Financial stability and innovative transformation

Continuous innovation and responsible investment to achieve financial stability and ensure equitable access to services

- **Innovate and improve service delivery**
- **Ensure financial stability**
- **Deliver equitable access to services**

What we will do:

- External funding bid development and delivery
- Budget setting and budget monitoring
- Treasury Management activity
- Asset Management
- The Charter Multi-Storey Car Park
- Local Government Reorganisation
- Corporate Complaints Policy and Procedure delivery
- Customer Service Centre Service Level Agreement
- Customer Services digital offer
- Completion of Equalities Impact Screenings/Assessments
- Enable the Culture Forum

How we'll go about this

We will take a multifaceted approach based on direct action, working in partnership, and exerting influence.

How we will do it

Direct Action

Working in Partnership

Exerting Influence

When we will do it

Within the period of the Annual Delivery Plan 2026/27

Beyond the period of the Annual Delivery Plan 2026/27 (i.e. 2027/28 or later)

Ongoing/business as usual

Outcomes	How we will do it	How we will measure progress	How we will report it	Reporting
Maximise external funding opportunities to support our services and deliver great outcomes		• Value of external funding secured (cumulative total)	• £ (retrospective) - increase	Six-monthly
		• Success rate for external funding bids	• 75% & narrative	Six-monthly
		• Benefits of successful funding bids	• Narrative	Six-monthly
Deliver robust financial reporting and forecasting		• Overall forecast/outturn against budget (current year)	• RAG & narrative with some figures (retrospective)	Quarterly
Exercise strong stewardship of all council assets		• Compliance with Treasury Management Code of Practice	• Narrative with some figures (retrospective)	Annual
		• Develop Corporate Asset Management Framework	• Yes/No & narrative	Quarterly
		• Confirm next steps for The Charter Multi-Storey Car Park	• Narrative - Business Case completion Q1 2027/28, Decision on next steps • Q1 2027/28	Quarterly
Deliver strategic and operational change projects to drive transformation		• Implement preparatory activities ahead of decision • Implement transition activities post decision	• Yes/No (July 2026) & narrative • Yes/No (April 2028) & narrative	Quarterly
Ensure all residents receive great customer service		• Number of upheld/not upheld complaints (stage 1/stage 2/ referred to LGSCO)	• Number (retrospective) & narrative	Annual
		• Adhere to Customer service centre (CSC) service level agreements (figures provided for the CSC only, not applicable to contractor responses)	• 80% calls answered in 20 seconds & narrative	Monthly
		• Response times on CRM	• 100% response time within 10 working days & narrative	Monthly
		• Sign-ups to customer services 'My Account' (where residents can self-serve etc)	• Number (increase) & narrative	Monthly

Outcomes	How we will do it	How we will measure progress	How we will report it	Reporting
Ensure all residents have equitable and inclusive access to council services		• Equality Impact Screening/Assessment (EqIA) undertaken for all new formal decision-making processes[1] ; public-facing policies, strategies, and consultations; and projects delivering community benefit	• Narrative	Quarterly
		• Enable delivery of the Culture Forum	• Narrative – target of 3 Culture Forums per year	Annual

[1]Formal decision-making processes for the purposes of this measure are defined as the following reports: S106, Delegated Authority, Individual Cabinet Member Decision, Cabinet, SMT, where EqIAs are shared with People and Culture team.