
Report to Partnership & Performance Committee

Date of Meeting: 11 March 2021

Subject: Interim Business Plan 2020/21

Report by: Strategic Director Partnership & Performance

1.0 Purpose

- 1.1. The purpose of this report is to present and interim business plan for the Partnership and Performance portfolio for 2020/21.

2.0 Recommendations

- 2.1. It is recommend that Committee note, challenge and comment on the report.

3.0 Considerations

- 3.1. The Covid-19 response has severely disrupted this year's business planning that had already got underway in January 2020.
- 3.2. The purpose of this abbreviated plan, Appendix 1, is to set out a number of key deliverables for the remainder of the year, to provide a basis for work planning, risk and scrutiny. This abbreviated plan concentrates on core transformation, governance and recovery implementation actions as well as risks for the directorate during a challenging and uncertain period. It also reflects a series of Be the Future reports that have been presented to Council over the course of summer 2020.
- 3.3. The intention is to return to a more familiar business plan format for 2021/22.
- 3.4. There are no direct financial implications arising from the recommendations in this report.

4.0 Sustainability Implications

- 4.1. Sustainability is an inherent component of the business planning process.

5.0 Resource Implications

- 5.1. *Financial Details*

5.2. The full financial implications of the recommendations are set out in the report. This includes a reference to full life cycle costs where appropriate. Yes

5.3. Finance have been consulted and have agreed the financial implications as set out in the report. Yes

5.4. *Staffing*

6.0 Exempt Reports

6.1. Is this report exempt? Yes (please detail the reasons for exemption below) No

7.0 Declarations

The recommendations contained within this report support or implement our Corporate Priorities and Council Policies.

(1) **Our Priorities** (Please double click on the check box)

Clackmannanshire will be attractive to businesses & people and ensure fair opportunities for all

Our families; children and young people will have the best possible start in life

Women and girls will be confident and aspirational, and achieve their full potential

Our communities will be resilient and empowered so that they can thrive and flourish

(2) **Council Policies** (Please detail)

Not applicable.

8.0 Equalities Impact

8.1 Have you undertaken the required equalities impact assessment to ensure that no groups are adversely affected by the recommendations?

Yes No

9.0 Legality

9.1 It has been confirmed that in adopting the recommendations contained in this report, the Council is acting within its legal powers. Yes

10.0 Appendices

10.1 Please list any appendices attached to this report. If there are no appendices, please state "none".

Appendix 1 – Partnership & Performance Interim Business Plan 2020/21.

11.0 Background Papers

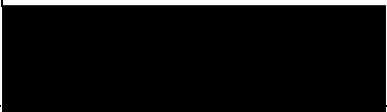
11.1 Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)

Yes (please list the documents below) No

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Stuart Crickmar	Strategic Director Partnership & Performance	2127

Approved by

NAME	DESIGNATION	SIGNATURE
Stuart Crickmar	Strategic Director Partnership & Performance	

APPENDIX 1



Clackmannanshire
Council

www.clacks.gov.uk

Comhairle Siorrachd
Chlach Mhanann

Partnership & Performance

Abbreviated Business Plan 2020-21

1 SERVICE OVERVIEW

1.1 DIRECTORATE PURPOSE & OBJECTIVES

Introduction

The Covid-19 response has severely disrupted this year's business planning that had already got underway in January 2020.

The purpose of this abbreviated plan, is to set out a number of key deliverables for the remainder of the year, to provide a basis for work planning, risk and scrutiny. This abbreviated plan concentrates on core transformation, governance and recovery implementation actions as well as risks for the directorate during a challenging and uncertain period. It reflects a series of Be the Future reports that have been presented to Council over the course of summer 2020. The intention is to return to a more familiar business plan format for 2021/22.

Our vision, outcomes, priorities and values reflect those of the Council as described in the Corporate Plan.

Our Vision

We will be a valued, responsive, creative organisation, through collaboration, inclusive growth and innovation, to improve the quality of life for every person in Clackmannanshire.

Our Outcomes

- Clackmannanshire will be attractive to businesses and people and ensure fair opportunities for all.
- Our communities will be resilient and empowered so that they can thrive and flourish.
- Our families, children and young people will have the best possible start in life.
- Women and girls will be confident and aspirational, and achieve their full potential.

Our Priorities

- Inclusive Growth, Jobs & Employability
- Reducing Child Poverty

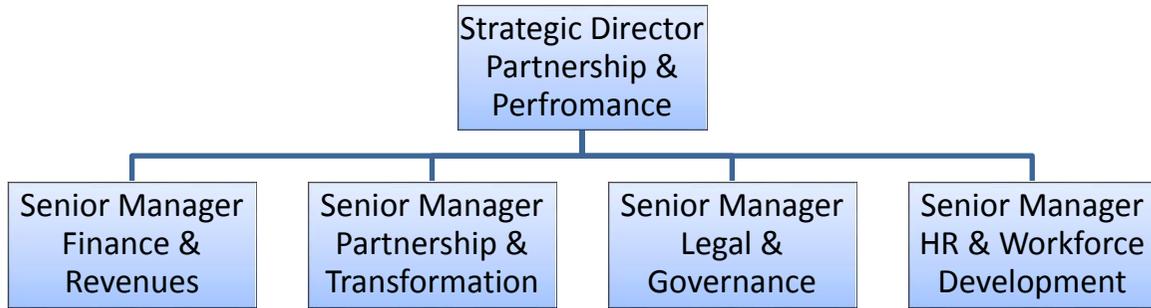
- Raising Attainment
- Sustainable Health & Social Care
- Empower Families & Communities
- Organisational Transformation

Our Values

- **Be the customer** - Listen to our customers; communicate honestly and with respect and integrity.
- **Be the team** - Respect each other and work collectively for the common good.
- **Be the leader** - Make things happen, focusing always on our vision and outcomes, and deliver high standards of people leadership and corporate governance.
- **Be the collaborator** - Work collaboratively with our partners and communities to deliver our vision and outcomes.
- **Be the innovator** - Look outwardly, be proactive about improvement and strive always for innovation and inclusive growth.
- **Be the future** - Work always towards ensuring that we deliver our vision and live our values, so that we become a valued, responsive Council with a reputation for innovation and creativity.

1.2 SERVICE STRUCTURE

Partnership and Performance Directorate incorporates a broad range of functions contained within the following structure:



1.4 KEY SERVICE STRATEGIES & POLICIES REVIEW SCHEDULE

Strategy or Policy	Approved/ last reviewed	Date for review
Local Outcome Improvement Plan 2017/27	2017	2021
Be the Future Plan	2018	2021
Budget Strategy	2020	2021
Strategic Workforce Plan	2019	2022
Community Justice Outcomes Plan	2018	2023
Gaelic Language Plan for Clackmannanshire	2019	2023
Mainstreaming Equalities Report and Outcomes	2019	2021
Procurement Strategy	2018	2022
Digital Transformation Strategy	2019	2022
Corporate Communications and Marketing Strategy	2013	2021
Corporate Risk Management Guidance	2015	2021
Major emergencies operational procedures Civil Contingencies Guidance	2018	2021
Business Planning Guidance and Performance Management Framework	2020	2021
Consultation Guidance and Toolkit	2014	2021
Customer Charter	2011	2021
Council Complaints Handling Procedure	2017	2021
Unacceptable Behaviour Policy	2015	2021

Standing Orders	2019	2021
Scheme of Delegation	2014	2021
Financial Regulations	2019	2021
Contract Standing Orders	2018	2021

Partnership & Performance Interim Business Plan 2020-21

Key Organisational Performance Results

Code	KPI	2020-21	Lead
		Target	
RAP CTA 002	Cost of collecting Council Tax (per dwelling)	NA	Finance & Revenues
RAP CTA 01a	Council tax collected within year (excluding reliefs & rebates)	96.2%	Finance & Revenues
GOV PRC 003	The percentage of procurement spend on local small to medium size enterprises	16.5%	Finance & Revenues
RAG CRD 003	Invoice Payment Within 30 Days	91%	Finance & Revenues
RAG FIN 001	The cost of support services (definition as per Local Financial Return) as a percentage of gross general fund expenditure	6.5%	Finance & Revenues
GOV EQO 02b	The percentage of the highest paid 5% of earners among council employees that are women	NA	Partnership & Transformation
GOV EQO 03a	The gap between the average hourly rate of pay for male and female Council employees	0%	Partnership & Transformation
NEW	Number of organisational data breaches reportable to the Information Commissioner	N/A	Legal & Governance
NEW	Instances of Fraud detected	N/A	Legal & Governance
NEW	Percentage of 2019/20 targets met for implementation of Strategic Workforce Plan	80%	HR & Workforce Development
NEW	Percentage of 2019/20 targets met for implementation of Digital Transformation Plan	80%	Partnership & Transformation
-	Average FTE Days Sickness Absence (Council)	12	HR & Workforce Development
NEW	Staff Engagement Index: I am given the opportunity to make decisions relating to my role	57%	HR & Workforce Development

Code	KPI	2020-21	Lead
		Target	
NEW	Staff Engagement Index: I feel valued for the work I do	36%	HR & Workforce Development
NEW	Staff Engagement Index: I feel a sense of achievement for the work I do	58%	HR & Workforce Development
NEW	Staff Engagement Index; I feel that I am treated with dignity and respect within my team	70%	HR & Workforce Development
NEW	Staff Engagement Index: I am clear about how I contribute to the organisation's goals	58%	HR & Workforce Development
NEW	Number of risk assessments reviewed and completed against the number expected	70%	HR & Workforce Development
NEW	Number of employees received a toolbox talk on new H&S policies expressed as a % of those who should have received	90%	HR & Workforce Development
NEW	Number of employees completing core H&S Training expressed as a % of the total number of employees	90%	HR & Workforce Development
NEW	Number of violent incidents to employees expressed as a % of the overall number of employees	5%	HR & Workforce Development
NEW	Number of incidents reported within 5 working days expressed as a % of incidents reported	90%	HR & Workforce Development
NEW	Number of Health Surveillance appointments attended expressed as a % of the total number appointments offered by OH	90%	HR & Workforce Development

Partnership & Performance: Financial Results

Code	KPI	2020-21	Lead
		Target	
NEW	Percentage of savings agreed in 2020/21 budget achieved	85%%	Strategic Director
	Outturn variance based on budget	<0%	Strategic Director

Partnership & Performance: Customer Results

Code	KPI	2020-21	Lead
		Target	
P&P FOI GOV	% FOI enquiries responded to within timescale - Partnership & Performance	95%	Legal and Governance
GOV AUD 001	Percentage of Internal Audit plan completed	100%	Internal Audit
ICT ICT 002	Percentage of available hours lost on ICT systems due to unplanned incidents	0.250%	Partnership & Transformation
CUS CTC 003	Satisfaction with overall experience of the Contact Centre	96.5%	Partnership & Transformation
CUS REG 001	Customer satisfaction with overall experience of the Registrars Service	100.0%	Legal & Governance
SCS C03 CUS	% formal complaints dealt with by Partnership and Performance that were upheld/partially upheld	N/A	Strategic Director
SCS C10 CUS	Percentage of formal complaints closed within timescale during period Partnership and Performance	100%	Strategic Director
SCS CNQ BUS	% of Councillor Enquiries dealt with by Partnership and Performance within timescale	100%	Strategic Director
SCS MPQ BUS	Percentage of MP/MSP enquiries dealt with Partnership and Performance within timescale	100%	Legal & Governance

Partnership & Performance: People Results

Code	KPI	2020-21	Lead
		Target	
PRP AB1 GOV	Average FTE Days Sickness Absence (Partnership & Performance)	7.5	Strategic Director
NEW	Percentage of employees* who have regular supervisory meetings with their manager	100%	Strategic Director
NEW	Percentage of staff that have completed mandatory training by the due date*	100%	Strategic Director
NEW	Staff Engagement: I am given the opportunity to make decisions relating to my role	65%	Strategic Director
NEW	Staff Engagement: I feel valued for the work I do	55%	Strategic Director
NEW	Staff Engagement: I feel a sense of achievement for the work I do	67%	Strategic Director
NEW	Staff Engagement: I feel that I am treated with dignity and respect within my team	80%	Strategic Director
NEW	Staff Engagement: I am clear about how I contribute to the organisation's goals	75%	Strategic Director

* Not including those staff on maternity leave, long term illness, secondment or career break

Improvement Actions

Code	ACTION	Impact	By When	Lead
1	Risks/Opportunities: PP001			
	Co-ordinate major incident response/recovery and ensure as time permits that statutory plans for resilience are in place, updated and tested as part of a scheduled programme of work.	A valued, responsive Council with a reputation for innovation and creativity.	31-Mar-21	Strategic Director
2	Risks/Opportunities: PP02			
	Working under the guidance of the Scottish Resilience Partnership, ensure appropriate plans and preparations are in place to manage and respond to EU Withdrawal and to ensure business continuity	A valued, responsive Council with a reputation for innovation and creativity.	31-Dec-20	Partnership & Transformation
3	Risks/Opportunities: PP03			
	Support consultation and engagement activities (budget and corporate strategies).	A valued, responsive Council with a reputation for innovation and creativity.	31-Mar-21	Partnership & Transformation
	Develop and publish key corporate and partnership strategies and annual reports as part of an agreed programme.	Corporate Priorities: Inclusive Growth, Jobs & Employability; Reducing Child Poverty; Empowering Families & Communities; organisational transformation.	31-Mar-21	Partnership & Transformation
	Put in place preparations for Census 2021 as part of the requirements set out in the national programme.	A valued, responsive Council with a reputation for innovation and creativity.	31-Mar-21	Partnership & Transformation
	Develop and publish a new Corporate Communications Strategy aligned with the Councils Corporate Plan.	A valued, responsive Council with a reputation for innovation and creativity.	31-Mar-21	Partnership & Transformation
	Implement approved Mainstreaming Equalities and Diversity Report 2017/22.	Corporate Priorities: Inclusive Growth, Jobs & Employability; Reducing Child Poverty; Empowering Families & Communities; organisational transformation.	31-Mar-21	Partnership & Transformation

Code	ACTION	Impact	By When	Lead
	Commence a review of Local Outcomes Improvement Plan and Be the Future Plan in light of developing transformational objectives, and the impact of Brexit and the global pandemic.	Corporate Priorities: Inclusive Growth, Jobs & Employability; Reducing Child Poverty; Empowering Families & Communities; organisational transformation.	31-Mar-21	Partnership & Transformation
	Lead on Community Planning in Clackmannanshire ensuring that effective partnership structures and planning and performance management approaches are in place.	Corporate Priorities: Inclusive Growth, Jobs & Employability; Reducing Child Poverty; Empowering Families & Communities; organisational transformation.	31-Mar-21	Partnership & Transformation
4	Risks/Opportunities: PP04			
	Maintain Health Working Lives (Silver Level)	Organisational Transformation	31-March-2021	HR & Workforce Development
	Undertake Staff Survey	Organisational Transformation	31-Dec-20	HR & Workforce Development
	Develop & Implement A Leadership and Management Development programme that support our vision and values	Organisational Transformation	30-Apr-21	HR & Workforce Development
	Implementation of the Health & safety Management System	Organisational Transformation	31-Mar-21	HR & Workforce Development
	Substantially conclude and Implement P&P Redesign	Organisational Transformation	31-Mar-21	Strategic Director
	Develop further the principles of the Fair Work Convention	Organisational Transformation	31-Mar-21	Strategic Director
5	Risks/Opportunities: PP05			
	Maximise Income from Other Sources to support corporate priorities	Corporate Priorities: Inclusive Growth, Jobs & Employability; Reducing Child Poverty; Empowering Families & Communities; organisational transformation.	31-Mar-21	Partnership & Transformation
	Commence DWP Revenues Review	Organisational Transformation	31-Mar-21	

Code	ACTION	Impact	By When	Lead
	Submit COSLA Income Loss Submission	Organisational Sustainability	31-Dec-2020	Finance & Revenues
6	Risks/Opportunities:PP06			
	Lead on the approach to enable improved governance through the Annual Governance Statement	A valued, responsive Council with a reputation for innovation and creativity	28-Feb-21	Legal & Governance
	Lead on the approach to deliver approved Annual Accounts	A valued, responsive Council with a reputation for innovation and creativity	28-Feb-21	Finance & Revenues
	Review of Audit Committee agenda in light of COVID pandemic Re-establishment of Council and Committee scrutiny	A valued, responsive Council with a reputation for innovation and creativity	31-Mar-21	Strategic Director
	Over see a successful by-election in Clackmannanshire East	A valued, responsive Council with a reputation for innovation and creativity	31-Mar-21	Legal & Governance
	Commence review Standing Orders & Scheme of Delegation	A valued, responsive Council with a reputation for innovation and creativity	31-Mar-21	Legal & Governance
7	Risks/Opportunities: PP07			
	Lead on the approach to deliver an approved balanced budget	A valued, responsive Council with a reputation for innovation and creativity	31-Mar-21	Finance & Revenues
	Maximise Procurement savings and local procurement spend	A valued, responsive Council with a reputation for innovation and creativity	31-Mar-21	Finance & Revenues
	Secure agreement on a BtF change programme plan to support organisational sustainability	A valued, responsive Council with a reputation for innovation and creativity	31-Mar-21	Transformation Manager

Code	ACTION	Impact	By When	Lead
	Instigate dashboard arrangement for monitoring 4 Covid harms in balance	A valued, responsive Council with a reputation for innovation and creativity	31-Jan -21	Strategic Director
8	Risks/Opportunities: PP08			
	Define Digital Roadmap based on Digital Maturity Assessment	A valued, responsive Council with a reputation for innovation and creativity.	31-Mar-21	Partnership & Transformation
	Define and implement ICT infrastructure Improvement Plan.	A valued, responsive Council with a reputation for innovation and creativity.	31-Mar-21	Partnership & Transformation
	Implement Scottish Cyber Security Resilience Framework	A valued, responsive Council with a reputation for innovation and creativity.	31-Mar-21	Partnership & Transformation
	Develop ICT asset strategy	A valued, responsive Council with a reputation for innovation and creativity.	31-Mar-21	Partnership & Transformation
	Consolidate corporate support Information management approaches and develop an action plan to address gaps	A valued, responsive Council with a reputation for innovation and creativity	31-Mar-21	Legal & Governance
	Procure, develop a project plan, and commence implementation of Microsoft 365	A valued, responsive Council with a reputation for innovation and creativity.	31-Mar-21	Partnership & Transformation
	Develop a forward programme to update IT policies	A valued, responsive Council with a reputation for innovation and creativity.	31-Mar-21	Partnership & Transformation

Risk Register

ID & Title	PP 001	Business continuity or resilience failure	Status		Managed By	Strategic Director	Current Rating	15	Target Rating	6
Potential Effect	Breakdown or significant interruption in service provision for internal and or external customers as a result of catastrophic systems or knowledge loss or major incident.									
Related Actions	Co-ordinate major incident response and ensure statutory plans for resilience are in place, updated and tested as part of a scheduled programme of work.		Internal Controls	Corporate and Service Business Continuity Plans						
Latest Note	Scotland remains in civil contingencies arrangements that have been in place since March 2020; it is anticipated that this will remain the case to some extent until such times as a critical mass has been achieved (possibly summer or even early autumn 2021) with the COVID-19 vaccine roll out programme which commenced on 8 December 2020. Staffing resources continue to be stretched in dealing with the impacts of the global pandemic, and therefore concurrent risks from Brexit (see below), adverse weather, or major outage continue to pose an ongoing and substantial risk to business continuity. IMTs continue to be convened as necessary and a substantial review of business continuity plans will be required as soon as resources allow.									
ID & Title	PP 002	Lack of preparedness for Brexit 'No Deal'	Status		Managed By	Partnership & Transformation	Current Rating	15	Target Rating	12
Potential Effect	Inability to assess, mitigate, prepare for impact across UK and Scottish planning assumptions linked to migration, trade, regulation, security or wider impacts across sectors. Potential additional impacts for Clacks around economic resilience, workforce and costs/value and funding of goods and services.									
Related Actions	Working under the guidance of the Scottish Resilience Partnership, ensure appropriate plans and preparations are in place to manage and respond to EU Withdrawal and to ensure business continuity		Internal Controls	Brexit reports to Council Brexit risk assessment undertaken						
Latest Note	Work is ongoing to monitor the potential impacts of ED withdrawal based on the Scottish and UK planning assumptions. Information has been shared with employees, elected members and with communities on the potential impacts and to plan mitigations, though this is difficult within a context of unknown factors such as the trading basis between the UK and the EU, which may or may not impacts costs and supply chain. This has included planning work with partners. Information on EU withdrawal has been shared on the Council website. Work in partnerships with resilience partners (LRP), COSLA and SOLACE is ongoing. At the time of writing, no deal has been negotiated; therefore this unknown quantity continues to pose a significant risk.									

ID & Title	PP 003	Ineffective communication and engagement with our communities	Status		Managed By	Partnership & Transformation	Current Rating	12	Target Rating	9
Potential Effect	Sub optimisation of community empowerment opportunities and the risk that we will not be able to achieve our corporate priority to empower families and communities. Ineffective communication and engagement with communities may result in poor relationships, breakdown of trust and loss of confidence which impacts on the Councils reputation.									
Related Actions	Develop and publish a new Corporate Communications Strategy aligned with the Councils Corporate Plan. Further develop Participatory Budgeting approaches Provide support for major consultation and engagement activities (budget and corporate strategies). Develop options with partners to consider community research and surveys to inform strategic planning and performance (replace Clacks 1000). Ensure that community planning structures are effective and enable the integrated delivery of the Local Outcomes Improvement Plan 2017/27.		Internal Controls	Corporate Communications Strategy Consultation and Engagement Toolkit/Citizen Space Asset Transfer Guidance Community Learning and Development Strategy Mainstreaming Equality and Diversity						
Latest Note	Work has been significantly disrupted by the Covid response. The main focus has been ensuring community awareness of response and recovery initiatives, including community supports, disease prevalence, testing and vaccinations information. As we move towards the end of 2020/21 the emphasis will need to shift back towards more mainstream community engagement, particularly in light of recovering from the economic impacts and other harms created by the pandemic.									

ID & Title	PP 004	Ineffective engagement with Workforce/Sub optimisation of Workforce	Status		Managed By	HR & Workforce Development	Current Rating	12	Target Rating	9
Potential Effect	Ineffective or poor engagement with staff resulting in poor relations and an inability to be unable to embed our values and achieve our vision.									
Related Actions	Develop and publish a new Corporate Communications Strategy aligned with the Councils Corporate Plan and Strategic Workforce Plan Undertake staff survey Develop further the principles of the Fair Work Convention		Internal Controls	Strategic Workforce Plan Staff Survey						
Latest Note	Substantial progress has continued on this area of work as part of the pandemic response. This has included a staff wellbeing survey in May and a further staff survey during November and December 2020. A number of workforce policies have been developed an implemented, in-year and an updated on the strategic workforce plan has been presented to Committee.									

ID & Title	PP 005	Significant Loss of Revenue due to Covid 19	Status		Managed By	Finance & Revenues	Current Rating	20	Target Rating	9
Potential Effect	Covid 19 has had a significant disruptive impact on service delivery, with a consequential impact on revenue and current budget sustainability for some service areas. Its impacts also create a degree of uncertainty in terms of future budget planning.									
Related Actions	Regular outturn monitoring and analyses Submit COSLA return on revenue loss due to Covid Use of reserves Maximise Income from Other Sources to support corporate priorities Implement revenues improvement actions		Internal Controls	Outturn monitoring and reporting Revenues Monitoring						
Latest Note	In year revenue loss is currently assessed at circa £1.4M. A return has been submitted to COSLA on that basis however at this time, it is not known at the time of writing what proportion of that loss will be compensated for out of the Scottish Government's total fund of £90m.									

ID & Title	PP 006	Significant Organisational Governance Failure	Status		Managed By		Current Rating	12	Target Rating	9
Potential Effect	There is a risk that the current pandemic environment amplifies the risk of a significant governance failure that could lead to a potential for serious financial, reputational or workforce harms.									
Related Actions	Review of Audit Committee agenda in light of COVID pandemic Re-establishment of Council and Committee scrutiny		Internal Controls	Annual governance statement Internal & External Audit programme						
Latest Note	The current pandemic and concurrent risks profile, pausing of audit and scrutiny activity combined with a fatigued and stretched workforce has created unprecedented risks that could result in failures of governance. Work is well underway to ensure the resumption of audit and scrutiny programmes, however this still not back up to pre-Covid levels at this time, and work is ongoing									

ID & Title	PP 007	Increased Services Demands/Demand Pressures Arising from Covid/Deteriorating Economic Outlook	Status		Managed By		Current Rating	15	Target Rating	9
Potential Effect	Risk that current resource base cannot meet rising demand resulting from Covid pandemic									
Related Actions	Instigation of monitoring of 4 Covid harms		Internal Controls	Budget Strategy BtF Transformation Outturn Monitoring Procurement strategy						
Latest Note	Initial demand pressure exercises are indicating a high degree of uncertainty in regard of short term budget planning, particularly in terms of whether increased pandemic costs will return to pre-covid levels or whether demand will be sustained in the post Covid operating environment. At this stage, most emphasis is on monitoring the harms from disease prevalence, however, it is likely the other 3 harms will have medium to longer term impacts on demand pressures and budget planning.									

ID & Title	PP 008	Failure to Keep Pace with Digital Agenda	Status		Managed By		Current Rating	12	Target Rating	9
-----------------------	--------	--	---------------	--	-------------------	--	-----------------------	----	----------------------	---

Potential Effect	Covid biosecurity requirements have driven accelerated demand and expectation for increased digital service provision. There is a risk that the Council will not be able to meet these changes.			
Related Actions	Digital Scotland Maturity Assessment IT Asset Planning Audit Scotland Digital Audit Action Planning Procurement and rollout of M365 Digital programme rollout	Internal Controls		
Latest Note	The Council has made significant investment in digital infrastructure during the Covid pandemic, including M365 and digital telephone payments. This work will need to continue at pace to meet citizen demand and to sufficiently realise benefits.			

