

**Wiltshire Council**

**Children's Select Committee**

**4 November 2021**

**Subject: Traded Services Report 2020- 21**

**Director: Helean Hughes, Director, Education and Skills**

**Executive Summary**

To present the edited Traded Services Report for the designated period 2020-2021, to the Children's Select Committee for oversight and scrutiny.

**Proposal(s)**

To present the Children's Select Committee with the edited Traded Services Report for 2020-2021, that does not contain commercially sensitive information.

To propose that, due to the commercially sensitive information included in the Full Traded Report, Children's Select recommends greater scrutiny is conducted by the Standing Task Group to demonstrate transparency and clear accountability.

To propose that the findings of the task group are presented back to Children's Select Committee without public disclosure of commercially sensitive information.

**Reason for Proposal(s)**

This proposal would ensure that the delivery and ambition for all our Traded Services has a reporting structure and platform for challenge.

To safeguard there is clear accountability and transparency for all our Traded Services, supported with a framework of governance including oversight, scrutiny and decision making going forward.

**Helean Hughes  
Director, Education and Skills**

# Right Choice

## Traded Services Report for Children's Select Committee 4 November 2021



## **Children’s Select Committee**

### **Traded Services Report – Designated Period 2020-21**

#### **Table of contents**

Head of Traded Services Summary	Paul Redford	Pages 1-4
Accountancy Summary	Marie Taylor	Page 5
Marketing and Social Media	Ruth Whitaker	Pages 6-9
Right Choice and Customer Engagement	Ruth Starr	Pages 10-13

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**Subject:** **Schools Traded Services**

**Head of Service:** **Paul Redford**

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### **Head of Traded Service's Summary**

1. The purpose of this report is to present an executive summary of our traded services teams, the contribution they make towards Wiltshire Council's budget and the impact they continue to have across Wiltshire. Combined with the statutory services they deliver; their endeavours continue to support improvements in the attainment of our children and young people across Wiltshire.
2. This report is one of two, that will be presented to the Children's Select Committee on an annual basis. This edited report will focus on the traded performance during the designated period of 2020-21. Due to the commercially sensitive information about traded services, it is intended that the full report will be made available to the standing task group, and this will present summaries from each service reflecting on their delivery during that period. There will be a report delivered in May that will review the progress on each services' priorities that they are working on for the current year, and an update on traded services income during the February and March purchasing window, which again will be available to the task group for scrutiny.
3. The 2020-21 designated period this report covers, includes all training course income where the training start date is between April 2020 and March 2021. It also includes all package/service income for contracts that run from April 2020 – March 2021 and September 2020 – Aug 2021. This enables a direct comparison year-on-year for the two different accounting periods for LA schools (April to March) and Academy based schools (September to August)
4. There are three key priorities that drives the delivery of our Wiltshire Council Traded Services, and they are as follows:
  - Deliver competitively priced services our customers need and want to buy
  - Promote the quality and value we offer to customers and the marketplace
  - Generate yearly income increases by cultivating a business-like culture.
5. Our trading teams deliver statutory services to education sites across Wiltshire, in addition to trading their expertise, support services and training catalogues to Early years settings, LA-maintained, Stand-Alone Trust and Multi-Academy Trust schools and Further Education Colleges. Independent and Private schools also subscribe to some of our traded services.
6. The total value of schools traded services income in 2020-21 was down compared to 2019-20. Education sites in Wiltshire including Multi-Academy Trusts, Stand-Alone Trust schools and Local Authority Maintained schools have continued to purchase contracts and services through these extraordinary times, which has resulted in a reduction in overall income of 5.6%. A full spend analysis of our traded services by customers and the services they buy is available in the full report being presented to the task group.

7. The difference for the same designated year-on-year period is attributable to the following combination of market conditions:
  - a. The pandemic prevented school visits, which are regularly bought in across several services in addition to annual contracts, to support additional needs during the year
  - b. Our training offer was paused due to the COVID lockdown in Mid-March through to April, whilst we created an online/virtual environment for our online learning programme
  - c. Some training during the 2020 Summer Term was delivered free of charge to support schools at a very challenging time to support their efforts
  - d. Wiltshire Schools' Insurance team negotiated a substantial discount on the annual policy covering schools and passed them on to every school that subscribes with us.
8. When considering these individual impacts, the level of income generated through this designated period, and the loyalty education sites have shown to our local authority services has been really encouraging. Budgets are always under scrutiny, and no doubt there are more challenging times ahead, however during the peak of the pandemic services have continued to be delivered and shaped to wrap around the needs of our educational sites.
9. The traded services teams have shown great resilience to continue their service delivery throughout, and always provide support and guidance to their customers. During this time, they have taken the opportunity to seek feedback and have either redesigned their services to create a more attractive offer or are in the process of finding better ways to deliver to their service with the new technologies available. This designated period has created a catalyst for change and teams are exploring the art of the possible in providing service opportunities going forward. This has enabled the expansion of traded offers being able to reach across borders, which services are considering for the current 2021-22 designated period.
10. There is plenty of optimism to be taken from the service summaries in the full report, especially when you consider the opportunities, they are exploring for 2021-22, and the key priorities being set for delivery in the same period. It is worth recognising that school budgets continue to be tightly funded, so the need to offer relevant services that demonstrate value for money in the outcomes they achieve is more relevant than ever. This is at a time when teams are stretching their resources to deliver both statutory and traded services, so where it is appropriate, cases will be proposed to consider investment in services to generate traded income.

## **Impact and achievements**

11. The Traded Services Collective (TSC), which covers every service generating traded income from education sites, have continued to deliver a substantial income during 2020/21 contributing towards Wiltshire Council's budget, when other areas of fee income for Council Services were dramatically reduced or even ceased due to the pandemic. Services have continued to be delivered in innovative ways and appreciate their loyal customers by tailoring resources to deliver bespoke solutions where it best addresses their education demands.
12. With the changing needs of our customers during the pandemic, we have responded flexibly and positively to the demands generated by our education sites, the Department for Education, Public Health, and the Local Authority
13. The traded service team have collated customer requirements, sourcing creative solutions from local suppliers, and providing personal protective equipment in the early stages, was a valuable lifeline for education sites trying to safeguard their staff and children in line with

guidelines at the time. The traded service team were key to co-ordinating solutions to ensure they were made available in a timely manner to support education sites and keep them safe.

14. The traded service team have responded to DfE initiatives focussed on supporting disadvantaged and vulnerable children. During 2020-21, over 1,200 digital devices were distributed through schools and colleges. The eligibility criteria meant that over 2,500 children known to us qualified in Wiltshire, with a limited number of devices made available to us. Working across our social care, education teams and schools, our most in need children and young people were offered the opportunity to have access to a digital device for their studies, with a view to improving their outcomes during the pandemic.
15. To support DWP funding grants intended to support families facing financial hardship, the traded service team have distributed local authority funding grants, to make sure children can have lunches during the school holidays. Working closely with early years settings and every school in Wiltshire, almost 10,000 eligible children were identified across nurseries, pre-schools, schools, and colleges. Funding has been distributed to education sites and passed onto families for the December, February, and April school holidays. This funding distribution has continued during 2021-22.
16. Our relationships with schools have never been stronger through the Right Choice brand and our collective delivery through traded services. Our customer engagement has increased, the service has been re-designing services around changing demands, our customer portal has been shaped to make sure the most relevant and important documents were easily accessible to all, and we've created a new School Business Manager digital forum to bring these factors to life for them. There's more detailed information on the journey about customer engagement enclosed later in the report.
17. The service invested time into Right Choice social media presence because we know if we want to reach further with our traded offers, we need to generate more marketing and promotion opportunities for our traded services. We've created high quality services, delivered by experienced professionals, that are competitively priced in the market and we want to share them with more customers across Facebook, Twitter, and any other emerging platforms. Our reach is increasing each month and we're finding ways to improve it by galvanising our traded offers into our annual marketing calendar. Our progress during 2020-21 is captured later in the report and shows the progress we're making.

### **On-going challenges**

18. There are significant pressures on the horizon that we will need to adapt too as we progress forward, and their impact on our offer and delivery going forward is yet to be quantified.
19. Whilst packages have continued to be bought by sites, the move to online and virtual delivery of services has changed our trading model and the funding that underpins it. Education sites could look at other online providers more readily, as our traded teams re-design their packages to deliver in new ways. This is coupled with an ongoing review of Wiltshire Council's budget for 2022-23, and an intention to increase traded income, whilst delivering balanced annual budgets.

20. The government has announced in recent months, a vision for education over the coming years promoting the academisation agenda. Wiltshire Council currently sees approximately 4 schools per year convert to an academy and join a MAT, which impacts on traded income generation annually.

### **Next steps**

21. Other local authority services are reducing their education teams because their schools are looking elsewhere for better service and value for money, and we are using our reputation to start discussing services we could offer schools across our borders.

### **2021-22 Priorities**

22. To commence a full cost recovery review for all our Traded Services Teams, working with our Accountancy colleagues.
23. Increase our social media engagement to support promotion and marketing of our services to education sites in Wiltshire and beyond borders
24. A formal governance framework that offers the opportunity for overview and scrutiny by committee and members.
25. Hold traded service teams to account to deliver their priorities for 2021-22, and update committee in May on their half year progress.
26. Support services to gather feedback from our customers, so they can continue to develop their packages to reflect customer demands.

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Report Author: Paul Redford  
Date of Report: 22 October 2021

## Accountancy Summary

Wiltshire Council  
4 November 2021

Children's Select Committee

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Subject:

Accountancy Review,  
Schools Traded Services

Head of Service:

Marie Taylor

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### Traded Services Financial Strategy

1. The Localism Act 2011 introduced a new General Power of Competence (GPC), which explicitly gives councils more power to trade. This activity can include charging, or it can be undertaken for a commercial purpose, and could be aimed at benefiting the authority, the area, or its local communities.
  2. In this way, the council can deliver value for money, help to sustain professional and operational services (for schools) where these may not otherwise be available or available and affordable. Market failure needs to be addressed if schools are to be kept viable.
  3. It is planned to conduct a full review of traded services income and expenditure during the 2022-23 financial year.
  4. The Council traded a range of different services to schools, and we intend to analyse traded teams into statutory / discretionary (preventative) / grant funded and traded activity. The direct and indirect cost of the traded activity can then be calculated, and trading prices reviewed. All contributory factors will be considered as part of this such as the market, competitor pricing, and whether a local authority subsidy should be applied.
  5. It is council policy to apply full cost recovery to all traded services. There are, however, exceptions where subsidies are applied and these are, for example, safeguarding or, health & safeguarding training where statutory duties lie with schools and ultimately, the employer or, where schools who require support for improvement post inspection or following internal assessment and monitoring services.
  6. Surpluses generated through trading activities can be used to help hold down council tax and/or directed into frontline services. Income generated from charging for the costs of supplying discretionary services can help the council's financial position.
  7. For the 2020-21 designated period, a 2% increase was recommended across our traded services packages. This was in line with the forecasts from the Office for Budget Responsibility (OBR), and in line with pay settlements and resourcing costs increasing for Wiltshire Council.
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Report Author: Marie Taylor

Date of Report: 22 October 2021



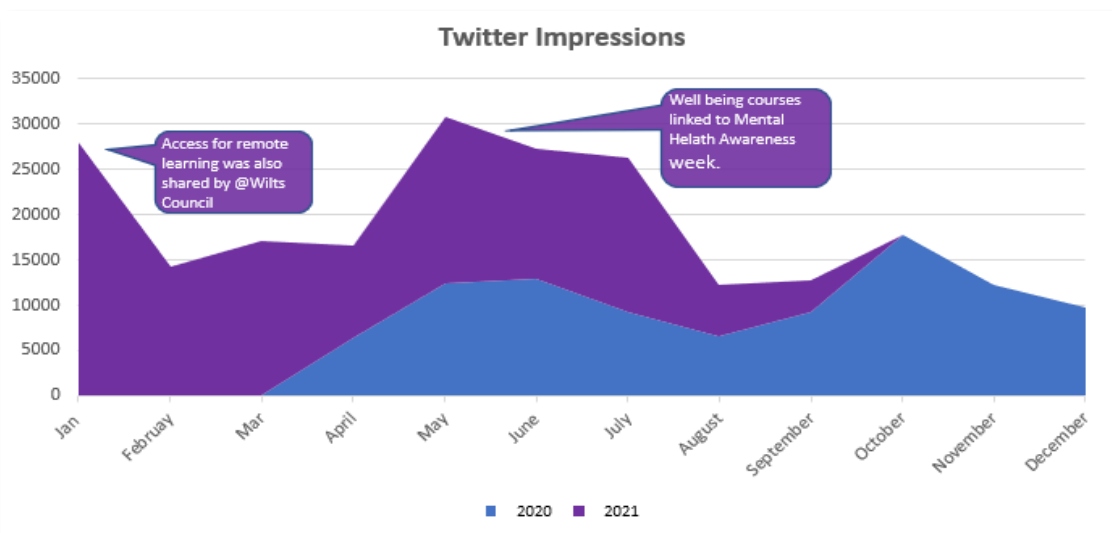
4 November 2021

**Subject:** Marketing & Social Media

**Lead / Service Manager / Head of Service:** Ruth Whitaker

**Dashboard – Marketing & Social Media Performance Right Choice 2020/21**

This report covers the marketing and social media development for the Right Choice brand, having launched in Spring 2020 supporting the Covid-19 communications to the education community. Services received promotion via the Right Choice website and social media channels running 18 awareness campaigns, covering 16 featured services, plus the support of 6 local or national funded programmes. The Right Choice website is used to publish articles and resources linked to the website homepage banner in conjunction with two social media platforms - Twitter and Facebook.



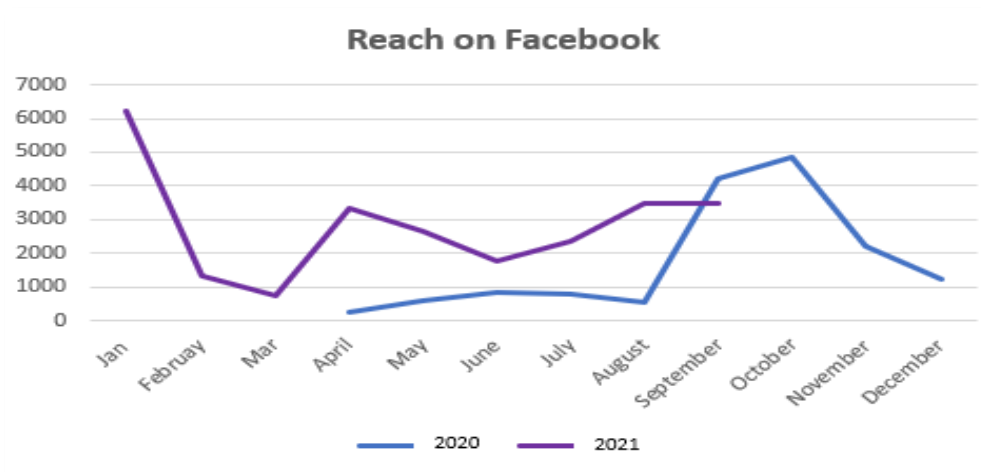
**Impressions on Twitter** - The number of people whom the information has reached, there is a correlation between the number of tweets and impressions.

**Number of tweets** reached the 1<sup>st</sup> peak during Apr-Jun 2020 due to Covid-19, Over 90 pandemic articles were posted via Right Choice and endorsed on Twitter. In September /October 2020 the ‘New’ online autumn training offer took the top promotion, with a high number of training courses advertised.

**Impressions** have steadily increased since April 2020. Top impression numbers were generated when reaching the wider community; for example, accessibility tips for home schooling (remote learning), the FUEL (Holiday, Activity and Food programme) plus mental health awareness courses during the national mental health week.

## Reach on Facebook

This site is more successful with Childminders and Early Years settings who also follow the Early Years Facebook page.



Sharing of the content on Facebook resulted in individual posts reaching up to 1,000+ views. Again autumn 2020 was a key time due to the new online training offer on Right Choice, with Dec/January sharing Free School Meal messages and 'story courses' in the new year aimed at childminders and settings.

## Executive Overview

1. The Twitter impressions graph highlights the growth of the audience; averaging at **770 tweets per year** with an improved **impression growth of 33% - 128,5k impressions** to compared to 96.7k (21v20). With **469 followers** this account has grown by 68%.
2. Major increases in readership were realised when content linked to the FUEL holiday programme included videos featuring sports personalities plus Mental Health week using the national #Well-being Hashtag.
3. The Facebook account averages in the region of **200 posts per year** with a **growth of 63%** of customers reached; **25,400 views** compared to 15,500 (21v20). This is the preferred digital channel to engage and attract the practitioner and childminder community.
4. During 2020/21 **30+ promotional articles** were published via the Right Choice website resulting in over **10,000 customer views**. Many articles were linked to social media adverts. This new way of linking marketing articles to social media, improves viewing figures driving engagement to the website and growing brand recognition.



## Relevance to the Council's Business Plan

5. **Supporting and safeguarding the vulnerable** - Sharing the latest information be that policy updates or new resources, Right Choice media communicates vital news to schools, settings & childminders.
6. **Our Vision is to create strong communities in Wiltshire** - Marketing through Right Choice creates a greater opportunity for the education community to engage with the 30+ service providers. Developing educational professionals, supporting the attainment of children in Wiltshire.
7. **Growing the Economy** - Sharing resources and showcasing training opportunities, Right Choice supports customers to grow the skills and knowledge required in their educational profession, which in turn facilitates high quality settings, schools, and colleges.
8. **Innovative Council** - The Traded Services team have innovated the way customers are contacted using 'Right Choice' the digital face of marketing. Adverts on social media also incorporate branding and animated messages for improved cut through with the audience.

## Impact and achievements

9. Launched a new annual marketing plan with little promotional history and activity to build on. In previous years marketing and social media was non-existent, promotion was very light and only in the form of seasonal news.
10. Provided enriched content and a high number of combined social media posts (900+ annually) a big achievement for such a small team
11. Increased the overall awareness of the Right Choice website and brand, supporting customer acquisition. Everything we do is customer centric with quick links to access the content.
12. A combined digital marketing process ensures customer engagement has the potential to improve brand awareness and encourage account set up with Right Choice
13. Successfully lead service providers to bring their offer and packages to life in the form of articles and resources, using customer testimonials to drive engagement.
14. Promotion of national programmes - DfE Digital Devices, Free School Meals, and the FUEL initiative. Feedback from the FUEL team **"without Right Choice marketing support the programme would not have been able to make such a significant difference to the lives of young people in Wiltshire who suffer from holiday hunger"**.
15. New technology has been embraced with videos and animations to make content engaging. Training courses had bespoke advert designs to boost numbers and protect revenue during such a difficult trading time.
16. New homepage banners designed and refreshed regularly, new icons created for individual service areas, to raise their profile.

## Areas of Opportunity

17. Increase our online community with key #hashtags & seasonal dates (world book day etc.)
18. Encourage more service area videos to be created as they perform well
19. Promote more packages & 'The Store' on the Right Choice website
20. Link into more national news (if relevant) and agree key sites to share from

## **On-going Challenges**

21. Resource – Only one team member working on the social media channels
22. Marketing is a low priority for some service providers
23. Service providers could communicate more via Right Choice generating more news for social media- and be more active on social media sharing information to increase followers and engagement
24. Late organisation of events/ training, time to promote elapses
25. The Social Media planning platform (Orlo) is new to the team, and managed elsewhere – Our content could be at risk if the contract changes (Risk)

## **Next steps**

26. A new list of relevant Hashtags to increase followers and a clearer understanding of which national media sites we should share.
27. Sponsorship opportunities for key events such as Wiltshire Year of Reading
28. Working with services who have had very little promotion beforehand – Pest Control, Healthy Schools and SEND.
29. Creating a marketing forum to improve awareness of events in the pipeline
30. Third-party provider marketing opportunity (requires service areas to take the lead – potential longer-term opportunity)

## **Who will miss out if we don't? and why?**

31. Our service areas could lose revenue, training bookings /service uptake
32. The Right Choice brand identity would be less prominent, and be isolated from the educational community online
33. Competitors could acquire the business; customers could potentially use a lower grade service offer elsewhere; which in turn could affect the education of pupils in Wiltshire

## **2021-22 Priorities**

34. Grow the followers on social media – utilising key hashtags & news feeds
35. Create a more collaborative approach with key members of the Traded Service Collective to ensure we are aware of new campaigns
36. Encourage more articles to be posted on Right Choice – to increase relevant content to use via our social media channels
37. Gain more knowledge from the results of our media to aid future planning
38. Promote our service providers supporting those new to marketing their offer
39. All the above = Increase account set-up on Right Choice

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Report Author: Ruth Whitaker

Date of Report: 11 October 2021

4 November 2021

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**Subject:** Right Choice & Customer Engagement

**Lead / Service Manager / Head of Service:** Ruth Starr

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1. Traded Services income during 2020-21 was reasonably stable despite some very challenging times. There was very little drop off in school or academy purchasing despite Covid-19. Conversion to on-line delivery of training during the summer term 2020 resulted in a reduction in income due to shorter sessions and lower charges. This was partly balanced by lower costs. Most training during the summer term 2020 was delivered free of charge to support schools at a particularly challenging time, which also impacted on income generated in this period.

### **Executive Overview**

2. Right Choice is the digital face of Traded Services providing online visibility and enhancing brand recognition.
3. The Right Choice Team are responsible for the set-up, design, layout, functionality, and consistency across the website to ensure an excellent user experience. The website is constantly monitored to ensure quality and performance are maintained. All system developments are checked, and issues identified and resolved
4. Right Choice provides our customers with an easy way to learn more about our products, services, and business, and provides a quick and easy purchasing process through our online Store. The Right Choice Team is responsible for the set-up of all packages, services, and products, ensuring clarity of information, correct pricing, and availability. Invoices for all customers across all service areas are processed by the Team.
5. All school training courses are advertised through Right Choice, providing a quick and simple booking process and options for blended learning through face to face, on-line live events, and pre-recorded sessions. The Team are responsible for the set-up of all course management processes and monitoring, and the quality assurance of all content.
6. Right Choice is also our communication portal for schools providing our customers with access to all the latest news and information 24/7, across 83 service areas, and over 735 resource pages. The Team assist service providers with set up and publishing of communications and resource pages and quality assure all content to ensure it is clear, understandable, and accessible.
7. Right Choice also hosts the Governor Module, and the Team is responsible for the configuration and management of the module and assist the School Governance team in building customer engagement.

### **Relevance to the Council's Business Plan**

8. Through Right Choice we champion educational excellence and support schools, leaders, and governors so that all children achieve their potential. This powers our economy, strengthens society, and increases fairness.

9. Right Choice promotes the collective momentum of Traded Services. We have an efficient, commercial approach which delivers traded income that supports our education services across Wiltshire.
10. Right Choice is the digital face of traded services providing a convenient, efficient, and reliable portal for us to engage with our customers and for them to engage with us. Innovative developments to support online delivery of training have enabled us to continue to support our customers at a particularly challenging time.

## **Impact and achievements**

11. The challenges presented by Covid-19 were unprecedented, with schools and settings facing much uncertainty. Throughout the pandemic Right Choice has hosted a dedicated resource space, providing support to schools and settings through quick and easy access to relevant information, requirements, changes, and updates. Regular Covid-19 specific communications (194 in 20-21) have highlighted all relevant information to schools/settings with links to relevant content, forms etc
12. Covid-19 brought a sharp end to all face-to-face training and a swift move to on-line delivery. Right Choice system adaptations were quickly implemented to support the new method of delivery and ensure customers had access to links and joining instructions. 68 courses were moved across to online delivery for the summer term 2020, providing 6365 delegate places. The subsequent purchase and set up of the newly created, dedicated eLearning module streamlined the processes and improved access to meeting links and recorded content.
13. A new School Business Manager Connect Event was launched in February 2021. This was the first dedicated event for School Business Managers, providing relevant information and updates in a lively and engaging format. These events continue to run termly in line with the Headteacher Briefings and Governor Briefings. Online delivery of these events has meant they are more accessible, and engagement has been high. Events have been positively received and SBMs have an opportunity to input to session content for future sessions.
14. Updates to the Communication module in Right Choice have enabled us to direct our customers to relevant related content in a more user-friendly way e.g., page links, external links, links to specific articles and training courses as well as polls and quizzes, therefore enabling easier access to content and greater customer engagement. 767 articles were published in 20-21, keeping our customers up to date. Selected articles were promoted on the public portal as 'sliders' with engaging visuals to attract interest, and 30 promotional articles were linked to social media campaigns.
15. Right Choice website guidance sessions have moved from Face to Face to online delivery and have continued to be run regularly. These support new staff in accessing and navigating around the website.
16. The Governor module is no longer just a clerking tool and now has numerous dedicated pages and options for Governors themselves to view. A dedicated Right Choice home page for governors has also been set up with more targeted content including the new School Governance twitter feed. Termly data reports have been set up to monitor governor engagement across training, briefings, and communications.
17. The dedicated Right Choice email has provided ongoing support to all our customers in relation to account set up and management, booking and accessing training, service information and purchasing and access to information and content.
18. Right Choice provides a range of management information for service providers and the use of finance dashboards present year on year totals for comparison along with a breakdown of activity by site categories to support service providers with their financial management and reporting.

19. The annual survey was sent in the Autumn term 2020 with feedback informing 2021 Traded Priorities. Participation increased from 338 to 426 users, with 61% of users reporting their overall experience of Right Choice as good/very good, up from 49% the previous year.
20. The training feedback form was updated for the start of the academic year, in consultation with service providers. The new numerical data analysis will help identify school priorities and inform future planning.

### **Areas of Opportunity**

21. Advance publication of courses across **all** service areas for the full academic year would assist school planning and allow greater opportunity for promotion.
22. Schools now expect to find all content on Right Choice, so we need to ensure **all** service areas are communicating regularly with schools through Right Choice.
23. Analysis of data across all traded services and sources rather than just within individual service areas.

### **On-going Challenges**

24. The Right Choice Store is not currently available on the public portal meaning we are unable to promote packages to potential external customers. However, we need to consider capacity of services to be able to deliver to a wider customer base before promoting.
25. Set up of staff accounts has been left to individual schools so that they can determine relevant access rights for each user. However, this has resulted in not all staff being set up. Staff require a full user account to be able to login and fully engage with all content. The Automatic upgrade process as part of the e-learning module has helped with this as will the bulk upload for secondary schools.

### **Next steps**

26. The move to remote delivery may create new opportunities as geographical barriers are no longer such an issue. External customers have a presence in Right Choice but may not access regularly. Explore what opportunities could be targeted to them and how.
27. A simplified version of the Store on the public portal will provide greater visibility of our packages and services and therefore a greater marketing opportunity. Explore how that may look like a template and across all relevant service areas.
28. We are currently looking at how we might increase the number of teacher accounts in Right Choice, so all school staff are able to engage directly. Schools have reported that set up is time-consuming so we're currently exploring a bulk upload for secondary schools, in the first instance.
29. As a result of recent system developments, we now have the functionality to set up 'Blogs' within Right Choice. Explore whether there is any interest within service areas and whether this format could be used to keep content fresh and attract attention. Also need to consider what makes a blog different from an article to ensure we don't have any duplication of content.
30. Specific customer groups e.g., Clerks, SBMs may welcome the opportunity to collaborate and share information within Right Choice. Explore the benefit of and interest in 'Groups' within specific customer groups.

### **Who will miss out if we don't? and why?**

31. Schools rely on the services and training provided through Right Choice. All Wiltshire schools and academies purchase something. Services provided are high quality, good value and based on customer need. Schools trust the 'Brand' and have a good relationship with Service Providers who fully understand the business.
32. Some services could be sourced externally but the quality can't be guaranteed, and any profit would not be reinvested into Wiltshire's education system with the sole purpose of improving educational outcomes for children and young people.
33. Right Choice was launched to schools in 2018. Considerable time and resource has been invested in setting up and populating the system and in training internal and school users. Schools are now familiar and confident with the system and know how to access and find the information they need. Without Right Choice we would be unable to engage with our customers effectively or provide a co-ordinated package of support which may impact on standards and pupil achievement, as well as impacting on income generation for the Council.

### **2021-22 Priorities**

34. Ensure a great customer experience in relation to our Right Choice Brand
  35. Continue to develop the Right Choice portal through system developments and enhancements based on user feedback.
  36. Maintain a focus on fresh, informative, and relevant content, across all service areas, that is easy to find.
  37. Expand customer engagement with Right Choice by increasing the customer base.
  38. Use existing relationships, and management information to understand more about our customers and what they buy, if not from us.
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Report Author: Ruth Starr  
Date of Report: 11 October 2021