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## Digital Services Service Delivery Plan 2026 to 2027

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### Overview of the service

The Digital Services Team provides a frontline service, enabling residents to access Council services and staff to access the intranet.

The team is responsible for the development, maintenance, and continuous improvement of the Council's website, intranet, and self-service portal. Usability and accessibility are central priorities, ensuring residents can access Council services online 24/7.

The team actively monitors customer needs, creating new webpages and regularly updating published content to maintain accuracy and relevance. Ongoing engagement with Service Leads ensures that service pages remain up to date, accessible, and aligned with organisational priorities, while also identifying opportunities for improvement.

We maximise the use of technology by promoting self-service and online access to Council services, helping to drive channel shift and reduce corporate costs.

By ensuring that residents are provided with easy access to our services 24 hours a day, we not only meet their expectations of modern service delivery, but we also reduce demand on alternative channels, such as the telephone contact team. This approach ensures that residents who prefer non-digital channels can access advice and support more quickly.

We actively encourage customer feedback to understand what works well and where improvements are needed. All feedback is carefully reviewed and addressed where appropriate to support continuous improvement.

### Cost of service

The cost to run the service for year 2026/2027 is £162,530

## Staffing Information

1 Digital Services & Information Manager (0.34 FTE)

1 Full time Digital Services Officer

2 Part time Digital Services Officers

## Forward planning for Councillors

Proposed item	Proposed date of decision	Committee
Half year report 2026 to 2027	November 2026	Operational Services
End of year report 2026 to 2027	March 2027	Operational Services
Service Delivery Plan 2026 to 2027	March 2027	Operational Services

## Digital Services & Information Service Delivery Plan 2026 to 2027

This Service Delivery Plan describes what Digital Services & Information will be doing to deliver continuous improvement (service objectives). Each performance measure relates to the Council’s strategic outcomes and Corporate Plan 2025 to 2026.

**Council’s Strategic Outcome:** Customers are at the heart of everything we do

**Digital Services’ Strategic Objective:** Be accessible, responsive and flexible to customer’s digital wants and needs

**Link to Corporate Plan:** Sustainable Communities

Performance measure	Target and reporting timescale	Baseline/output from 2025 to 2026	Owner and co-owners
Monitor customer feedback and service performance and provide quarterly service reports to Service Leads and Management Team and monthly reports to East Cambs Street Scene (ECSS)	100%, annually	Monitor website feedback via online forms. 273 feedback forms received: 237 Good, 11 Average, 25 Poor. Feedback actioned as appropriate. Monthly performance reports issued to Services & ECSS. Quarterly reports issued to Service Leads.	Digital Services Officers
Measure the Council’s accessibility compliance monthly and achieve or exceed an excellent rating and 90% compliance with WCAG 2.1 and WCAG 2.2 accessibility standard	Monthly - 90%, annually	Compliant score rated 89%  The slight underachievement is due to the inclusion of PDFs within the accessibility guidelines as of September 2025. The website contains a substantial volume of historic PDF documents, which are currently under review. We are working closely with service teams to convert these into accessible web content where appropriate.  In addition, we are taking active steps to significantly reduce the publication of new PDF content moving forward.	Digital Services Officers

**Council’s Strategic Outcome:** Customers are at the heart of everything we do

**Digital Services’ Strategic Objective:** Work proactively to support the customer’s digital experience.

**Link to Corporate Plan:** Sustainable Communities

Performance measure	Target and reporting timescale	Baseline/output from 2025 to 2026	Owner and co-owners
Ensure the website has up to date and accurate information	100% Twice Annual Service Meeting	<p><b>New Performance Measure</b></p> <p>Implementation of one-on-one meeting with service representatives, twice annually. First round of meetings have been completed.</p> <p>Working with services to ensure up to date webpage content and that all required online forms are in place. Services are also advised they can request to amend / update / create content at any point.</p>	Digital Services Officers
Monitor avoidable contact and work in partnership with service representatives across the Council to identify ways to reduce failure demand across the authority	As required, annually	<p>Examples of partnership working to reduce failure demand include:</p> <ul style="list-style-type: none"> <li>- Assisting Comms with press releases and news</li> <li>- Web Updates</li> <li>- Twice Annual Service Review Meetings</li> <li>- Elections support</li> <li>- Business as Usual</li> <li>- Maintaining customer services FAQ database and proactively updating the web from popular FAQ responses</li> <li>- Ongoing ROT (Redundant, Obsolete, and Trivial) analysis of website content</li> </ul>	Digital Services Officers
Continue to provide a frontline service for ECSS, support the development of their service and the new bin roll out throughout 2026 to 2027	As required, annually	<p>Reporting</p> <ul style="list-style-type: none"> <li>- Produce monthly CRM reports</li> <li>- Produce monthly service performance reports</li> </ul> <p>Bartec System</p> <ul style="list-style-type: none"> <li>- Add and remove assisted collections</li> <li>- Create and update collection schedules</li> <li>- Implement service and schedule changes</li> <li>- Add and remove additional bins</li> <li>- Maintain alternative service arrangements</li> <li>- Developer requests, ensuring new properties are correctly configured for service delivery</li> <li>- Update and maintain holiday collection schedules</li> <li>- Provide support to Customer Services and Waste by responding to queries and assisting with Bartec-related issues</li> </ul> <p>New Rounds</p>	Digital Services Officers

Performance measure	Target and reporting timescale	Baseline/output from 2025 to 2026	Owner and co-owners
		<ul style="list-style-type: none"> <li>- Data cleansing and preparation</li> <li>- Deliver in house training and ongoing operational support to ECSS and depot staff</li> <li>- Liaison with Bartec to support system configuration and changes</li> <li>- Supporting the migration of all collection rounds into the test environment</li> <li>- Rebuild and maintain the waste collection calendar</li> </ul> <p>System Development and Integration</p> <ul style="list-style-type: none"> <li>- Maintain and support integration between the Bartec system and the CRM system.</li> <li>- Develop and maintain ECSS waste CRM forms.</li> </ul>	

**Council’s Strategic Outcome:** ‘Can do’ approach and open for business

**Digital Services’ Strategic Objective:** Create and sustain digital solutions that provide easy access to information and services 24/7

**Link to Corporate Plan:** Sound financial management

Performance measure	Target and reporting timescale	Baseline/output from 2025 to 2026	Owner and co-owners
Achieve 99.9% website availability each month	Monthly - 99.9%, annually	<p>Compliant score rated 99.8%</p> <p>February and March figures are not available at the time of writing the report.</p>	Digital Services & Information Manager Invuse
Achieve website engagement rate of 63% each month	Monthly - 100% annually	<p>Average 58.6%</p> <p>Visitors must spend more than 10 seconds on a webpage for their engagement to be recorded in Google Analytics. The slight underachievement can be attributed to the following factors:</p> <ul style="list-style-type: none"> <li>• Improved navigation has enabled users to find the information they need more quickly, reducing the time spent on individual pages.</li> </ul>	Digital Services Officers

Performance measure	Target and reporting timescale	Baseline/output from 2025 to 2026	Owner and co-owners
		<ul style="list-style-type: none"> <li>Several high-traffic pages during this period were signposting pages. These pages primarily direct users to external websites, meaning visitors typically spend only a short amount of time on them before navigating away.</li> </ul> <p>February and March figures are not available at the time of writing the report.</p>	

**Council’s Strategic Outcome:** Safe, vibrant and inclusive communities. Community sustainability

**Digital Services’ Strategic Objective:** Make a positive contribution to the health and wellbeing within our district

**Link to Corporate Plan:** Sustainable Communities

Performance measure	Target and reporting timescale	Baseline/output from 2025 to 2026	Owner and co-owners
<p>Measure the Council’s accessibility compliance monthly and achieve or exceed an excellent rating and 90% compliance with WCAG 2.1 and WCAG 2.2 accessibility standard</p>	<p>Monthly - 90%, annually</p>	<p>Compliance Score rated ‘great’ (85%-94% = Great)</p> <p>February and March figures are not available at the time of writing the report.</p> <p>The slight underachievement is due to the inclusion of PDFs within the accessibility guidelines as of September 2025. The website contains a substantial volume of historic PDF documents, which are currently under review. We are working closely with service teams to convert these into accessible web content where appropriate.</p> <p>In addition, we are taking active steps to significantly reduce the publication of new PDF content moving forward.</p>	<p>Digital Services &amp; Information Officers and Manager</p>

**Council’s Strategic Outcome:** Be an excellent employer

**Digital Services’ Strategic Objective:** Support the continued professional development of Digital Service. Ensure that the Council’s corporate risks are managed effectively

**Link to Corporate Plan:** Sound financial management

Performance measure	Target and reporting timescale	Baseline/output from 2025 to 2026	Owner and co-owners
<p>Ensure all members of the Digital Services &amp; Information team receive adequate training to fulfil their role</p>	<p>100%, annually</p>	<p><b>Target Achieved</b></p> <p>Complete in accordance with corporate training and individual training plans. Training this year has included:</p> <ul style="list-style-type: none"> <li>• Manual Handling</li> <li>• Prevent Duty Awareness</li> <li>• Cyber Data Protection</li> <li>• Display Screen Equipment</li> <li>• Fire Safety</li> <li>• Fraud Awareness</li> <li>• Basic Local Gov Drupal training</li> <li>• Bartec training</li> <li>• Local Government Drupal workshops</li> </ul> <p>Training planned</p> <ul style="list-style-type: none"> <li>• Power BI (reporting)</li> <li>• Microsite development</li> </ul>	<p>Digital Services &amp; Information Officers and Manager</p>
<p>Team meetings</p>	<p>Minimum monthly</p>	<p><b>Target Exceeded</b></p> <p>Weekly team meetings held since Digital Services &amp; Information Manager in post.</p>	<p>Digital Services &amp; Information Manager</p>
<p>One to one meetings</p>	<p>Minimum 4 a year, annually</p>	<p><b>Target Achieved</b></p> <p>One on one meetings held since Digital Services &amp; Information Manager in post.</p>	<p>Digital Services &amp; Information Manager</p>
<p>Appraisals completed annually and within timeframe set by HR</p>	<p>100%, annually</p>	<p><b>Target On Track</b></p> <p>Accountabilities added to Skillgate and dates in diaries at the time of the writing report.</p>	<p>Digital Services &amp; Information Manager</p>

Performance measure	Target and reporting timescale	Baseline/output from 2025 to 2026	Owner and co-owners
<p>Regularly review corporate risks including:</p> <ul style="list-style-type: none"> <li>disaster recovery to provide continuous services to the public in the event of a minor or major system outage</li> <li>GDPR (General Data Protection Regulation) compliance to protect personal data, council reputation and provide confidence in online services</li> <li>information security to protect personal data, prevent financial penalties, protect council reputation and provide confidence in online services</li> <li>health and safety of officers working both in the Council offices and remotely</li> </ul>	100%, annually	<p><b>Target Achieved</b></p> <p><b>Disaster recovery</b> All Digital Services Officer are able to work remotely without issue.</p> <p><b>GDPR &amp; Information Security</b> No data or Security breaches reported in 25/26. All officers have completed their Data Protection refresher training. Data archived in line with corporate retention policy.</p> <p><b>Health &amp; Safety</b> Risk Assessment last reviewed February 2025 and discussed at team meeting. Working from Home set ups reviewed and authorised by both ICT and HR. The Digital Services Manager is a member of the Council's Health and Safety Working Party.</p>	Digital Services & Information Manager

<p>To actively facilitate and engage with the Local Government Reorganisation (LGR) programme and be operationally ready to transition into the new authority model without service disruption</p>	<p>100% Weekly Workstream subgroup meetings</p> <p>Quarterly CRM open case review</p>	<p><b>New Performance Measure</b></p> <p>Working with other councils discussing options on how digital data can be brought together.</p> <p>Removing out of date information from the website in preparation for data sharing.</p> <p>Cleaning up CRM database. Currently there are over 8000 open CRM cases. We have provided reports to services to review these. We have created a new 'assigned to me' CRM option, enabling officers to review cases allocated specifically to them. We are proactively closing historic cases.</p> <p>Participation in LGR workstreams:  <b>ICT, Digital and Customer Services</b> - ensuring smooth customer transition from day one  <b>Governance, Democracy, Election, and Civic</b> - co-ordinating security, reliability and sharing of data</p> <p>Ensuring Digital Service Officers are kept up to date with LGR processes and responsibilities. Providing appropriate training where necessary.</p>	<p>Digital Services &amp; Information Manager &amp; Digital Services Officers</p>
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**Council’s Strategic Outcome:** A clean, green and attractive place

**Digital Services’ Strategic Objective:** Undertake activities which help to mitigate/adapt to climate change

**Link to Corporate Plan:** Cleaner, greener East Cambridgeshire

Performance measure	Target and reporting timescale	Baseline/output from 2025 to 2026	Owner and co-owners
<p>Achieve council’s website carbon digital carbon emissions below 0.3 MTCO<sub>2</sub>e per year (MTCO<sub>2</sub>e means metric tonnes of carbon dioxide equivalent, not million tonnes)</p>	<p>100%, annually</p>	<p><b>Target Exceeded</b></p> <p>April - not recorded                      May - not recorded</p>	<p>Digital Services Officers and Digital Services &amp; Information Manager</p>

## Performance measure

## Target and reporting timescale

## Baseline/output from 2025 to 2026

## Owner and co-owners

June - 0.234 MTCO<sub>2</sub>e  
July - 0.238 MTCO<sub>2</sub>e  
August - 0.021 MTCO<sub>2</sub>e  
Sept - 0.022 MTCO<sub>2</sub>e  
October - 0.017 MTCO<sub>2</sub>e  
November - 0.037 MTCO<sub>2</sub>e  
December - 0.044 MTCO<sub>2</sub>e  
January - 0.056 MTCO<sub>2</sub>e

February and March figures are not available at the time of writing the report.