Productivity Plan update - March 2026

Basingstoke and Deane Borough Council is an ambitious council, with a clear focus on innovation, continuous improvement, and digital transformation. Building on our strong record of prudent financial management, resident satisfaction, and service innovation, we embed transformation at the heart of everything we do to achieve results that matter most to our communities.

Key to the council's success is:

Financial resilience	No borrowing, healthy reserves, and significant income streams.
Resident satisfaction	Consistently above regional and national averages.
Service delivery	Investment in frontline services while keeping council tax low.
Recognition	Ranked among the top councils nationally for financial management by the Office of Local Government. The LGA Corporate Peer Challenge found the council to be "an ambitious council, with a legacy of strong financial management" and "providing good quality services for its residents".

This Productivity Plan update sets out how we are continuing to improve services, streamlining processes, and enhancing the customer journey, while improving efficiency, delivering high-quality outcomes and value for money. It rolls forward the Productivity Plan submitted to the Government in June 2024 and sets out how the council is performing and driving productivity under three headings:

Contents

— 1) How have we transformed the way we design and deliver services to make better use of resources
— 2) How we plan to take advantage of technology and make better use of data to improve decision making, service design and use of resource
— 3) Our plans to reduce any wasteful spend within our organisation and systems

1) How have we transformed the way we design and deliver services to make better use of resources

Guided by the Council Plan (https://www.basingstoke.gov.uk/councilplan?chapter=89894#chapter89894), Medium-Term Financial Strategy (MTFS) (https://www.basingstoke.gov.uk/mtfs) and our target operating model we have designed the way the council operates and the organisational culture to maximise the positive impact of our resources for our communities. A Council Plan progress update 2026 (https://democracy.basingstoke.gov.uk/ieListDocuments.aspx?CId=142&MId=2736) shows how the council is performing under the Council Plan's three priority themes:

- a place where people can have pride in their communities and the borough
- a borough where we protect, restore, reconnect and enhance our natural environment
- a council that delivers high quality services for our residents

The MTFS interlinks with other plans and strategies including the Capital Strategy, the Strategic Asset Management Plan, and the Treasury Management Strategy. It provides the financial parameters for service and resource planning and capital investment to ensure that resources are used to best effect. This approach is supported by Leading Council Improvement Plans (LCIPs) introduced in April 2025 for each service. These plans set out service improvement objectives linked to Council Plan priorities, Equality, Diversity and Inclusion (EDI) actions, Key Performance Indicators (KPIs) and detailed service resource planning. Service and budget planning is informed by customer feedback and a biennial resident survey which measures satisfaction across a range of themes and services and seeks views on what is most important to residents. Plans are monitored by an Improvement Panel led by the Chief Executive.

These decision-making and monitoring structures allow the council to use resources to deliver the greatest impact. Additional investment has been made in front line services to improve street cleaning, grounds maintenance, waste collection and recycling, and to deliver new and improved community play areas. Strategic investment in May Place House (https://democracy.basingstoke.gov.uk/ieListDocuments.aspx?CId=142&MId=2587)will improve facilities and one to one support for homeless people in the borough. Grant funding supports council priorities and delivers corporate objectives directly to residents and businesses including to grants to community and voluntary organisations, for arts and heritage projects, and Shared Prosperity and Rural England Prosperity Funds.

Further elements that contribute to transformation, service design and delivery, and resource planning include:

KPIs are monitored quarterly by service leads, the Senior Leadership Team, Portfolio Holders, Resources Committee, and Cabinet to highlight good performance and where additional support might be needed. Currently all KPIs are met or better, demonstrating the council's collective effort to improve service delivery for residents.

Further elements that contribute to transformation, service design and delivery, and resource planning include:

The council's commercial property portfolio (https://democracy.basingstoke.gov.uk/documents/s41821/Report.pdf) with the value of approximately £289.8m (31 March 2025) which is forecast to generate an annual rental income of £20.4m in 2026-27, providing 33% of the council's total net revenue. The Property Investment Strategy sets a clear, ambitious and responsible course for 2026-27 to 2028-29, ensuring the property portfolio continues to perform well and provides a resilient and significant contribution to service delivery while keeping council tax low.

A revised fees and charges policy (https://www.basingstoke.gov.uk/fees-and-charges-policy) has been adopted and an annual review of fees and charges (https://democracy.basingstoke.gov.uk/ieListDocuments.aspx?CId=142&MId=2734) explores opportunities for new and revised charging to increase cost recovery, fund service improvement and deliver objectives.

The Project Management Office and Improvement Service oversees the management of programmes and projects, improvement and transformation, service planning, performance management and the execution of the council's digital programme, ensuring that improved outcomes, benefits and efficiencies are realised.

A robust approach to corporate governance to support responsible and sound decision-making, adopting the Local Code of Corporate Governance as recommended by the CIPFA/SOLACE Framework, presented annually to our Audit and Accounts Committee (https://democracy.basingstoke.gov.uk/ieListDocuments.aspx?CId=136&MId=2776).

Finally, the council is actively working with other local authorities in Hampshire to prepare for local government reorganisation and devolution for the Hampshire and the Solent area. This involves exploring how service improvements will be delivered by bringing the two tiers of local government together as new unitaries.

2) How we plan to take advantage of technology and make better use of data to improve decision making, service design and use of resource

The council's digital transformation programme enhances digital capability and modernises our core platforms, with a clear focus on delivering more accessible, efficient and resilient services, and is informed by user insight, data, and national best practice, supporting improved decision making across the organisation.

Integrating our Customer Experience and Digital Strategies alongside a focus on innovation, will support the creation of seamless, modern services designed around customer needs bringing together user insights, data and technology. A new CRM system has been introduced to streamline customer interactions, centralise information, and support more data-driven decision-making.

The transition to a modern telephony solution integrated with Microsoft Teams, enables seamless communication across multiple channels, including SMS, social media, telephone, and email. This

upgrade will streamline customer interactions, enhance the overall resident experience, and provide opportunities for real-time feedback to continuously improve service delivery.

We have reviewed and modernised our webforms for requesting assets and services. The updated forms support secure payments and allow residents to upload documents or images as evidence, while seamless CRM integration automatically creates and routes cases to the appropriate teams, reducing processing time and improving overall user experience.

The council has modernised its Geographic Information System (GIS) and street-cleaning operations by replacing paper-based processes with an integrated, mobile-first ESRI platform. Service requests from residents and the Contact Centre now feed directly into GIS, allowing operatives to manage tasks in real time, capture photos and provide immediate updates. GIS has evolved from static maps to an interactive suite of web apps, dashboards and story maps, making spatial data more accessible and useful for staff and the public. These improvements have increased efficiency, strengthened transparency and enabled faster, more reliable services for residents. The council is also exploring how to modernise and digitise local plan engagement using GIS and other technology.

The new Financial Planning Analysis (FPA) system that has been introduced and a financial services team restructure has strengthened financial management support, enabling improved forecasting, monitoring, planning, and reporting capabilities and clearer budget analysis for in year and longer-term revenue budget and capital forecasting.

The council is eager to embrace innovation and keep track of new technological advancements. A newly implemented AI policy sets out how AI should be used within the council and we are exploring how AI can further improve efficiency through automation, smarter reporting and resident engagement while maintaining strong safeguards and cyber-security.

Further initiatives include:

Introduction of Business Intelligence tools to strengthen performance monitoring, support better decision-making, enhance data visualisation and analysis and improve information sharing. This includes major datasets such as demographic analysis so that performance and trends can be easily understood.

Development of a good data guide covering the corporate use of data (data principles, quality and data standards), and an information governance approach to standardise how information is stored, retained, shared and managed (“the information life-cycle framework”). This ensures that data and information handling is robust.

Where practically possible, implementing a strategic migration from on-premise to cloud solutions to reduce costs, improve scalability, and strengthen security and resilience. This will enable faster deployment, remote access, and integration with modern tools, while driving innovation and sustainability.

Our SharePoint staff intranet has undergone a full refresh, strengthening both its visual design and the quality of its content. The result is a more intuitive, user-friendly experience that helps staff quickly locate the resources they rely on.

Cyber security has been a key priority for the council, with a strong focus on building a resilient, well-governed digital environment that protects the organisation while supporting efficient operations. This work has centred on strengthening security frameworks, reinforcing governance arrangements and maintaining continuous assurance to reduce operational and cyber risks. This ensures that the data we rely on is protected, robust and secure.

3) Our plans to reduce any wasteful spend within our organisation and systems

We utilise a robust budget setting and monitoring process guided by our Council Plan priorities through our priority-based budget approach. This includes detailed budget reviews and challenge to identify spending and services that could be reduced, refocused or are no longer required. The new Enterprise Resource Programme (ERP) has both improved financial reporting and streamlined processes across Finance, Payroll and HR systems.

Through our continuous improvement function, we systematically review services, analyse performance, redesign processes, and drive efficiency, customer experience, compliance, and digital transformation across the organisation. This ensures that resources are used effectively, duplication is removed, and investment is focused where it delivers the greatest value. Planning and budgeting in this way means that funding is focused on what we are trying to achieve, the impact on our customers and making services more effective.

The council keeps its office space under review, investing where necessary but also seeking improved efficiency, reduced costs and a lower carbon footprint. The council has cut vehicle emissions from bin lorries by up to 98% by switching from diesel to a low carbon biofuel. An additional £22,000 has been spent on services instead of energy bills thanks to solar panels on our buildings that have generated enough zero-emission electricity to earn £15,000 and cut bills by £7,000. The council has commenced a project to install solar panels across community centres to save money on energy bills and cut carbon.

The council seeks opportunities for economies of scale and efficiency by delivering services in an innovative way, for example, through shared licensing service with Hart District Council, and the Joint Waste Contract with Hart for waste collection across both council areas. Contracts are managed through agreed governance boards, operational and management performance and subject to formal contract controls and KPIs to ensure expected benefits are delivered.

Our community safety partnership, the Safer North Hampshire Community Safety Partnership (https://www.rushmoor.gov.uk/community-parks-and-leisure/community-safety/safer-north-hampshire-community-safety-partnership/), is shared with Hart District Council and Rushmoor Borough Council, underpinned by strong collaborative working across the councils with a joint crime and disorder overview and scrutiny committee, shared intelligence and collaborative priority setting across Integrated Care Board, local authority and constabulary borders.

The barriers preventing progress that the government can help reduce or remove

---

Greater flexibility to set council tax, fees and charges.

The barriers preventing progress that the government can help reduce or remove

Earlier and more meaningful government engagement with councils when setting national priorities.
Promote shared common operating systems across local government and the public sector.
Following the three-year local government finance settlement in December 2025, continuation to provide three-year settlements as standard each year.
National investment in shared data standards and interoperability to reduce duplication and improve service integration.
Streamlined, less competitive funding mechanisms to reduce administrative burden and allow councils to focus on delivery.
Long-term funding and powers to help councils meet national climate commitments.

© 2026 Basingstoke and Deane Borough Council