

2017/2018 - Chief Executive's Office Portfolio Holder Update

1. Service Plan Performance

The ICT Service provides the underlying infrastructure and support services for nearly 600 users, including members and key council contractors who access our systems. By the end of 2017/18 we expect the ICT Helpdesk to have received circa 13,000 calls, and the service as a whole made over 550 planned changes to our systems, excluding new developments. Despite the volume of change, service availability for systems remained high at 98.98%

The GIS team, which also has responsibility for Street Naming & Numbering (SNN), made over 50,000 updates the Local Land and Property Gazetteer (LLPG) in 2017/18 compared with 32,000 updates in 2016/17. The LLPG is the Council's master property database and is integrated into services such as Planning, Revenues and Benefits, Community Protection and Electoral Services.

Income from Street Naming and Numbering remains strong. Income to date (19 Feb 18) is £43,500 against a 2017/18 income target of £45,000.

Democratic Services is split between four core teams. Civic & Committee Services provides support to all Warwick District Councillors and manages the Council's public meetings, along with supporting the Chairman in their role as civic lead for the District. The electoral services team are responsible for managing of the electoral register (currently 103,956 electors) within the district and delivering all public elections that occur in the District. The Corporate Support Team are responsible for the management of post and deliveries within the Council, cash receipting, management of requests for information to the Council and provide support to the Corporate Management Team. The new Information Governance Manager is undertaking the statutory role of Data Protection officer for the Council. With this they are developing a new Framework and policies (plus updating policies and procedures where necessary) for ensuring the highest level integrity for handling information with the Council.

HR has continued to support the FFF strategy and work with the organisation to realise its vision and values. Present full time equivalent for the organisation is 428, headcount is 487, staff turnover is at 8.96% (22.8% including TUPE out of Leisure Services). Management information and trends are reviewed regularly with the Senior Management Team, Workforce Steering Group and People Strategy Steering Group and also includes staff absence, vacancies, leaver information and agency staff spend.

HR provides support to its customers for the following areas: HR Senior Officers managing day to day issues with the council and support for redesigns/policy guidance/recruitment and performance, conduct and absence related issues. HR Support/Payroll are a combined area providing a consistent service for all personnel as part of the Employee Life Cycle. Learning & Development ensures Personal Development Plans are linked to the Corporate Training Plan and considers the priorities of the organisation to ensure skills and knowledge continue to be progressed through a variety of blended learning options.

The themes of the People Strategy 2016 -2020 have been identified as Leadership and Organisational Development; Equality and Diversity; Workforce Planning and Performance; Learning and Development; Communications, Involvement and Engagement; Employee Well-being, Reward & Recognition. The People Strategy priorities in 2017/18 have resulted in a complete re-branding of how we recruit including social media with emphatic results; a remuneration review based on hard to recruit areas; a refresher of our HAY evaluation scheme guidance; preparation for a new corporate apprenticeships scheme; scoping and consultation with our Staff Voice group relating to recognition and reward with further investigation identified; training matrices for each service area developed to ensure a corporate approach to learning and development. Progress on these areas are updated and governed by the People Strategy Steering Group/Workforce Steering Group.

Media and Communications, Design & Print and Website teams are aligned to HR as part of CXO and responsible for all our internal and external communication with residents, councillors and staff by all communication channels including press releases, advertising, printed literature, website, and social media. A review of our Social Media offering has resulted in restructure of the team to integrate a Digital and Social Media Officer into the team to ensure we are progressive in how we deliver our communications. Internally, they update the Intranet with the latest news, as well as supporting staff to access the services they need. They also manage the Rumour Mill as a way of engaging with staff and highlighting current concerns and questions to relevant service areas.

The Assets Team is now incorporated within the Chief Executive's Office following the break-up of the former Housing & Property Services' Service Area. A fundamental redesign of the team is being finalised to ensure that it is set up to provide a robust corporate support service to all the asset owning service areas and specialist technical input to corporate projects as required.

During the year the team has completed the stock condition survey work for the HRA stock and this is now being used to tailor the future Housing Improvement Programme. The main responsive repair and void repair contract for all HRA homes has also been re-let and a new contractor appointed with mobilisation underway for contract start in April 2018.

The tragic fire at Grenfell Tower in June 2017 and its aftermath has been a major source of work for the team in the second half of the year. The Council's response was swift and robust with joint fire safety inspections of the 7 HRA multi-storey blocks and a further 2 six-storey blocks undertaken with Warwickshire Fire & Rescue Service in within weeks of the fire. The cladding fitted to 6 of the blocks has been thoroughly investigated and determined to not pose any fire safety risk and structural surveys of the cladding by abseil have been undertaken, again identifying no concerns. The fire alarm and detection systems have been upgraded in all the blocks to fully addressable systems linked to an automatic receiving centre which can provide Acorn Court of details of the type of activation and drench systems fitted to all bin stores. Automatic Opening Vents have been specified for all the blocks to ensure smoke can be removed from fire fighting and evacuation stairwells and fitting is due to completed by May 2018. Every resident in every block has been visited and major programme of refurbishment to the communal areas has been specified, including re-wiring,

improved signage, new decorations and floor finishes and the replacement of every door leading onto a communal area, including all flat front doors, with a FD60S fire door providing a minimum 60 minute of fire protection. Work begins on Radcliffe Gardens on 12 March 2018 and will be completed in the remaining blocks by the end of 2018. Sheds and stores rooms are in the process of being rationalised to minimise fire risk and the gas supply has been removed entirely from the 3 blocks at the Crest.

2. Risks

The ICT Service has two primary risks:

- The increasing sophistication of Cyber Attacks, particularly the increase in Ransomware, poses a constant risk to the confidentiality, integrity and availability of council services and data.
- The capacity of the ICT Service to deliver new and innovative solutions to meet strategic demands and service area improvements is being eroded by day-to-day support and the need to secure and maintain our systems. The lack of ICT capacity puts strategic initiatives such as Digital Transformation and Transforming our Workplace at risk while operational demand takes priority.

The primary risks for Democratic Services are:

- IS updating the Councils approach for improving Information Governance within the Council to ensure that it can be compliant with the requirements of the General Data Protection Regulations and the merging Data Protection Bill.
- Decision/unauthorised decision. This risk was associated with the introduction of a new Council and ensuring adequate training and support was in place. This risk will now have reduced and should continue to do so.

The primary risks for HR/Media are:

- Loss of IT, due to the deadlines HR need to adhere to the loss of IT would have a major impact, loss of key records to enable us to inform payroll correctly related to pay/pensions/absence updates.
- Work on People Strategy not achieved and the impact of low morale and engagement in the organisation.
- Inaccurate/inappropriate communication for internal and external contacts could result in messages being misinterpreted and impact on reputation on the organisation.

The primary risks for the Assets team are:

- Insufficient or inadequately trained/qualified staff. Recruitment and retention of specialist staff has proved problematic in the past but the current fundamental re-design of the team and the recruitment of apprentices is designed to address this.
- Non-compliance with H&S requirements, e.g. asbestos, gas and electric, legionella, fire safety etc. The risk is mitigated by the contract management framework, robust testing regimes, revised Asbestos Management Plan and the major fire post-Grenfell fire safety work programme but further monitoring by the Asset Compliance Group and a review of how records are stored is now underway.

3. Workforce Planning

In 2017/18 the ICT Service was fortunate not to have any vacancies. However, as per the Employment Committee report dated 13 Dec 2017 and the subsequent Executive report dated 07 Feb 2018, the remaining Business Analyst was made redundant on the 8th March 2018 due to changes in working practices.

Democratic Services have two current vacancies within the team. These are the Chairman's Attendant for which recruitment is underway. The second is a role within the Corporate Support Team which is subject to a report to Employment Committee on 21 March 2018.

In 2017/18 HR, Media & Communication completed a comprehensive review of the service and the capacity required to ensure the teams can continue to provide the resources to achieve key projects and day to day support for all our customers.

During 2017/18 the Assets Team has operated on an interim basis with key management posts covered by internal secondments or temporary interim appointments pending the full team re-design referred to above.

4. Budget

The ICT Service continues to operate within its budget, although this will be tested over the next 18 months as the Council's ICT support contracts come up for renewal.

However, as reported last year, the devaluation of the British pound against the US dollar (Licences and support contracts are quoted in dollars) and general UK inflationary pressure, present an ongoing financial risk.

Expenditure from the ICT Asset Reserve is monitored to ensure that only necessary expenditure is committed. This, coupled with the desktop virtualisation strategy has reduced predicted expenditure from the fund by £171,000 over the first five years of the reserve.

Democratic Services Team has had stable year for budgeting and the costs of the Elections & Electoral Registration Printing contract came when awarded was in line with the budget.

The HR area continues to operate in budget through monitoring and review of how it offers its services to its customers. The impact of self-serve across the organisation culturally has continued to enable managers and staff to be more empowered when managing expenses/overtime and absence. Learning and Development has been identified as a significant contributor to the morale and motivation of staff to maintain and improve on the skills, knowledge and behaviours of the people of Warwick District Council. The budget for this key area has not been reduced to ensure training remains a key part of Service Plans and the 'People' aspect of FFF.

Media, Design, Print and Website pro-actively manage their budget to ensure the framework is adhered to and provides value for money.

The Assets Team has managed the corporate asset PPM programme and the HRA HIP programme within budget.

5. 2017/2018 Service Area Projects

Corporate Projects

Digital by Design – Programme of work submitted to Executive
Transforming our Workplace (ToW) – project is ongoing as part of the relocation

Governance & Management

ICT Strategy & Plan 2015/19 – Ongoing, managed by the ICT Steering Group
People Strategy 2016-2020 – Ongoing, managed by the Workforce Steering Group

ICT Business Continuity Plan – Plan updated and tested at the Council's contracted recovery centre in Aston.

Information Governance – New Officer in Place and reports coming to Executive in April

Security & Compliance

PSN CoCo – Actions on the active ICT Health Check completed, new ICT Health Check to be undertaken on 20th – 23rd march 2018 by independent external assessor.

Digital Resilience – Multiple initiatives undertaken as reported to Executive in Feb 18.

Desktop Projects

Desktop Refresh Review - Ongoing

Application Support Projects

Corporate Development – Ongoing

Infrastructure Projects

Network Core & Firewall Replacement - Completed
Reconfigure File Server - Completed
Expand VoIP telephony to Satellite sites – Delayed due to major upgrade of the corporate network

GIS Projects

Support Neighbourhood Services Data capture project - Ongoing

People Strategy

Review of People Strategy Action Plan – ongoing as part of priorities from the Workforce Steering Group/People Strategy Steering Group

Equality & Diversity

Update of E & D action plan – ongoing as part of People Strategy action plan

Terms & Conditions Review – completed

Electoral Services

Boundary Review – Ongoing. The Local Government Boundary Commission for England are due to publish their Warding Proposals on 3 April 2018 with a final decision in August 2018.

Contracts - completed.

Planning for HQ relocation - Ongoing.

WCC Election & General Election 2017 – Completed, awaiting assessment of General Election accounts by the Electoral Claim Unit (Expected late summer early autumn 2018)

Civic & Committee Services

Implement the new Scheme of Members Allowances - Completed.

Councillors IT Working Party – This has been rolled forward to the 2018/19 Service Area Plan.

HR

T&C Review - completed

Review of Salary Benefits & Recruitment – completed

Organisational Development – ongoing as part of redesigns/restructures

HR/Media Review - completed

Assets

HRA Stock Condition Survey – data capture complete, analysis on-going

Post-Grenfell review of fire safety in multi-storey blocks - ongoing

Re-letting of HRA Responsive Repair & Voids contract – completed

6. 2018/2019 Service Area Projects

Corporate Projects

Digital by Design.

Transforming our Workplace (ToW)

Corporate Complaints Policy

Development of an Asset Management Strategy

Governance & Management

ICT Strategy 2015-19
People Strategy 2016-2020
ICT Business Continuity Plan
Information Governance Framework

Security & Compliance

Secure Email
Digital Resilience

Desktop Projects

Desktop Refresh Review

Application Support Projects

Corporate Development

Infrastructure Projects

Review Backup & Recovery
Upgrade Windows 2008 R2 Server to 2016.
Expand VoIP telephony to Satellite Sites

GIS Projects

Support of the Neighbourhood Services Data capture project.

Electoral Services

Boundary review
Planning for HQ relocation
Preparation for 2019 election

Civic & Committee Services

Councillors IT Working Party
Preparation for 2019 induction of Councillors

Information Governance

To deliver the Information Governance framework

HR/Marketing & Communications

T&C Review
Review of Salary Benefits & Recruitment related to Pay Award 2018/19
Organisational Development
On line Recruitment portal
Corporate Apprenticeship Scheme
Reward and Recognition scheme
Management/Staff Development Programme
Planning for HQ relocation
St Mary's Land
Commonwealth Games 2022
Intranet Improvement Plan

Assets

Refurbishment of communal areas to multi-storey blocks
Completion of Fire Safety Works and revised Fire Risk Assessments
Review of ActiveH record storage