

DELIVER HIGH-PERFORMING COUNCIL SERVICES SERVICE PLAN

MISSION / PRIORITY	2024/25 MILESTONES	Performance measurement	Position at Q1	Targeted position at Year end	PROGRESS	Comments
6. Deliver High-Performing Council Services						
6.1 Strengthen engagement with the Council for people of all ages.						
		Performance measures	Position at Q1	Targeted position at year end	44%	
					28%	
HP1	Reforming how we consult and engage with our residents, including our tenants, to ensure the voice of all the town's communities is at the heart of all we do.	To create a Community Engagement Strategy Action Plan.	To create a Community Engagement Strategy Action Plan by September 2024	Not yet started	Action Plan in place	0% Action slipped to Q4 to tie in with exploration of new consultation platform for the council.
HP2	Focusing on engagement activities to specifically attract younger people to have their say on Council services.	To complete Youth Council surveys and get feedback from young people. To create an online Youth Engagement Forum.	Number of Young People who completed the Youth Council survey. Number of Young People who have engaged with the Youth Engagement Forum.	Not yet started	Survey complete Forum operational	0%
HP3	Introducing electronic communications options where this enhances service delivery to residents.	To run feedback survey for Council news email newsletter (launched December 2023). To set benchmark against which to measure increased numbers of voters registered through the annual canvass. Set in December, measured annually.	% of residents reporting that they feel informed. Overall electorate figure of 64,982 in December 2023	52% of residents report feeling informed in 2023 resident survey	Action Plan in place	0%
HP4	Increasing voter registration and turnout.	Set benchmark against which to measure increased voter turnout for local elections, set in May, measured annually.	% voters registered who turn out to vote.	25.19 % turnout for 2023 local election	> 25.19%	65% Following General Election (4 July 2024) canvass start commenced 30 July 2024 with data matching processes. Canvass will conclude with the publication of the new register on 7 January 2025. 100% The overall turnout for May 2024 local elections was 28.33%, turnout for the General Election was 58%.
6.2 Listen to what residents tell us and use this, alongside supporting data, to make decisions.						
					50%	
HP5	Giving residents an annual opportunity to comment on the service that Harlow council provides and the things that are important to them.	To run a repeat residents' survey with bespoke question set focussed on community service provision (arts and cultural). To run repeat residents' survey with bespoke question on communications preferences.	Resident survey run in 2024.	Data from 2023 survey held.		50% Pre-planning for resident survey ready for October 2024 launch
HP6	Genuinely embed first class communication and engagement with our residents in all we do.	To produce 2024/25 Communications campaigns plan to ensure residents are engaged, informed and educated about key council To include data comparisons in all decision making reports.	% of residents reporting that they feel informed. % of reports which include data comparisons.	52% of residents report feeling informed in 2023 resident survey No data	equal to or > 52%	50% Two campaign plans completed in Q2. 50% % turnout for full year to be reported at year end.
HP7	Making data led decisions and embedding benchmarking in all we do.	To include description of all available options in decision making reports.	% of reports which include alternative options considered.	The current report template includes Options		50% % turnout for full year to be reported at year end, alternative options considered for all reports to cabinet during Q2.
6.3 Actively tell residents how we use Council resources and how others can work with us to deliver services.						
					47%	
HP8	Ensuring all council decisions, policies and services are transparent.	To webcast all Council, Cabinet and Development management meetings. To review and improve the schedule for key policies.	% of meetings webcast and views of those (baseline 2024/25). % of key policies reviewed.	No data Not yet started	Baseline set All HR policies to be reviewed by personnel committee.	50% All Cabine, Council and DM meetings webcast in Q2 30% Policy reviews taking place at Personnel Committee.
HP9	Making it easier for local business to work with us under reformed procurement practices.	To change our procurement strategy to meet new procurement law, introduce social value and increase collaboration.	New procurement strategy in place by November 2024.	Not yet started, awaiting statutory guidance from the Cabinet Office	New strategy complete	20% Procurement strategy review work commenced. Public Procurement Act delayed until 24 February 2025 (announced Q2 12.09.2024). National procurement policy survey due to commence in October 2024 finishing November 2024, this will shape local future procurement strategy. Collaborative working with peer local Authorities and Unitary may support implementation and service delivery.
		To review our financial regulations to ensure that these do not present a barrier to local contractors. To review SME T&Cs to ensure these are marketable and commercially attractive (within the requirements of the To develop a shared service opportunities plan	New financial regulations in place % of Harlow businesses that win Harlow Council contracts.	Not yet started 2023/24 baseline	Review complete > 2023 baseline	80% Substantially complete subject to final review following changes in legislation, and alignment to any Constitution changes. 100% HC have adopted and implemented the Cabinet Office short form services agreements for both consultant and services contracts. 50% Engaged with North Essex Council's Partnership mapping exercise
HP10	Deliver new shared services where there are identified operational and commercial drivers and seek diverse and best fit partners.	To complete a review of all council spend to identify opportunities in support of the 2025/26 budget and the MTFP.	The number of shared service opportunities identified for the Council.	Not yet started		50%
HP11	Providing best value by analysing areas of greatest spend to provide economies of scale.		The level of savings identified by the review of all council spending.	Not yet started		0% N.B. Budget timetable for 2025/26 set
6.4 Continuously improve service provision and provide excellent customer service in all we do.						
					43%	
HP12	Driving a culture of continuous improvement and challenge.	To set a schedule for cyclical service reviews to focus on delivering services within a balanced MTFP and in support of the To set a schedule of process reviews to be completed in support of the 2025/26 budget. To deliver Level practice management standards to achieve accreditation. To maintain low numbers of customer complaints	The number of service reviews completed. The number of process reviews completed. Level accreditation received by October 2024.	Not yet started Not yet started Level accreditation achieved for 2023.		0% To be delivered as part of transformation 0% To be delivered as part of transformation 100% Level accreditation achieved in June 2024.
HP13	Enhance our customer service experiences	To maintain high levels of customer satisfaction for interactions with our Contact Harlow team To implement a new contract structure so that payment is more accurately linked to performance Delivery of increased financial return to the Shareholder	% of customers who rated their experience with Contact Harlow team as good or better. % of residents who rated their experience with HTS services as good or better. £ Financial return to the Council from HTS in 2024/25.	80% 2023/24 baseline 2023/24 figure TBC	equal to or > 80% > 2023 baseline	50% Customer complaints process reviewed and changes to Stage 2 investigations implemented with final responses made outside of receiving service. 25% Post customer care surveys offered for Contact Harlow engagements via phone. 25% New HTS governance structures in place 50% New HTS governance structures in place
HP14	Further transforming HTS service provision to ensure we are providing first class services.	To reach conclusion on a Shareholder Agreement that sets out ways of working and expectations. To make a decision on new contract beyond 2027 when current one expires	To complete a revised Shareholder Agreement by October 2024. Decision on contract renewal made by end December 2024.			100% New HTS Group Governance Arrangements approved by Shareholder in April 2024. 25% Shareholder Strategy engagement planned for Q3
HP15	Identify opportunities for simplification in Local Council Tax Support Scheme.	To implement a revised Local Council Support Scheme.	To implement the revisions to the Local Council Support Scheme by April 2025			45% Report prepared for Scrutiny in advance of consultation run in Q3
HP16	Establishing a benchmarking scheme to measure Council performance against best practice in all decision making.	To use key benchmarking authorities' data to inform executive reports to show where the council has learnt from other authorities.	% of reports which include data comparisons.			50% Data comparisons included for appropriate reports; performance reporting to cabinet at every Cabinet meeting commenced in April 2024 and includes benchmarking of Oflog performance metrics.
6.5 Build resilience around our people, resources and finances to not just deliver services, but make them better.						
					50%	
HP18	Providing accessible and easy to use services for our residents.	To complete IT cloud migration project to support flexible and agile ways of working. To achieve compliance with accessibility requirements for digital services via Siteimprove To review all income derived from property asset management as part of the 2025/26 budget setting process. To review all income derived from arrears collection as part of the 2025/26 budget setting process. To review all income derived from local taxation as part of the 2025/26 budget setting process.	Migration to cloud environment complete for relevant applications and user accounts by July 2024. % of monthly accessibility checks completed.	100% compliance	100% compliance	50% User accounts all moved to cloud environment. Applications migration programme in place - some delay expected due to availability of application provider resources. 50% Checks for Q1 confirmed compliance 50% Budget setting process commenced in Q2 50% Budget setting process commenced in Q2
HP19	Seeking cost reduction and reviewing income streams through challenging how we deliver services, ensuring value for money, as well as a return on investment.	To review all income derived from fees and charges as part of the 2025/26 budget setting process. To introduce new competitive processes aligned to procurement legislation changes to drive financial and social value in the council's major contracts	MTFP set in line with 2025/26 budget timetable. New procurement strategy in place by November 2024.	MTFP for 2023/24 onwards set in February 2024.		50% Budget setting process commenced in Q2 50% Procurement strategy review work commenced. Public Procurement Act delayed until 24 February 2025 (announced Q2 12.09.2024). National procurement policy survey due to commence in October 2024 finishing November 2024, this will shape local future procurement strategy. Whilst identifying procurement for major contracts significant promotion of social value aims and objectives have been shared with demonstrable local examples meeting existing statutory duty to deliver social value.
		To run staff survey to build upon key drivers for change from 2023/24 survey and engage and support the workforce in To go live with recruitment portal to allow more accessible and efficient recruitment process to be put in place. To review the Staff Performance processes.	Staff survey run by June 2024. Recruitment portal live by end August 2024 % of staff to have completed a Staff Performance Review in 2024/25.			50% Monthly pulse surveys implemented in May 2024. Surveys complete for July, August and September in Q2. 100% Recruitment portal now live on council's website 0% Review taking place during Q3
HP20	Create a culture that supports high performance and enables a flexible, skilled, engaged and diverse workforce that maintains positive relationships with trade unions.	To set training programme for year to ensure all staff have the skills and knowledge needed to deliver services	% of staff who have participated in the training programme in 2024/25.			50% Training undertaken during Q1 by staff on set development programmes.

