



**REPORT of
DIRECTOR OF STRATEGY, PERFORMANCE AND GOVERNANCE**

**to
PERFORMANCE, GOVERNANCE AND AUDIT COMMITTEE
18 NOVEMBER 2021**

PROCESS IMPROVEMENT FRAMEWORK

1. PURPOSE OF THE REPORT

- 1.1 To introduce members to the process improvement framework and help give context and detail about how the Council is delivering continual improvement in line with best practice.

2. RECOMMENDATIONS

- (i) That the committee reviews and feeds back on the process improvement framework set out at **APPENDIX A**.
- (ii) That the committee appoints two member representatives and seeks two representatives from Overview and Scrutiny committee at its next scheduled meeting, to work closely with the team around website testing and customer feedback

3. SUMMARY OF KEY ISSUES

- 3.1 Process improvement was first introduced to Maldon District Council (MDC) as part of the Transformation review.
- 3.2 Rather than being a one-off exercise, learning from the programme work highlighted that process redesign takes far longer than expected, and is an ongoing and iterative process (as reported to the Overview and Scrutiny committee as part of the Transformation review). Process Improvement was permanently built into the structure at Maldon District Council within the approved financial strategy as of April 2021.
- 3.3 It was identified in the Council's Annual Governance Statement for 2020/21, and in the recent Audit reviewing Value for Money (VFM), that the Council's arrangements to secure continuous improvement help support Maldon to be a best value authority. VFM assessment takes into account the economy, efficiency, and effectiveness (known as the 'three Es') of our services.
- 3.4 The Framework document at **APPENDIX A** outlines how the team works and its approach to process improvement now that it is able to look at the long term work programme.
- 3.5 The framework is an operational document rather than something that requires adoption, but it is presented to the Performance, Governance and Audit committee

for oversight, and because it underpins a lot of the delivery around governance and continual improvement that is reported back to this committee.

3.6 The results of the work completed thus far are highlighted within the document.

4. CONCLUSION

4.1 The process improvement framework is a key operational document to define how the Council delivers continual improvement and value for money. It is presented to the committee to help give context around work to address areas identified in performance data, customer feedback and internal audit.

5. IMPACT ON STRATEGIC THEMES

5.1 The process improvement workplan is designed based on where the Council needs to develop processes and services that will help to meet its strategic goals.

6. IMPLICATIONS

(1) **Impact on Customers** – all process improvement work is based on improving the customer journey. The work programme involves website development and making online journeys as simple as possible for customers.

(iii) **Impact on Equalities** – N/A

(iv) **Impact on Risk** – continual improvement work helps to address areas of operational risk. The work programme is defined by management based on areas where these risks are higher.

(v) **Impact on Resources (financial)** – contributes to value for money financial requirements and demonstrated in audit of accounts. Work programme targets areas where we can save council finances

(vi) **Impact on Resources (human)** – Work programme targets areas to improve efficiency of working arrangements for staff. Staff are involved in process redesign and their feedback is part of the solution.

(vii) **Impact on the Environment** – N/A

(viii) **Impact on Strengthening Communities** – N/A

Background Papers: [O&S committee report – Transformation review](#)

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