

## **CXO - Service Area Plan 2020-21**

**Part 1 - Service Information/links to policy**

**Part 2 – Managing Service Delivery**

**Part 3 – Managing and Improving People**

**Part 4 – Budget**

**Part 5 – Managing Planned Changes/Projects**

<b>Service Area:</b>	Chief Executive's Office
<b>Service Area Manager:</b>	Chris Elliott
<b>Deputy Chief Executive:</b>	Andrew Jones, Bill Hunt
<b>Portfolio Holder(s):</b>	Cllr Andrew Day

**To provide comprehensive, professional and customer-focused corporate services which meet the Council's**

### **1 Purpose of the Services Provided**

**objectives through the provision of cost effective and high quality services**

**Warwick District Council External Customers (Citizens) – We will**

- Enable the creation of a customer focused Council, supporting joined up services and facilitating the creation of more efficient processes;
- Improve customer access to Council services, taking advantage of electronic channels of contact and delivery;
- Provide appropriate data security when handling or have responsibility for your data;
- Ensure all new developments achieve value for money for the citizens of the District;
- Support transparent governance and enable the democratic process;
- Ensure that we operate and manage our assets to support effective service deliver, maintaining the safety of their users and providing value for money solutions to minimise costs to our residents;
- Publish the Council's performance measures to inform residents and visitors of the District about the performance of services provided, using appropriate channels.

### **Warwick District Council (Corporate) – We will**

- Support the delivery of Fit for the Future, relevant policies and service priorities through the development and implementation of relevant strategies and the democratic process;
- Ensure the effective and efficient delivery of support services;
- Provide appropriate data security and continuity of service delivery;
- Create a capability to exploit joined up working;
- Establish and exercise effective strategic and service governance and management;
- Research and implement effective ways of reducing energy use and carbon emissions through technology;
- Support transformational and incremental improvement interventions;
- Ensure that key programmes and corporate projects are run effectively and deliver benefits to staff and customers;
- Support leaders of the organisation by collating and providing relevant data about services, customers and the community;
- Help the organisation and people in it to develop, learn and improve;
- Lead on informing staff and stakeholders about the Council's measures and performance against them.

### **Warwick District Council Internal Customers (Users of the Service) – We will**

- Provide high quality and responsive services to officers and Members;
- Deliver high levels of service availability;
- Empower staff to make better use of Council resources through the provision of training and development;
- Undertake a programme of Continual Service Improvement supported by the monitoring and reporting of service performance;
- Provide professional high quality technical advice appropriate to the needs of Council;
- Ensure our Senior Managers are fully informed about the performance of the Council against its agreed measures.

## 1.1 Linkages to Fit for the Future Strategy

<b>External</b>	<b>Direct</b>	<b>Indirect</b>
<b>Service (Green, Clean and Safe)</b>	Will seek to use and move towards sustainable methods of service delivery.	The service will act as an enabler for others to deliver their aspects of Fit for the Future Strategy
<b>People (Health, Homes and Communities)</b>	Implementation of Digital Council Services to assist communities with poor transport links.	The service will act as an enabler for others to deliver their aspects of Fit for the Future Strategy
<b>Money (Infrastructure, Enterprise and Employment)</b>	Implementing a Commercial Investment Strategy to ensure that opportunities for the Council to use assets to the benefit of the Council and local economy are maximized  Providing technical advice, support and project management where appropriate for corporate projects	The service will act as an enabler for others to deliver their aspects of Fit for the Future Strategy (FFF)

<b>Internal</b>	<b>Direct</b>	<b>Indirect</b>
<b>Service (Maintain or Improve services)</b>	Oversee transformational improvement interventions	The service will act as an enabler for others to deliver their aspects of FFF
<b>People (Effective Staff)</b>	Right people with the right skills in the right jobs through effective workforce planning promoting the services we offer through correct channels to enable awareness and accessibility to services	The service will act as an enabler for others to deliver their aspects of FFF
<b>Money (Firm Financial Footing over long term)</b>	Implementation of a Service Transformation programme  Implementation of a Commercial Investment Strategy and Revised Treasury Management Strategy	The service will act as an enabler for others to deliver their aspects of FFF

## 2 Managing Service Delivery

### 2.1 Service Overview

(NB – Specify main aspects of service delivery during the year)

<b>Electoral registration</b>	To ensure that all persons who wish to be registered to vote and are entitled to do so are included on the electoral register for the District.
<b>Elections</b>	To ensure that all those people who are entitled to vote in elections/referendums administered by Warwick District are able to do so, in line with the legislation and Commission guidance, in a transparent manner which ensures that the results are accurate, and all stakeholders are confident in.
<b>Councillor support</b>	To provide support to assist Councillors in their various roles as advocates for the local community.
<b>Administration of public meetings</b>	To ensure that all Council, Executive, Committees and Sub-Committees meetings take place and decisions are made in line with the Constitution of the Council in an open and transparent manner.
<b>Civic support for the Council</b>	To provide dedicated support to the Chairman of the Council to enable them to fulfil their role as First Citizen of the District.
<b>Corporate Support</b>	To provide: post room service for the Council at Riverside House (including advice on mailing standards and bulk mailing); Document and archive scanning service, general administrative support for CMT & Democratic Services, to manage the processing of requests for information and complaints about the Council.
<b>Performance Management</b>	To centrally collate performance data collected by Service Areas and to present and report on it to Senior Management and other relevant parties. To undertake research into other Council strategies and policies to better inform WDC how others work. To track the progress of key Council projects at the request of management, liaising with project sponsors.
<b>Information Governance</b>	To provide Information Governance for the Council, ensuring an appropriate Framework and Policies are in place to enable the Council to comply with legislative requirements and confidence within our services for the general public.

## 2.2 Measures

The following measures are reported to SMT/ (Management Information) on a quarterly basis and are used for strategic monitoring purposes. For corporate reporting purposes, the measures are summarised to show adverse, neutral or favourable variance from the performance target. Measures that fall outside of the 'Reporting Tolerance' are highlighted in **Red** and are accompanied by an explanatory narrative in the reported management information.

Operational measures are contained within the respective Team Operational Plan (TOP).

Service Indicator						
	Performance Target	Reporting Tolerance	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Percentage of Stage 1 Complaints responded to within 20 working days	80%	>=-5%				
Percentage of Stage 2 Complaints responded to within 20 working days	80%	>=-5%				
Percentage of Freedom of Information Requests responded to on time	80%	>=-5%				
Percentage of subject access requests responded to on time	100%	0%				
Percentage of ICO case upheld	0%	0%				
Percentage of Complaints to Ombudsman upheld	0%	0%				

## 2.3 Managing Risk

The Chief Executive's Office has adopted a layered approach to risk management which ensures risks are managed at an appropriated level.

- The **Significant Business Risk Register** contains the CXO risks which have the potential to have a **significant** adverse impact on the Council. It is the responsibility of CXO team managers to advise SMT, through their Head of Service, of these risks so that SMT can decide whether to update the corporate risk register as appropriate.
- The **CXO Risk Register** identifies the high level Service Area risks that have the potential to adversely impact multiple Service Areas. The document uses the corporate formatting standard and uses language that is more understandable to the business. The format also supports political scrutiny.
- **Thematic Risk Registers** are used to identify risks associated with particular aspects of the CXO's service that requires additional focus and risk management. For example, ICT has a specific risk register that relates to malware.
- **Project Risk Registers** are created, when appropriate, to manage the risks associated with the introduction of new technology.
- **Individual Risks Assessments** are created when a Request for Services requires a deviation from an agreed policy.
- The **Team Operational Plan** contains the key operational service risks for the period of the plan.

Risk	Planned Actions during year	Comments
<b>Budget</b>	<ul style="list-style-type: none"> <li>• Monthly budget monitoring as part of Finance’s corporate budgetary control.</li> <li>• Undertake Finance year-end training</li> </ul>	
<b>Procurement</b>	<ul style="list-style-type: none"> <li>• Appropriate training for all officers undertaking procurement.</li> <li>• Early involvement of the procurement team in relevant procurement exercises.</li> <li>• Ensuring procurement undertaken is in accordance with the Council’s Code of Procurement practice.</li> <li>• Information Governance to continue to support the procurement process across the Council.</li> <li>• <b>Major Procurements:</b> Civic Car Committee Management System</li> </ul>	
<b>Contract Management</b>	<ul style="list-style-type: none"> <li>• Quarterly update of contract register</li> <li>• Contract monitoring &amp; liaison meetings</li> </ul>	
<b>Audits</b>	<ul style="list-style-type: none"> <li>• Implementation of outstanding audit recommendations.</li> <li>• Audits: Information Governance Performance Management Committee Services Income receipting &amp; Document Management</li> </ul>	
<b>Risk Register</b>	<ul style="list-style-type: none"> <li>• Team Operational Plan risks are reviewed monthly by the management team.</li> <li>• Technical and operation risks are managed according to areas own risk management policy</li> <li>• Review of Risk register quarterly at One to One with Deputy Chief Executive/CXO</li> <li>• Identifying new risks, managing existing risks, developing risk mitigation and removing redundant risks.</li> </ul>	
<b>Service Assurance</b>	<ul style="list-style-type: none"> <li>• Undertake any outstanding actions identified in the Service Assurance Statement.</li> </ul>	

<b>Corporate Health &amp; Safety</b>	<ul style="list-style-type: none"><li>• Ensuring appropriate H&amp;S risk assessments are undertaken.</li><li>• Assess the H&amp;S implications of any new services prior to launch.</li><li>• Reviewing all current Risk Assessments at least quarterly.</li></ul>	
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## Part 3 – Managing and Improving People

### 3.1 Staff Resource

There are currently 23 posts

### 3.2 Workforce Planning

Category	Sponsor	Activity	Budget Impact	Impact on other Service Areas	Milestones
<b>1. Succession Planning (E.g. planning for leavers)</b>					
	All	Review critical posts and activities to ensure continuity of service.	Additional training. Additional resource. Revised structure. Third party contracts.	Potential for reduced service levels.	Include in risk register if appropriate.
	Graham Leach	Plan for Electoral Services Manager retirement in 2021	Training Shadowing	Potential for reduced service and knowledge	Reviewed in December 2019 as part of budget process and to be reviewed again to produce action plan in September 2020
<b>2. Skills, Training, Competency Needs</b>					
	All	Completion of the PDPs as part of the appraisal process to enable the creation of a	Align training needs to the available budget, also considering training required to deliver key	None	Ongoing updates throughout the year as a result of appraisals, 1-2-1, succession planning and specific area needs.

		KSA matrix.	projects		
<b>3. Service Changes</b>					
<b>Demands on staff resource</b>	All	Responding to and supporting business change throughout the Council.	Unknown	Insufficient capacity to enable, implement and support effective change.	Include in the service area risk register.
Review of Corporate Support Team	Graham Leach	Reviewing the operation of the team and support it provides to the Council	There should be no negative impact of the review because the review is about how the service is delivered within its resources	Revisions to service delivery but with a view to improved support for the teams.	Review scoped April 2020 meetings with Service Areas & Team Summer 2020 review feedback

**Part 4 BUDGET – Main budgetary pressures and changes**

<b>Activity</b>	<b>Budgetary Impact</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>
Procurement of Committee Management System,	No budget allocation for the provision/install of a new system, if that is the outcome of the exercise. This would be a one off cost and could be funded, if business case is approved, through service transformation budget	£30,000	£0	£0



## Part 5 – Managing Planned Changes, Major Work streams and Projects

Key Projects							
Project	Project Description	Project Manager	Impacted Service Areas	Budget	Start Date	End Date	Complete
<b>Corporate Projects</b>							
<b>Corporate Complaints Policy</b> To review the Council's corporate complaints policy and define what systems should support this	This will refresh the complaints policy and will separate the vexatious complaint procedure into a process for dealing with individuals across the Council. The new process/policy is intended to go to Executive in June 2020. It will look at IT used for administering the process and if there is a more efficient way and if necessary, bring forward a business case as part of the Digital by design work.	Graham Leach	All Services	£0	Started in February 2020	Initial project by July 2020. Second aspect on System start from April 21	
<b>Governance Review of the Council</b>	The Council has commissioned a review of its Democratic Structure which is due to report in March 2020. This may then lead to changes to the Constitution and Committees of the Council	Andrew Jones/ Graham Leach	All Services	£0	Started in June 2019	May 2021	

**Civic & Committee Services**

<b>Committee System Re-Procurement</b> To procure a Committee Management System for the Council	To procure a new Committee Management System for the Council which can advance the Council's digital by design aims, introducing workflows for the productions of agendas, reports and minutes and meeting the updated accessibility criteria for pdf files.	Patricia Tuckwell	All service areas	TBC depending on system selected but circa £10,000 per annum recurring	Started in January 2020	System to be live for October 2020 with workflow developed up to April 2022	
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**Corporate Support Team**

<b>Team Review</b> To undertake a review of the service	To review the services provided by the team to ensure it is providing appropriate level of support for the Council	Janice Robbins	All Service Areas	£0	March 2020	September 2020	
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<b>Electoral Services</b>							
<b>Polling Station Review</b>	To complete and implement the statutory review of all polling stations within the District	Gillian Friar/Graham Leach	ICT GIS Team		February 2020	June 2020	
<b>Deliver the 2020 PCC election and associated accounts</b>	This will have a separate project plan	Gillian Friar		TBC by Cabinet Office in Mid March 2020	November 2019	November 2020	
<b>Deliver the 2020 Council Tax Referendum and associated accounts</b>	This will have a separate project plan	Gillian Friar		£300,000	February 2019	November 2020	
<b>Planning for the 2021 WCC Election</b>	This will have a separate project plan	Gillian Friar			November 2020		
<b>Elections Fees Review</b>	To review the fees paid by Warwick District Council for elections	Gillian Friar / Graham Leach				April 2020	
<b>Canvass reform</b>	To develop the project plan, privacy impact assessment and risk register for the implementation of the revised Annual Canvas.	Gillian Friar	ICT Apps Support and Finance		June 2020		

<b>Information Governance</b>							
<b>Corporate Data Retention Policy</b>	To confirm the corporate data retention policy and	IG Manager	All service Areas	£0			

	refresh the corporate register of processing activities						
<b>Data quality policy</b>	To produce a data quality policy to form part of the Council's Information Governance Framework	IG Manager			January 2021	March 2021 Executive	
<b>Law enforcement processing</b>	Produce an appropriate policy document for law enforcement processing	IG Manager			August 2020	October 2020 Executive	



Performance Management							
<b>Performance monitoring of corporate projects</b>	To introduce performance monitoring of corporate projects with a RAG status Details to be confirmed following review by CMT	Rich Lawson	All	£0	TBC,	TBC	