

Fit for the Future Programme Update

Overall, the programme has made satisfactory progress this period, but staff absences and operational responsibilities have had some impact.

Service Delivery workstream:

Achieved

- Most service teams have been trained in process mapping
- Teams across the council are documenting their current processes and considering how they can be improved (better customer experience, more efficient and increased online capability)
- Bulky Waste process implemented on Digital Platform for customer services team and available online for customer self-service
- Garden Waste processes in development and will complete in November (renewals) and December (new requests)
- Roadmap for future implementations is being prepared
- An additional digital developer recruited and started

Next Steps

- Continue to support teams with their process re-engineering and identify processes that can be automated on our Digital Platform
- Implement Garden Waste processes on Digital Platform
- Continue to collaborate with Cheltenham BC in integration of our Digital Platforms with the new Ubico waste management system
- Complete or Customer Contact strategy

Community Connection workstream:

Achieved

- Sarah Clark has replaced Mike Hammond as Workstream Lead
- Workstream objectives are being updated to reflect newer priorities and latest thinking, eg Asset Based Community Development
- Commercial awareness training organised and given to LMT members

Next Steps

- Approval of updated workstream objectives
- Develop a roadmap of activities based on new objectives and priorities

People and OD workstream:

Achieved

- Following the initial implementation of our HR and Payroll system (iTrent), new features have been configured for self-service:
 - Manage personal details

- Expense claims and approvals
- Holiday management (in final stage of user testing)
- HR team trained in how iTrent supports individual performance management, recruitment and on-boarding of new staff
- A number of Wellbeing initiatives have been completed, including “managing menopause in the workplace”
- Begun holding workshops with staff to help them understand our new Values & Behaviours and how they can apply them to the way they work

Next Steps

- Continue to hold Values & Behaviours sessions with all staff
- Develop a new and consistent approach to individual performance management
- Implement an improved recruitment process using iTrent to reduce amount of admin required
- Provide Leadership Development training to the next cohort of managers

Digital and Technology workstream:

Achieved

- Annual security penetration test performed and actioning vulnerabilities
- Tested processes for Cyber incidents and Disaster Recovery (DR)
- DR testing delayed due to technical challenges (assistance secured)
- Working with Tenant Services team to complete the contract with NEC for a new cloud-based Housing Platform

Next Steps

- Complete Housing Platform contract and mobilise our team for implementation
- Develop plan for next phase of IT improvements including assessment of costs to move more on-premise infrastructure to the cloud
- Continue to address internal vulnerabilities identified in penetration test complete DR testing

Key challenges include:

- Operational priorities continuing to impact progress in certain areas