

<b>Service Area Plan Year :</b>	1 April 2025 to 31 March 2026
<b>Service Area :</b>	Customer & Digital Services
<b>Service Area Manager:</b>	David Elkington
<b>Portfolio Holder(s):</b>	Jim Sinnott (Safer, Healthier and Active Communities) Jessica Melrose (People and Organisational Development)

**Sections:**

<b>Links to Warwick 2030 Strategy</b>
<b>Main Aspects of Workload &amp; Major Workstreams</b>
<b>Performance</b>
<b>Risk Management</b>

Theme and Strategic Goals		Direct	Indirect
<b>Delivering Valued, Sustainable Services</b>			
1.1 Ensure sustainability is at the heart of our decision making	1.1.1 We will develop climate and sustainability impact tool to help inform, shape and improve our decision making. 1.2.1 Our medium-term financial strategy will set out the steps we will take to ensure we continue to be financially sustainable and can continue to invest across the district – this will include making better use of existing resources and consider how we can increase income generating opportunities.		
1.2 Continue to ensure the Council's finances remain on a firm and sustainable footing	1.2.2 Our change programme will improve the efficiency and effectiveness of how the Council delivers services to ensure they remain responsive and accessible to customer needs.		
1.3 Achieve and demonstrate delivery of high quality services	1.3.1 By reviewing how Council services are delivered and measuring performance will help ensure high quality services are being delivered across the Council.		
	1.3.2 The Digital and Customer Strategy and Change Management Programme will make it easier for customers to contact the Council 24/7, 365 days a year and enable our customer service team to help more customers at the first point of contact through different communication channels.		
	1.3.3 We will measure our performance and develop how we use data, benchmarking and customer insight to ensure we continuously learn and improve how we deliver services		
	1.3.4 We will further develop our approach to commissioning and contract management across the Council to continue to ensure residents receive the best service possible and value for the taxpayer.		
	1.3.5 Ensure Council homes are safe and meet the Decent Homes standard for all our tenants including improving the energy efficiency of their homes and meeting all new social housing regulatory requirements.		
1.4 We want to attract and retain the best talent to deliver our ambitions	Our People Strategy will help to attract the right people with the right skills the Council needs and are recognised locally, regionally and nationally as an employer of choice.		
1.5 Ensure the best use of the council's assets and resources to deliver the council wider corporate aims and support the circular economy	1.5.1 A new Asset Strategy and Management Plan will set out how we will best use our assets to drive sustainability, enable regeneration, and commercial value to contribute to our long-term financial position and place shaping ambitions.		
	1.5.2 We will continue to develop our approach for maximising social value through our place shaping initiatives and investments, to recycle the Warwick District Pound		
<b>Low cost, low carbon energy across the District</b>			
2.1 Reduce energy consumption and carbon emissions from the council's public buildings	2.1.1 Significantly improve the energy efficiency of Council buildings and introduce renewable energy generation capacity where possible.		
2.2 Reduce energy consumption and carbon emissions from existing Council Housing Stock	2.1.2 Assess the creation of an investment fund for energy conservation and energy generation projects.		
	2.2.1 Develop a Decarbonisation and Energy Efficiency Strategy, for existing Council homes to reach a minimum of EPC C by 2030. Aim to go further to reduce carbon emissions and energy bills for Council tenants by exploring how we can maximise the impact and prioritisation of our maintenance programme and any external funding opportunities. This will include developing the toolkit to measure and assess impact.		
2.3 Provide homes which are safe and meet the decent homes standard for all our tenant including improving energy efficiency of their homes.	2.3.1 Working with tenants and using sector best practice to ensure that our homes are safe, energy efficient, free from damp and mould and, as a minimum, meet decent home standards.		
2.4 Ensure new housing developments led by the Council are exemplars of planning and construction to meet the climate emergency and other challenges	2.4.1 New Council homes are net zero carbon in operation. To support this, we will set out our aspirations relating to carbon performance and for WDC-led developments recognising that there may be times when these aspirations cannot be fully achieved in light of viability.		
2.5 Explore multiple, innovative approaches to make it easier for others in the district	2.5.1 By working in partnership locally, regionally and nationally, we will identify, evaluate and undertake initiatives to help local people reduce their energy needs		
<b>Creating Vibrant, Safe and Healthy Communities of the Future</b>			
3.1 Support all our communities, rural and urban to be economically ready for the future, with the right infrastructure and protect community identity with a focus on people and the environment	3.1.1 Enhance our town centres by working with businesses in place making initiatives, events and active travel to support the daytime and nighttime economy. This will include taking forward the future high street fund and the progression of the creative quarter.		
	3.1.2 Any opportunities for an investment zone will focus on the transition to a green economy, protect against unsuitable development and deliver for biodiversity, sustainable transport, and job creation.		
	3.1.3 Promote the district as a location for advanced manufacturing, "green" industries, creative games and hi-tech based companies, building on our national reputation. Work with educational establishments to inspire people to learn new skills, help local people access jobs and opportunities.		
	3.1.4 Increase the volume of high quality, low carbon, affordable and social housing including increasing the Council's and Milverton Homes' home building activity. This will help meet demand for housing and help tackle rough sleeping and homelessness.		
3.2 Promote vibrant communities, a welcoming atmosphere and good mental and physical health and wellbeing within all our towns and villages.	3.2.1 Support our creative community, including local artists, dancers, actors, musicians and history and heritage organisations through a revised Creative Framework and a programme of support through UKSPF projects.		
	3.2.2 Build on our reputation as a home for national and international sporting events.		
	3.2.3 Encourage everyone to have a more active lifestyle via use of our leisure centres, parks and open spaces, other sports facilities, and the provision of other outreach activities.		
	3.2.4 Review, update and continue to take forward initiatives in the Climate Emergency Action Programme and evaluate their impact		
	3.2.5 Using our joint WDC/SDC new Local Plan to: • prioritise housing development on brownfield sites. • minimize use of greenfield sites where possible. • promote new developments using 20-minute neighbourhood/settlement designs. • ensuring convenient access to services and shop. • protect existing community identities. • ensure the provision of appropriate infrastructure is available to support new and existing development.		
	3.2.6 In partnership with Warwickshire County Council, promote and implement active travel choices as a priority – public transport, walking and cycling.		
	3.2.7 Adopt a Net Zero Carbon DPD and provide supplementary guidance, training and support to ensure that new homes and other buildings in the district are net zero carbon.		
3.3 Enhance the Biodiversity of the District	3.3.1 Increase the level of biodiversity on Council owned land and create a network of accessible linked biodiversity rich spaces.		
	3.3.2 Encourage residents, communities and businesses to enhance the biodiversity of the district using the planning system, the Biodiversity Net Gain legislation and other opportunities		
3.4 To champion new and innovative ways of working together to improve health and wellbeing and tackle inequalities – focussing on prevention and building resilience in communities	3.4.1 Reduce health inequalities within the district and develop a series of health and community wellbeing hubs.		
	3.4.2 Develop and implement an asset based community development strategy where the Council and partners will work with communities to build capacity to help address their own health, safety and wellbeing needs, especially those with a more deprived socioeconomic or isolated backgrounds.		
	3.4.3 Working with partners to deliver community safety interventions to address ASB and fear of crime.		

Service Overview

Key to : Actual Workload to date 25/26 (updated half yearly)	
	Significant issues or delays in service delivery that require immediate attention
	Potential issues or delays in service delivery that require corrective actions
	Service being delivered as expected
	Completed
	Not Started

	Service Being Delivered	Main aspects of service delivery	Estimated Expected Workload	Notes	Actual Workload to date 25/26 (updated half yearly)	Percentage of estimated workload experienced 25/26	
Desktop Services	Service Desk	Response to ICT incidents	c. 800 tickets / quarter	Incident demand varies depending on circumstances.			
		Completion of fulfilment requests	c. 2500 tickets / quarter	Fulfilment requests varies depending on circumstances.			
		Provision of advice	c. 500 tickets / quarter				
		Problem management	c. 30 tickets / quarter				
		Account and access management	c. 10 tickets / quarter				
		ICT asset preparation and distribution	c. 20 units / monthly				
		Desktop software update and release management	c. 100 / per device	Most updates are typically automated and rolled out to equipment without significant direct intervention.			
		Cyber response					
		Change management	c. 20 standard / monthly	Measures considers standard changes within the ICT environment on a per monthly basis. Excludes standard changes for fulfilment requests and emergency changes.			
		Supplier relationship management	3-5 hours / weekly				
	Procurement of ICT goods and services	c. 30 initiatives / monthly	Procurements within desktop are typically quite low value, frequent activities such as obtaining headsets, laptops, small items of equipment, etc.				
	ID card / Door access management	c. 10 units / monthly					
	Mobile phone support and procurement	c. 10 units / quarterly	Considers general mobile phone procurement only, not specific projects such as mobile refresh.				
	Desktop Productivity	Expert support for desktop environment	c. 20 tickets / monthly				
		Software distribution management	10-15 hours / weekly				
		Mobile and compute device management	2-3 Hours / weekly				
		Complex license and compliance management	2-3 Hours / weekly				
		Public Service Network management	1-2 hours / weekly				
		Cybersecurity management	3-5 hours / weekly				
		Requirements specification	1 hour or less / weekly				
Office 365 administration		1-2 Hours / weekly					
Printers and Printing Management		1 hour or less / weekly					
Proxy Server Administration		1-2 Hours / weekly					
Infrastructure Team	Network and Communications	Expert support for network environment	c. 20 tickets / monthly				
		Environment and performance monitoring	2-3 Hours / weekly				
		Configuration and maintenance of physical devices	1-2 Hours / weekly				
		Patching and connection	1 hour or less / weekly				
		Address scheme management	1 hour or less / weekly				
		DNS record maintenance	1 hour or less / weekly				
		Firewall configuration and maintenance	1 hour or less / weekly				
		VPN and RDS Gateway maintenance	1 hour or less / weekly				
		Software patching and upgrades	2-3 Hours / weekly				
		Intrusion detection and monitoring	2-3 Hours / weekly				
		Procurement and asset management	1 hour or less / weekly				
		Supplier relationship management	2-3 Hours / weekly				
		Wide area network management	5-10 Hours / weekly				
		Telephony configuration and development	2-3 Hours / weekly				
	Contact Centre Support	2-3 Hours / weekly					
	PSN Network Configuration and Management	2-3 Hours / weekly					
	Server and Storage	Expert support for physical server environment	c. 20 tickets / monthly				
		Expert support for virtual server environment	c. 15 tickets / monthly				
		Environment and performance monitoring	2-3 Hours / weekly				
		Configuration and maintenance	1-2 Hours / weekly				
		Hardware procurement	1 hour or less / weekly				
		Core software support and maintenance	10-15 hours / weekly				
		Hypervisor maintenance	1 hour or less / weekly				
		Procurement and asset management	1 hour or less / weekly				
		Supplier relationship management	2-3 Hours / weekly				
		Maintenance and Optimisation of storage	2-3 Hours / weekly				
		Capacity management and planning	1-2 Hours / weekly				
		Backup operations, maintenance and testing	5-10 Hours / weekly				
Disaster recovery operations		1 hour or less / weekly					
Business Continuity		1 hour or less / weekly					
Cybersecurity monitoring and response	3-5 hours / weekly						
Cloud integration support	1 hour or less / weekly						
Database Administration	3-5 hours / weekly						
Azure and Active Directory Management	1-2 Hours / weekly						
Antivirus Administration	1-2 Hours / weekly						
Server and Client Central Management (SCCM)	1-2 Hours / weekly						
Office 365 Administration	1-2 Hours / weekly						
Application Support Team	Application Support	Expert support for line of business applications					
		Application performance and usage monitoring					
		Configuration and maintenance of supporting software					
		Co-ordination with Infrastructure Team					
		Co-ordination with Desktop Team					
		Software patching and upgrades					
	Application Development	Service transition support					
		Change management					
		Supplier relationship management					
		Sharepoint technology support					
		Database optimisation and support					
		OS optimisation and support					
Street Naming and Numbering	Application development (coded)						
	Development/Integration of COTS solutions						
	Data transformation and transference						
	Project support						
Mapping and Spatial Data Management	Requirements gathering						
	Delivery of Street Naming and Numbering process						
	Co-ordination with internal and external stakeholders						
	Management of internal SNN policy						
Transformation Team	Project Management	Collection of SNN fees					
		Delivery of the Local Land and Property Gazetteer					
	Service Design	Spatial data capture and management					
		Support for Planning service					
Housing Benefits	Management of ICT and Digital related projects						
	Identification of future Digitalisation opportunities						
Housing Benefits	Coordination with services and other ICT groups.						
	Co-ordination of business process modifications						
	Identification of future process improvements						
	Identification of service training requirements						
Housing Benefits	Conducting User Research						
	Assisting business teams in the redesign of services to meet customer needs						
Housing Benefits	Assessment and payment of claims for housing benefit in line with DWP scheme.						

Benefits and Customer Services	Benefits	Council Tax reduction		Assessment of council tax reduction claims in line with Council's scheme. Including administering discretionary housing payments to housing benefit and universal credit customers.			
	Customer Service	Customer Service Team		Take Revenues, Benefits and Switchboard telephone calls			
		Reception / One Stop Shops		To work with WCC to ensure customers can obtain the services they need efficiently and effectively as possible.			
Service Management	Budget Management	Delivery of C&DS services and projects within budget					
		Regular meetings with finance officers					
		Financial planning short/medium term					
		Identification / Monitoring of savings opportunities					
		Monitoring of financial performance					
		Telephony Billing					
	Procurement	Attendance of key officers at in-house training					
		Regular meetings with procurement officers					
		Procurement project meetings for major projects including - Back office system procurement.					
	Contract Management	No. Contracts due for renewal during the year (as identified above)					
		Training in relation to contract monitoring					
		Quarterly update of the contract register					
	Audits	External Audit programme 2025/26					
		Contribution to general Council audit.					
		Internal audit programme 2025/2026					
TBC							
Risk Management	Regular review at departmental management meetings						
	Annual review						
	Quarterly Portfolio Holder review						
	Implementation of mitigation and controls						
	Monitoring of control measures and incident reporting						
Service Assurance	Actions arising out of Annual SA document include: -						
	Monitoring of customer measures						
	Corporate "refresher" training						
	Business Continuity Plan maintenance						
	Completion of the statutory returns						
Corporate Health and Safety	Ongoing reviews of risk assessment						
Service Delivery	Co-ordination of ICT efforts with other services						
	Horizon-scanning to meet service needs						
	Responding to statutory changes						
	Monitoring service performance and quality						
Workforce Planning and Development	Establishment and Vacancy Management						
	Continuing professional development of C&DS Team						
	Appraisals and Performance Management						



Key to : On track? RAG	
	Significant issues or delays that require immediate attention.
	Potential issues or delays that require corrective actions.
	On track, no immediate issues or risks.
	Completed.
	Not Started.

Change/Project	Reference Code on Corporate Project List	Sponsor/Lead Officer	Budget Impact	Input Needed from other Services	Impact on other Services	Milestones	Planned End Date	On track? RAG	Comments
<b>C&amp;DS - Warwick 2030</b> Overall programme of transformation and digitalisation of Council services to take advantage of new technologies and promote efficient ways of working.		David Elkington	<b>CapEx</b> - Digital Seed Funding is available to support initial developments. <b>Revenue</b> - Assessed on a per-initiative basis		All (Directly)	Defined as part of project plan.	April 2030		Corporate Initiative
<b>C&amp;DS - Corporate CRM</b> Introduction of a centralised Customer Relationship Management System to co-ordinate the fulfilment of customer interactions and service requests.		David Elkington	<b>CapEx</b> - Digital Seed Funding is available to support initial developments. <b>Revenue</b> - Assessed on a per-initiative basis		All (Directly)	Defined as part of project plan.	April 2030		Ongoing Project
<b>C&amp;DS - Corporate HQ Relocation</b> Support for the future relocation of services out of Saltisford One.		David Elkington	<b>CapEx</b> - Not defined. <b>Revenue</b> - Not defined.		All (Directly)	Defined as part of project plan.	April 2029		Corporate Initiative
<b>ICT - Hybrid Mail</b> Introduction of Hybrid Mail facilities across WDC services for the distribution of 2nd and 1st class post.		Tass Smith	<b>Revenue</b> - Within existing budgets across services		All (Directly)	Defined as part of project plan.	April 2026		Ongoing Project
<b>ICT - Laptop Replacement Programme</b> Replacement of staff laptops on five year cycle.		Lee Millett	<b>CapEx</b> - Included in ICT Budget for 2025/26, 2026/27.		All (Directly)	Defined as part of project plan.	April 2027		Must Do Project
<b>ICT - Windows 11</b> Rollout of Windows 11 across all WDC Desktop Devices.		Lee Millett	Within existing budget		All (Directly)	Defined as part of project plan.	October 2025		Must Do Project
<b>ICT - Exchange Replacement</b> Decommissioning of current Exchange 2016/19 on-premise infrastructure for local apps before End of Life in Oct 2025.		Richard Bates	Within existing budget		All (Directly)	Defined as part of project plan.	October 2025		Must Do Project
<b>ICT - Server 2016 Replacement</b> Decommissioning of current Windows Server 2016 environments before End of Life in Oct 2025.		Richard Bates	Within existing budget		All (Directly)	Defined as part of project plan.	January 2027		Must Do Project
<b>ICT - Regulatory Services Software</b> Replacement of the Civica APP Regulatory Services, Licensing and Private Sector Housing software solution.		TBC	<b>CapEx</b> - Anticipated Initial Funding is included in ICT Budget for 2025/26 <b>Revenue</b> - Unfunded		Community Protection	Defined as part of project plan.	TBC		This project cannot start until the replacement of the DC/BC software is complete as the same resources are required to support both initiatives.
<b>ICT - One Drive Migration &amp; File store Cleardown</b> Migration of individual, service area and shared data from on-premise storage systems to One Drive or SharePoint Storage (part of MS Teams).		Lee Millett	Within existing budget		All (Directly)	Defined as part of project plan.	TBC		Carried over multiple times. Significant resourcing issues. Will require input from Governance team.
<b>ICT - Cybersecurity Review</b> Ongoing review of the Council's cybersecurity arrangements.		David Elkington	Within existing budget		All (Directly)	Defined as part of project plan.	Ongoing		
<b>ICT - Policy Review</b> Complete review of ICT's existing policies which govern the delivery of the service.		David Elkington	Within existing budget		All (Directly)	Ongoing workload.	Ongoing		
<b>ICT - Website Review</b> Appraisal of the Council's website and hosting solution to identify potential improvements to usability, design, integration and resilience.		Tass Smith	<b>CapEx</b> - Unfunded <b>Revenue</b> - Unfunded		Communications Team All (Directly)	Will be defined as part of project plan.	August 2025		Project to support the Communications team prior to the end of the existing Jadu Web CMS platform.
<b>ICT - DC Software Replacement</b> Replacement of the Accolade system		Tass Smith	<b>CapEx</b> - Funded up to £300,000 <b>Revenue</b> - Will most likely require growth funding year 2 onwards		Planning Team Building Control Team Land Changes GIS Team	Will be defined as part of project plan.	April 2026		Due to limited resources, other major software replacements are unlikely to commence until this project is completed.
<b>ICT - GIS and LLPG Software Replacement</b> Replacement of the GIS, Web Mapping, LLPG and SNI system.		Mark Bayliss	Within existing budget		GIS Team All (Indirectly)	Will be defined as part of project plan.	April 2025		Ongoing Project
<b>ICT - LLPG Unique Property Reference Numbers</b> Integration of the URPN across back-office platforms.		Mark Bayliss	Within existing budget		GIS Team All (Indirectly)	Will be defined as part of project plan.	April 2026		Project was first suggested as part of change programme.
<b>ICT - Replacement Backup and Disaster Recovery Solution</b> Replacement of the Council's existing backup and disaster recovery solutions.		Richard Bates	Within existing budget		All (Indirectly)	Will be defined as part of project plan.	June 2025		
<b>ICT - RSA / AnyConnect</b> Replacement of the RSA Authentication system and the upgrading/replacement of AnyConnect with a resilient platform.		Richard Bates	Within existing budget		All (Directly)	Will be defined as part of project plan.	June 2025		
<b>ICT - PSTN/ISDN to IP Migration</b> Preparation of legacy telephone services to migrate from PSTN to digital services		Richard Bates	Within existing budget		Dependent upon specific services being migrated.		April 2026		Completion is governed by external timescales.
<b>ICT - Power BI</b> Review the potential and skills requirements to support greater corporate use of PowerBI		Mark Bayliss	Within existing budget		All (Indirectly)	Will be defined as part of project plan.	April 2026		
<b>ICT - Operational Team Sites</b> Creation of operational areas within MS Teams where services can collaborate, share important information and define their service operations.		Mark Bayliss	Within existing budget		All (Directly)	Will be defined as part of project plan.	April 2026		
<b>ICT - Artificial Intelligence</b> Development of a corporate stance toward AI and it's potential use within service areas.		David Elkington	Within existing budget		All (Indirectly)	Will be defined as part of project plan.	April 2026		
<b>ICT - Print Solution Replacement</b> Support to replace the Council's print solution prior to the end of it's contract.		Lee Millett	<b>CapEx</b> - Unfunded <b>Revenue</b> - Unfunded		All (Indirectly)	Will be defined as part of project plan.	April 2026		The print contract is currently within the Communications Team.
<b>CS - Creation of Centralised Customer Service Function</b> Migration of front facing contact points to a centralised Customer Service team. Dependent on Warwick 2030 programme.		Andrea Wyatt	<b>CapEx</b> - Will be considered on a case by case basis. <b>Revenue</b> - Will be considered on a case by case basis.		All (Indirectly)	Will be defined as part of project plan.	April 2030		This is an ongoing project as part of the Council's Change Programme.
<b>CS - Development of Performance and Customer Satisfaction Framework</b> Develop more interactive and useful means to measure customer satisfaction and performance as part of a continual service improvement initiative.		Andrea Wyatt	Within existing budget		Customer Services		June 2025		
<b>CS - Customer Access Strategy</b> Development of a customer access strategy that can be applied across the revised centralised services.		Andrea Wyatt	Within existing budget		All (Indirectly)		September 2025		
<b>CS - DWP Memorandum of Understanding</b> Achieve compliance with the DWP MoU regarding shared data access services.		Andrea Wyatt	Within existing budget		Customer Services Benefits	Will be defined as part of project plan.	September 2025		This is requirements to continue accessing DWP data.
<b>CM - Community Strategy</b> Development of a Community Strategy that can be applied across Council services with community involvement.		Bernadette Allen	Within existing budget		All (Indirectly)	Will be defined as part of project plan.	September 2025		
<b>CM - Community Lottery</b> Implement a community lottery to further support local good causes and community development.		Bernadette Allen	Within existing budget		None Directly	Will be defined as part of project plan.	September 2025		
<b>CM - Community Lottery</b> Implement a community lottery to further support local good causes and community development.		Bernadette Allen	Within existing budget		None Directly	Will be defined as part of project plan.	September 2025		

Performance Measures

										Reporting Month	
Ref	Type	Corporate Plan Links	Corporate Plan Measure	Measure	Target	Higher or lower is better?	Progress	Comments	Current Status	Lead Officer	Reporting Month
CDS1	Measure	Maintain or Improve services	No	Incident Management - Number of Incidents Raised	200	Lower	0	0		David Elkington	April-25
CDS2	Measure	Maintain or Improve services	No	Incident Management - Incidents Handled within SLA	85	Higher	0.00	0		David Elkington	April-25
CDS3	Measure	Maintain or Improve services	No	Incident Management - First Fix Resolution Rate	75.0%	Higher	0.0%	0		David Elkington	Q1 Apr - Jun
CDS4	Measure	Maintain or Improve services	No	Incident Management - Number of Service Requests Raised	3000	Lower	0	0		David Elkington	Q1 Apr - Jun
CDS5	Measure	Maintain or Improve services	Yes	Availability Management - Service Availability	99.0%	Higher	0.0%	0		David Elkington	As Heading
CDS6	Measure	Maintain or Improve services	No	Availability Management - Number of Unplanned Service Disruptions (Full Service Failure)	3	Higher	0	0		David Elkington	As Heading
CDS7	Measure	Maintain or Improve services	No	Contract Management - % ICT Software/Hardware/Support contracts current and compliant	100.0%	Higher	0.0%	0		David Elkington	Q1 Apr - Jun
CDS8	Measure	Maintain or Improve services	No	User Satisfaction - % of users rating ICT Service as good or very good	1	Higher	0.0%	0		David Elkington	As Heading
CDS9	Measure	Maintain or Improve services	No	Change Management - Number of Emergency Changes	2	Lower	0	0		David Elkington	Q1 Apr - Jun
CDS10	Measure	Maintain or Improve services	No	Average number of days from receipt of all information to determine new benefit / reduction claims	30	Higher	0	0		Andrea Wyatt	As Heading
CDS11	Measure	Maintain or Improve services	No	Average number of days from receipt of all information to determine changes to benefit / reduction claims	14.00	Lower	0	0		Andrea Wyatt	As Heading
CDS12	Measure	Maintain or Improve services	No	Number of Benefits / Revenues calls to customer service centre	2500	Higher	0	0		Andrea Wyatt	As Heading