Tamworth”**

REF	CORPORATE PRIORITY	CORPORATE OBJECTIVE OR PLANNED ACTIONS	INTENDED OUTCOME OR SUCCESS FACTOR	CMT LEAD
GS007	<b>Work together to preserve our culture; preserve our heritage and sustain our natural environment</b>	<ul style="list-style-type: none"> <li>To project manage the delivery of the Creative Quarter regeneration</li> </ul>	Project completed on time and within budget	DoA&E

SP3: “Delivering quality services in Tamworth”

REF	CORPORATE PRIORITY	CORPORATE OBJECTIVE OR PLANNED ACTIONS	INTENDED OUTCOME OR SUCCESS FACTOR	CMT LEAD
DQ001	<p><b>Provide accurate information via a fully integrated Customer Services Centre</b></p>	<ul style="list-style-type: none"> <li>• Undertake fundamental review of customer services functions across every service</li> <li>• Remodel service functions, standards and systems having regard for:                             <ul style="list-style-type: none"> <li>○ Demand Management</li> <li>○ Current inconsistencies of service delivery/ standards</li> <li>○ Customer feedback/ demand</li> <li>○ Digital &amp; Technology</li> <li>○ Efficiency &amp; Added Value</li> </ul> </li> <li>• Co-design Customer Service standards with user groups</li> </ul>	<p>Enhanced, consistent and accessible customer services</p> <p>Improved customer experience and satisfaction ratings</p> <p>Increased efficiency and capacity</p> <p>Reduced demand and waste</p> <p>Agreed, measureable standards</p> <p>Availability of data and customer insight to aid future planning</p> <p>Streamlined, efficient corporate services</p>	ALL
		<ul style="list-style-type: none"> <li>• To provide support for the integrated Customer Services Centre</li> <li>• Full and robust implementation of</li> </ul>	<ul style="list-style-type: none"> <li>• To enable first time resolution and reduction in waste</li> <li>• Promotion of digital channels to reduce demand</li> <li>• Technical support from back office including appropriately trained staff</li> <li>• Provision of digital data and</li> </ul>	

		Corporate Change Programme	information, enablement of automation and self service, consistent and robust service provision	
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SP3: “Delivering quality services in Tamworth”

REF	CORPORATE PRIORITY	CORPORATE OBJECTIVE OR PLANNED ACTIONS	INTENDED OUTCOME OR SUCCESS FACTOR	CMT LEAD
DQ002	<b>Work with customers to improve their access to council services</b>	<ul style="list-style-type: none"> <li>• Seek customer feedback consistently across all service areas</li> <li>• Explore and develop new channels of access</li> <li>• Deliver services that are digital by default</li> </ul>	<p>24/7 access for a full range of council services</p> <p>New technology exploited</p> <p>Improved efficiency of access channels</p> <p>Improved customer satisfaction with access to Council Services</p> <p>Increased number of services available on line</p> <p>Cost of delivery/transaction costs reduced</p>	All

SP3: “Delivering quality services in Tamworth”

REF	CORPORATE PRIORITY	CORPORATE OBJECTIVE OR PLANNED ACTIONS	INTENDED OUTCOME OR SUCCESS FACTOR	CMT LEAD
DQ003	<b>Enable and support Tamworth residents and businesses using our statutory and regulatory powers</b>	<ul style="list-style-type: none"> <li>• Implementation of the Crime and Police Act 2014</li> <li>• Delivery of a Community Safety Partnership that is responsive to locality, and reflects the needs of the community and partners</li> </ul>	<p>Appropriate use of the new legislation to ensure public concerns over ASB are dealt with swiftly</p> <p>Positive public feedback on how safe the community feels in Tamworth.</p>	DoA&E  DoA&E
		<ul style="list-style-type: none"> <li>• Proactive Business Continuity information sharing with businesses</li> </ul>	Enablement of a full business and community response in the event of an incident	DoT&CP

SP3: “Delivering quality services in Tamworth”

REF	CORPORATE PRIORITY	CORPORATE OBJECTIVE OR PLANNED ACTIONS	INTENDED OUTCOME OR SUCCESS FACTOR	CMT LEAD
DQ004	<b>Enabling greater public engagement in local decision making</b>	<ul style="list-style-type: none"> <li>• Explore new methods of ways in which the community can engage with the delivery of council services using data and intelligence</li> <li>• Continue to develop democratic community leadership</li> <li>• local ownership and delivery of services measured by percentage of local public assets &amp; facilities run by Voluntary Bodies, SMEs, etc</li> </ul>	<p>Services shaped by users</p> <p>Inspirational informed community leaders</p> <p>Increased number of people who feel they can influence decisions in their locality</p> <p>Increase customer capability/capacity to self-manage</p>	
		<ul style="list-style-type: none"> <li>• Budget Consultation</li> <li>• Local Council Tax Reduction Scheme consultation</li> <li>• State of Tamworth Debate</li> </ul>	<p>Carry out annual consultation process to inform local priorities for the MTFS</p> <p>Consultation on scheme proposals needed to balance cost of scheme to council taxpayers against needs of the vulnerable</p> <p>Encourage through media sources public involvement in</p>	<p>DoT&amp;CP/ DoF</p> <p>DoCTP/ EDCS</p>

		<ul style="list-style-type: none"> <li>• Registration of Electors/Individual Elector Registration/Elections</li> <li>• Council, Cabinet, Planning Committee</li> </ul>	<p>the democratic process to add and facilitate the shape of Tamworth the place</p> <p>Provision of information to citizens through digital channels</p>	
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**SP3: “Delivering quality services in Tamworth”**

REF	CORPORATE PRIORITY	CORPORATE OBJECTIVE OR PLANNED ACTIONS	INTENDED OUTCOME OR SUCCESS FACTOR	CMT LEAD
DQ005	Demonstrate value for money	<ul style="list-style-type: none"> <li>• Review, remodel and realign services and resources by aligning them to our vision, purpose and priorities</li> <li>• Implement organisational transformation to ensure the Councils workforce is equipped and positioned for change</li> <li>• Challenge statutory need and reduce demand for services</li> <li>• Deliver a training plan that focuses on behaviours, culture and leadership</li> </ul>	<p>Unified back office functions</p> <p>Services aligned to customer needs</p> <p>Creation of an environment that enables people to be the best they can be</p> <p>Reviewed senior management structure to ensure positive, transformational and courageous leadership</p> <p>Delivery of facilitated leadership development programme to create consistent leadership culture</p> <p>Organisation fit for 21<sup>st</sup> Century</p>	

REF	CORPORATE PRIORITY	CORPORATE OBJECTIVE OR PLANNED ACTIONS	INTENDED OUTCOME OR SUCCESS FACTOR	CMT LEAD
		<ul style="list-style-type: none"> <li>• Proper Governance advice for officers and Members</li>   <li>• Business case approach to investment decisions</li>   <li>• To provide appropriate professional support</li>   <li>• Consideration of commercial opportunities in business decision making</li> </ul>	<ul style="list-style-type: none"> <li>• Development of e-learning modules to enhance governance awareness</li>   <li>• A risk/reward based return on investment requirement with planned projects</li>   <li>• Provision of financial, legal, ICT and procurement support for the decision making process</li>   <li>• Producing options appraisals, businesses cases and review opportunities for setting up local Authority Trading Companies as well as other business models for service to maximise return on Council assets and increase economic benefit for the Council</li> </ul>	<p>EDCS</p> <p>DoF</p> <p>DoF/ StC&amp;MO DTCP</p> <p>EDCS/ DoF</p>