

**Service Plan Governance December 2023 to 31 March 2025**

<b>Service Area :</b>	Governance Service
<b>Service Area Manager:</b>	Graham Leach
<b>Chief Executive:</b>	Chris Elliott
<b>Portfolio Holder(s):</b>	Ian Davison
<b>PABS</b>	Strategic Leadership

**Sections:**

Links to council vision & corporate business plan
Service Delivery and Major Workstreams
Performance
Risk Management

## Linkages to Council Strategy - Warwick 2030

Theme and Strategic Goals		Direct	Indirect
<b>Delivering Valued, Sustainable Services</b>			
Ensure sustainability is at the heart of our decision making	We will develop climate and sustainability impact tool to help inform, shape and improve our decision making.		
Continue to ensure the council's finances remain on a firm and sustainable footing	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.		Review of delivery of service to ensure best practice through efficient use of resource. This will include improving the use of IT as set out within the major workstreams for procurement of two IT systems. This will also see the development of the information governance system for handling requests more effectively.
	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.		
Achieve and demonstrate delivery of high quality services	By reviewing how Council services are delivered and measuring performance will help ensure high quality services are being delivered across the Council.	The Service area will provide overall insight in performance across the Council supporting Service Areas in identifying appropriate benchmarking data while helping to understand the characteristics of Warwick District in respect of the community and service delivery.	The team continue to look at the contracts they are responsible for and delivering incremental benefits within the scope of the contract and over their lifetime to deliver improved sustainability within them
	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.		
	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	The Service Area will provide overall guidance for the Council in analysis of performance and reporting for Councillors and the wider community. This will be provided in a clear format to make it easily understandable on how well the Council is core services.	
	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.		
	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.		
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.		
Ensure the best use of the council's assets and resources to deliver the council wider corporate aims and support the circular economy	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.		
	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>			
Reduce energy consumption and carbon emissions from the council's public buildings	Significantly improve the energy efficiency of Council buildings and introduce renewable energy generation capacity where possible.		
	Assess the creation of an investment fund for energy conservation and energy generation projects.		
Reduce energy consumption and carbon emissions from existing Council Housing Stock	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.		
Provide homes which are safe and meet the decent homes standard for all our tenants including improving energy efficiency of their homes.	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.		
Ensure new housing developments led by the Council are exemplars of planning and construction to meet the climate emergency and other challenges	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.		
Explore multiple, innovative approaches to make it easier for others in the district	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>			
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	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.		
	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.		
	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.		
	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.		
Promote vibrant communities, a welcoming atmosphere and good mental and physical health and wellbeing within all our towns and villages.	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.		
	Build on our reputation as a home for national and international sporting events.		
	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.		
	Review, update and continue to take forward initiatives in the Climate Emergency Action Programme and evaluate their impact		
	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.		
	In partnership with Warwickshire County Council, promote and implement active travel choices as a priority – public transport, walking and cycling.		
Enhance the Biodiversity of the District	Adopt a Net Zero Carbon DPD and provide supplementary guidance, training and support to ensure that new homes and other building in the district are net zero carbon.		
	Increase the level of biodiversity on Council owned land and create a network of accessible linked biodiversity rich spaces.		
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	Encourage residents, communities and businesses to enhance the biodiversity of the district using the planning system, the Biodiversity Net Gain legislation and other opportunities		
	Reduce health inequalities within the district and develop a series of health and community wellbeing hubs.		
	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.		
	Working with partners to deliver community safety interventions to address ASB and fear of crime.		

## Service Overview

	Service Being Delivered	Main aspects of service delivery	Service Demand/Service Requests			
			Estimated Expected Workload	Input needed from other services	Notes	
Governance Services	Civic & Committee Services	Delivery of Council, Cabinet Committee and Sub-Committee meetings	88 formal meeting	Town Hall Team & Media Team	In addition to the 88 Formal meetings the team also expect to support a further 30 informal meetings.	
		Support to individual councillors				
		Support to the Chairman & Vice-Chairman of the Council in their civic roles	2 Civic Dinners			
		Support the Scrutiny process for the Council				
		Managing the Members Allowances Scheme	Circa £400,000 expenditure			
		Overall Management the Member Development				
		Despatch of outgoing Council mail	£300,000 per annum expenditure on postal delivery			
		Management of Incoming mail and deliveries				
		Management of the Corporate Document Store				
		Oversee and Support the Corporate Complaints process	55 Stage 1 complaints and 14 Stage 2 Complaints For 2022/23		The number of complaints received is expected to increase with revised process and policy being introduced in the year inline with the Housing Ombudsman & Local Government & Social Care Ombudsman proposed code for complaints.	
		Delivery of Performance information to the Senior Leadership Team and Councillors				
		To oversee Corporate Policy and Service Area planning to deliver a consistent approach				
		Support to back office teams across the Council				
		Electoral Services	Delivery of the Electoral Registration Service			The Return Officer for the PCC election is North Warwickshire Borough Council. Therefore WDC will need to be guided by them on delivery elections. WDC also planning for UKPGE on same day as PCC to ensure prepared.
	Introduction of Elections Act 2022 Phase 2					
		Delivery of the 2024 PCC Elections		Established election project Board		
	Information Governance	Delivery of the Information Governance Framework for the Council				
		Overall responsibility for the management and response to information requests	circa 500 information requests per annum			
	Legal Services	Providing legal service and advice for the Council.			The Legal Service is a shared service with Stratford-on-Avon-District Council. The Service delivery is monitored through KPI's as set out in the Service Level Agreement	
	Budget	Regular budget monitoring (including accountants)				
		Delivering service within budget				
		Savings to be achieved with as little service impact as possible				
		Reviewing opportunities to gain income for services				
		Ongoing budget management training				
	Procurement	Attendance of key officers at in-house Ongoing training			Ongoing training of officers and those participating in procurement.	
		Regular meetings with procurement officers				
		Procurement project meetings for major projects including - Back office system procurement.				
		Planned Procurement exercises in year:			Within the SAP there will be procurement of contracts for Committee Management System, Electoral Management System and completion of the Hybrid Mail contract procurement	
		in accordance with contract programme				

<b>Service Management</b>	<b>Contract Management</b>	Contracts due for renewal during the year (as identified above)			Ongoing training of officers and those managing contracts.	
		Training in relation to contract monitoring				
		Quarterly update of the contract register				
		<b>Internal audit programme</b> in accordance with audit programme				
		<b>Risk Register</b>	Regular review at departmental management meetings			
			Annual review			
			Quarterly PH review			
			Peer Review at SLT, by Risk Manager and Insurance Officer			
	Implementation of mitigation and control					
	<b>Service Assurance</b>	Actions arising out of Annual SA document include: -				
		Monitoring of customer measures				
		Refresher training in procurement and finance procedures, where appropriate				
		Update of Business Continuity Plan				
	<b>Corporate Health and Safety</b>	Ongoing reviews of risk assessment (Covid and standard)				
	<b>Workforce Planning and Development</b>	Establishment	21		During the year there will be a minor review to structures within the teams.	
		Vacancies (November 2023)	2			
		Review of the service organisation structure				
		Recruitment to vacant posts.				
		Keeping up to date with key change programmes from statutory agencies				
		Authorisation review				
		Continuing development of post holders				
		Continuing development of councillors				

**Managing Planned Changes, Major Work streams, Projects and Budget Pressures**

Change/Project	Sponsor/Lead Officer	Budget Impact	Impact on other Services	Milestones	Date	RAG	Comments
Councillor Induction 2023	Patricia Tuckwell		Most Service Areas for introduction to the Council and what the	Separate Project plan to be agreed	September 2022 through to May 2024	Amber	Work required to follow up and delivery mandatory training for those Councillors who have not attended.
Corporate Complaint Policy update	Graham Leach	Minimal expenditure expected	All Services for awareness and training	SLT in November 2023 and Cabinet in December 2023	01/12/2024	Red	Revised timeline beign developed for adoption by Cabinet in February 2024
Introduction of Elections Act 2022	Leanne Marlow	£98,000 provided in new burdens funding for phase 1, awaiting cofnirmation of phase 2 new budrdens funding	Unknown at present	Seperate Project Plan	December 2022 - May 2024	Amber	Tranche 1 was introduced for May 23 elections. Tranche 2 is starting to be implemented from October 23. Lots of sections to tranche 2 which have different implementation dates from October 23 onwards. Awaiting secondary legislation.
Information Governance Framework Refresh	Information Governance Panager				Nat-23	TBC	Timescale to be considered following arrival of new IG Manager in line with the Data Protection & Digital Information (No. 2) Bill
PCC Election	Leanne Marlow/ Chris Elliott	Awaiting notification of propsoed budget from Electoral Claims Unit.	All Services due to staff resources for delivery	Separate Project Plan	Jan 2024 to November 2024	Amber	Expected proposed budget from ECU to insufficient as they are now setting maximum allowance for staff payments below the values set by Warwick District for Presiding Officers, Poll Clerks and Count Staff. Any extra costs would have to be met from WDC budgets
Potential UKPGE	Leanne Marlow/ Chris Elliott	Awaiting notification of propsoed budget from Electoral Claims Unit.	All Services due to staff resources for delivery		Unknown	Amber	Expected proposed budget from ECU to insufficient as they are now setting maximum allowance for staff payments below the values set by Warwick District for Presiding Officers, Poll Clerks and Count Staff. Any extra costs would have to be met from WDC budgets
Polling Place Review	Leanne Marlow	Minimal expenditure expected	Housing due to use of some of their buildings for stations	Report to Audit & Standards Committee in December	Dec-24	Green	
Review of the Constitution	Graham Leach				01/12/2024	TBC	Timetable beign developed for review
Procurement of Committee Mangement System	Patricia Tuckwell	Budget provision made for intial procurement and plan for ongoing to be met within savings in Team budget	ICT, Procurement and Finance involved. The system will see move to work flow fore report writing to reduce waste of report writing process	Procurement by December 2024, role out of new system in spring summer 2024 followed by development of workflow	Dec-24	Green	Supplierdemonstrations under GCloud13 requirements takign place in November 2023
Prouement of Electoral Services System	Leanne Marlow	Potential increase in costs due to inflation impact on support costs			Dec-24	Amber	
Review of Resources within Service Area to meet additional demand form new roles	Graham Leach	Anticipated small increase in budget costs	HR to support review	Consultation with relevant officers in December 2024	01/12/2024	Amber	
Review of Elections Fees	Leanne Marlow	Potential for increase budget cost due to allowign for increase in	HR for advice on calculting salary costs	Report to Audit & Standards Committee in December	Dec-24	Amber	Identified that the Poll Clerk Fee at present is very close to the minimum wage and needs to be reviewed. There are potential other changes to improve clarity over payments to
Moving Committee meetings to Shire Hall / S1	Patricia Tuckwell	£9,000	Support from Town Hall and Media team for new arrangment for recording and uploading videos of meetings after the meeting	February 2023 for Licensing Panels to move to Saltisford 1	Mar-24	Green	Final stage of implemenation due to commence in January 2024 with move of Licensing Panels from Town Hall to Warwick.
Review of the Service Area Planning and performance management approach includign IT used to deliver these	Policy, Performance & Complaints Manager		Support from ICT and Deputy Chief Executive	Appointment of PPC Manager		TBC	New role due to be advertised in December 2024.

## Performance Measures

Ref	Corporate Plan Links	Corporate Plan Measure	Measure	Target	Progress should be	Progress	Comments	Current Status	Lead Officer	April-23
GS1	Maintain or Improve services	Yes	Percentage of Freedom of Information Requests Responded to on time	90%	Higher	0	0		Information Governance Office	As Heading
GS2	Maintain or Improve services	Yes	Percentage of Subject Access Requests Responded to on time	100%	Higher	0	0		Information Governance Office	As Heading
GS3	Maintain or Improve services	Yes	Percentage of Complaints upheld by either the the Local Government & Social Care Ombudsman or Housing Ombudsman	0%	Lower	0	0		Information Governance Services Manager	As Heading
GS4	Maintain or Improve services	Yes	Percentage of Complaints Up held by the Information Commissioner	0	Lower	0	0		Information Governance Services Manager	As Heading