

## CXO - Service Area Plan 2019-20

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 Executives 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

### 1 Purpose of the Services Provided

**To provide comprehensive, professional and customer-focused support services which meet the Council's corporate 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 focussed 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 government and enable the democratic process.
- ensure that we operate and manage our assets to support effective service delivery, maintaining the safety of their users and providing value for money solutions to minimise costs to our residents
- lead on communicating the Council's news to inform residents and visitors to the district about the services provided, using all available 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 the customers and the community.
- help the organisation and people in it to develop, learn and improve.
- provide professional, technical advice on all aspects of asset management, new development and asset base re-configuration to ensure our assets are used in the most effective way possible and support efficient service delivery
- provide the organisation with a robust Asset Management Strategy
- lead on informing staff and stakeholders about the council's fit for the future themes and how service delivery reflects this

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

- provide high quality and responsive support 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
- procure and manage contracts to ensure that assets are maintained and improved and appropriate technical, safety and compliance advice and support is offered to the managers of operational buildings
- ensure our staff are fully informed about communications and marketing services we provide and the decisions taken by the council, so that they are better equipped to undertake their role and support decisions when interacting with the public.

**1.1 Linkages to Fit for the Future Strategy**

External	Direct	Indirect
<p align="center"><b>Service (Green, Clean and Safe)</b></p>	<ul style="list-style-type: none"> <li>✓ Will seek to use and move towards sustainable methods of service delivery.</li> <li>✓ Monitoring the energy efficiency of the Council's corporate assets and devising cost effective proposals to improve their energy efficiency and providing support and assistance to Housing Services to allow them to do so for the HRA stock</li> <li>✓ Managing the energy supply contracts for the Council in the most efficient way possible</li> </ul>	<ul style="list-style-type: none"> <li>✓ The service will act as an enabler for others to deliver their aspects of Fit for the Future Strategy</li> </ul>

<p><b>People (Health, Homes and Communities)</b></p>	<ul style="list-style-type: none"> <li>✓ Implementation of Digital Council Services to assist communities with poor transport links.</li> <li>✓ Ongoing support for BDUK, promoting rural broadband connectivity.</li> </ul>	<ul style="list-style-type: none"> <li>✓ The service will act as an enabler for others to deliver their aspects of Fit for the Future Strategy</li> <li>✓ The service will act as an enabler for the successful delivery of the HRA Business Plan</li> </ul>
<p><b>Money (Infrastructure, Enterprise and Employment)</b></p>	<ul style="list-style-type: none"> <li>✓ implementing an asset management strategy to ensure that opportunities for the Council to use its assets and land holdings to the benefit of the local economy are maximised</li> <li>✓ providing technical advice, support and project management where appropriate for corporate projects</li> </ul>	<ul style="list-style-type: none"> <li>✓ The service will act as an enabler for others to deliver their aspects of Fit for the Future Strategy (FFF)</li> </ul>

Internal	Direct	Indirect
<p><b>Service (Maintain or Improve services)</b></p>	<ul style="list-style-type: none"> <li>✓ provision of technical advice, collection and maintenance of stock condition information and management of responsive repair, planned improvement, gas/electric and other safety contracts for the Council's retained housing stock and the corporate assets owned by other Service Areas</li> <li>✓ undertaking options appraisals for the Housing Service area on the most effective means of developing new HRA housing and improving the existing stock</li> </ul>	<ul style="list-style-type: none"> <li>✓ The service will act as an enabler for others to deliver their aspects of FFF</li> </ul>
<p><b>People (Effective Staff)</b></p>	<ul style="list-style-type: none"> <li>✓ Embedding health and wellbeing in the Council at all levels</li> <li>✓ Ensuring that the Council meets all health and safety and compliance requirements in respect of its housing and corporate assets</li> <li>✓ Right people with the right skills in the right jobs through effective workforce planning</li> <li>✓ promoting the services we offer through correct channels to enable awareness and accessibility to services</li> </ul>	<ul style="list-style-type: none"> <li>✓ The service will act as an enabler for others to deliver their aspects of FFF</li> </ul>
<p><b>Money (Firm Financial Footing over long term)</b></p>	<ul style="list-style-type: none"> <li>✓ Asset improvement and replacement plans</li> <li>✓ Effective procurement in line with our CoPP</li> <li>✓ Effective contract management</li> </ul>	<ul style="list-style-type: none"> <li>✓ The service will act as an enabler for others to deliver their aspects of FFF</li> </ul>

## 2 Managing Service Delivery

### 2.1 Service Overview

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

Service Being Delivered	Priorities (with Justification)	Service Demand	
<b>Assets Team</b>	Developing and managing the delivery of the Council's Asset Management Strategy in order to support the Fit for the Future Programme and the achievement of the Council's Medium Term Financial Strategy and HRA Business Plan objectives	c.5,500	No. HRA properties
		c.200	No. operational or leased Corporate properties
	Providing property owning service areas with professional and technical advice, assistance and support in the feasibility, development and delivery of asset related maintenance and development projects		
	Maintaining the value and quality of the Council's HRA and corporate stock through cost effective and customer focused repairs and maintenance	c. 18,000	No. HRA repairs completed per annum
		£5.3m	Budget: HRA Repairs and Void Properties
		c. 20,000	No. corporate property repairs completed per annum
		£2.082m	Budget: Corporate Property Repair and Planned Maintenance
	Assisting in the appraisal, planning and delivery of the Council's major refurbishment and re-development projects across the Council's HRA and corporate stock	£26.35m	Budget: Housing Investment Programme and corporate capital programme
	Ensuring a robust approach is taken to maintaining the Council's assets in line with statutory regulation and best practice		

Service Being Delivered	Priorities (with Justification)	Service Demand	
	Collecting, maintaining and reviewing stock condition survey data for HRA and corporate stock to ensure flexible and effective repair, maintenance and improvement strategies, and to provide up to date plans and work programmes to inform future investment requirements		
	Seeking opportunities to improve the environmental impact and sustainability of the Council's new and existing assets		
	To ensure that works and services required to manage the Council's corporate assets are regularly reviewed to ensure that they comply with the Code of Procurement Practice and the Public Contract Regulations	33	No. works and services contracts
<b>ICT Services</b>	Develop and manage the ICT Strategy to meet the Council's priorities		
	Develop and monitor the Information Security Policy to ensure the Confidentiality, Integrity and Availability (CIA) of Council data.		
	Develop and rehearse the ICT Business Continuity Plan to ensure the continuity of Council services		
	Develop and monitor the ICT investment plan to maintain a stable and secure platform for current service delivery and to meet the future needs identified in the ICT Strategy	£1,532,407 £33,000	ICT Asset Reserve (5 Years) Digital work programme 18/19
<b>Desktop Services</b>	Provision of first line and second line Desktop Support, including the provision of a Helpdesk Service, to minimise the disruption caused by service incidents and to improve personal productivity through the adoption of technology.	14,000  600+ Users	No. of Helpdesk calls per annum, excluding Face-To-face, and emails. The team also has project work.  Staff, Councillors, Contractors & WCC staff
<b>Applications Support</b>	Provision of support services to users of the Council's line-of-business applications to maintain system availability and to ensure that the applications are exploited to the benefit of the Council and the citizen.	3,200	Ad-hoc requests per year, although the majority of the work is project based
<b>Infrastructure</b>	Provision of a stable, secure, performant network, storage, server and telephony services stable operating environment for all the IT functions using the technology	120+ servers	Primarily a project based team
<b>Geographical Information Systems</b>	Provision and maintenance of the Council's Local Land & Property Gazetteer (LLPG) is a statutory requirement and one which provides an authoritative address database for the Council and its systems;	23,000	Approx. number of address creations/updates for the current year
	Delivery of a corporate geographical information service to the Council is designed to capture, manage, analyse and present all types of spatial and geographical data that it holds – equating to over 80% of all information held by a local authority		

Service Being Delivered	Priorities (with Justification)	Service Demand	
	The provision of a Street Naming & Numbering Service is a statutory requirement.	150 £45,000	Requests per annum Income target
<b>Electoral Services</b>	To deliver and maintain the electoral register for Warwick District, in line with the requirements for Individual Electoral Registration	109,000	Number of electors
	To deliver the requirements placed on this Council for potential Neighbourhood Plan referendums or by-elections		
<b>Civic &amp; Committee Services</b>	To manage and support all Council, Executive, Committee and Sub-Committee meetings of the Council	130	Committee meetings per year
	To manage & support the Chairman of the Council, at the functions they host and attend.		
<b>Corporate Support Team</b>	To administer all information requests, associated reviews and work with the Information Commissioner.	900	Requests for information per year
	To administer all Stage 1, Stage 2, LGO and HO complaints about this Council	100	Complaints per year
	To provide a same day document processing service and to manage the corporate scanning project		
	To provide an accurate same day cash receipting system		
	To provide an efficient postal system offering timely delivery		
<b>Information Governance</b>	To provide an information Governance and assurance for the Council in ensuring relevant Policies are in place along with appropriate training and support for officers.		
<b>Performance Management</b>	To provide support to SMT in the collation and publication of Service Area Plans and performance information for the Council.		
<b>Payroll</b>	To liaise with Coventry City Council to co-ordinate payroll and HR transactional services		Monthly
	To ensure people management information – vacancies, absence etc is up to date at all times		Quarterly via SMT and PSSG
	To co-ordinate pension information between Coventry City Council and our Pension provider – Warwickshire County Council		Monthly
	To provide 'Self Serve' to all staff and Councillors which includes Expenses, Overtime, time sheets and Mileage		
<b>HR</b>	Develop and manage the People Strategy to meet the Council's priorities.		Quarterly (SMT PSSG)

Service Being Delivered	Priorities (with Justification)	Service Demand	
	To ensure the Council Policies and practices are fit for purpose and acts within legislation in order to maintain its role as a fair and equitable employer		Annual
	To provide management information regularly to enable the Council to make informed decisions, for example absence, turnover and agency costs.		Quarterly via SMT and PSSG
	To continue to work with Service Areas in reviewing efficiencies and resourcing in all service areas		
	Review E & D priorities including updated training for EQIA's and link to Public Sector Equality Duty		Quarterly via SMT and PSSG
	To ensure the organisation continues in its drive to support different ways of working throughout the council		
<b>Learning &amp; Development</b>	To review key indicators, such as IIP, Peer Review and Safeguarding Agenda, to determine corporate training needs		Quarterly via SMT and PSSG
	To complete Training Needs Analysis of Service Area needs from Personal Development Plans to develop Corporate Training Plan		Quarterly via SMTplus
	To provide comprehensive, blended learning solutions for all staff and managers across the Council, including e-learning.		E-learning Classroom External facilitation
<b>Marketing &amp; Communications</b>	To coordinate and manage all corporate communications, both internally and externally, providing advice and assistance where necessary and in line with the Council's Communications Strategy.	20 100	Press releases per week Tweets per month
	To support the Local Resilience Forum in delivering the County-wide Emergency Plan		
	To provide communications and marketing support across the Council to help promote services		
	To provide a comprehensive graphic design service to all service areas		
<b>Website</b>	To manage the corporate web site, developing best practice and ensuring service areas present information and digital services appropriately for our customers.	No of visits	WDC Residents, businesses and visitors

## 2.2 Measures

The following measures are reported to SMT/CMT (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 each teams respective Team Operational Plan (TOP).

### Customer Measures – those important to the people/organisations who use our services

**Note : these measures should be used on a daily, weekly or monthly basis to identify the impact of interventions in the system and to plan future interventions. Interventions may be very small adjustments to resources, or may involve transformational change**

Measure	Performance Target	Reporting Tolerance	Quarter 1	Quarter 2	Quarter 3	Quarter 4
<b>Assets Team</b> * These are spot figures to be measured on last working day of each quarter						
%age of HRA repair requests completed on time	90%	2%	87.3%	79.8%	84.3%	
%age of HRA repair requests which were subject to a recall	<10%	2%	4.4%	3.6%	3.8%	
%age of HRA homes with a gas safety inspection completed within the last 12 months*	100%	<=2%	100.0%	100.0%	99.9%	
%age of corporate properties with up to date gas safety certification*	100%	0%	100.0%	79.5%	100.0%	
%age HRA homes with stock condition survey information updated within the last 5 years*	100%	0%	90.0%	89.9%	88.3%	

%age corporate properties with in date Electrical Test certificates*	100%	0%	55.1%	80.6%	83.3%	
%age HRA blocks with an individual Fire Risk Assessment and in-date annual review*	100%	0%	100.0%	NM	82.3%	
%age corporate properties with in date Fire Risk Assessment*	100%	0%	100.0%	84.0%	82.2%	
%age corporate properties with an up to date DEC on display*	100%	0%	100.0%	99.1%	100.0%	
%age corporate properties with an up to date asbestos survey*	100%	0%	100.0%	14.3%	100.0%	

<b>ICT Services</b>						
%age Service Availability - Servers, Network, Application	99.99%	> = -0.5%	98.68%	99.95%	100.00%	0.00%
%age Service Availability - Corporate Telephones (CallManager)	99.99%	> = -0.5%	100.00%	100.00%	100.00%	0.00%
%age Service Availability - Virtual Desktops	99.99%	> = -0.5%	98.36%	100.00%	100.00%	0.00%

%age Completion rate for combined Incident & Service Request Calls within SLA	95%	> = -5%	98.03%	96.80%		
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<b>Democratic</b>						
%age of Complaints to Ombudsman upheld	0%	>=1	50.0%	0.0%	0.0%	
%age of Freedom of Information Requests responded to on time	80%	>=-5%	94.0%	83.0%	83.0%	

%age of subject access requests responded to on time	100%	0%	33.0%	44.0%	61.5%	
%age of ICO case upheld	0%	0%	0.0%	0.0%	0.0%	

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<b>Media</b>						
Increased number of Twitter followers	200	>=-10%	268	149	165	
Increased number of retweets	500	>=-10%	778	514	814	
Increased number of click throughs	500	>=-10%	3186	1998	2137	
Increased number of Facebook followers	50	>=-10%	312	164	459	
Positive Press coverage as a percentage of overall reporting about the Council.	60%	>=-5%	40%	58%		

## 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, through their head of service, SMT 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 Service 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>• Bi-Annual review of the ICT Equipment Reserve; including Member Scrutiny</li> <li>• Undertake Finance year-end training</li> <li>• Review of PPM forward projections for following 5 years and impact on 30 year programme</li> <li>• Review HIP spend to ensure it meets Housing Business Plan requirements</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>• E &amp; D &amp; Information Governance to continue to support the procurement process across the Council.</li> <li>• <b>Major Procurements:</b></li> <li>• Combined gas and electric fuel supply contract</li> <li>• Roofing replacement and repairs</li> <li>• Barcode payment services contract</li> <li>• To start the procurement of the electronic payment Services contract in parallel to the procurement of the new Financial Management System</li> <li>• Civic Car</li> <li>• New roofing contract for HRA and corporate property</li> </ul>	
<b>Contract Management</b>	<ul style="list-style-type: none"> <li>• Quarterly update of contract register</li> <li>• Contract monitoring</li> <li>• Mobilisation and bedding in of all new Repairs and Capital contracts let during the year including roofing and fire risk assessments</li> </ul>	
<b>Audits</b>	<ul style="list-style-type: none"> <li>• Implementation of outstanding audit recommendations.</li> <li>• Audits:</li> </ul>	

	<ul style="list-style-type: none"> <li>• Infrastructure Security and Resilience</li> <li>• Information Systems Policies</li> <li>• Cloud Applications</li> <li>• Human Resource Management</li> <li>• Recruitment and Selection, Terms and Conditions</li> <li>• Website Management</li> <li>• Safeguarding Children and Vulnerable Adults (training)</li> <li>• Health &amp; Well-being</li> <li>• Equality &amp; Diversity</li> <li>• Local Elections</li> <li>• Health and Safety Compliance for Public Buildings</li> <li>• Housing Stock Asset Management</li> <li>• Energy Management</li> <li>• Gas and Electrical safety</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.</li> </ul>	

## Part 3 – Managing and Improving People

### 3.1 Staff Resource

There are currently 93.76 (ICT 20.81/HR & Media 15.05/Democratic Services 17.16/Asset 37.73/CXO 3), these include vacant posts as of 1.3.19

### 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.
	Democratic Services	Plan for Electoral Services Manager retirement in 2021	Training Shadowing	Potential for reduced service and knowledge	To be reviewed in September 2019 to produce plan for moving forward.
<b>2. Skills, Training, Competency Needs</b>					
	All	Completion of the PDPs as part of the appraisal process to enable the creation of a KSA matrix.	Align training needs to the available budget, also considering training required to deliver key projects	None	Ongoing updates throughout the year as a result of appraisals, 1-2-1, succession planning and specific area needs.
<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.
<b>SMTplus Review</b>	All	Review of structure and resources to support Business Plan	Unknown	Unknown until Phase 1 completed with recommendations	Phase 1 May 2019
<b>ICT Service Review</b>	Ty Walter	Full service review to be undertaken by DCE/CMT. Future role of the ICT Manager to be	Unknown	To deliver a more business focused service, rather than a technology centric service.	SMTplus review Digital programme review DCE/CMT feedback

		incorporated into the SMTplus review. Resources required in application support to be linked to progress on the Digital Strategy.		A more responsive and resilient service. Outcome to be monitored via service KPIs and feedback.	
<b>Change to service delivery</b>	Graham Leach	To bring forward a business case for the transfer Hybrid mail as part of ICT projects for 2020/201	Possible salary saving and efficiencies across the Council	Potential savings in terms of service delivery and improved performance for mail delivery. Changes in operation for sending mail.	Business case to be developed and submitted by November 2019
<b>Re-design Asset Team structure and responsibilities</b>	Bill Hunt	Temporary contracts extended to Aug 18 to allow re-design process to be completed	Possible savings but report to Executive as appropriate if any additional budget required	Consultation on re-design options will involve other service areas.	Re-design consultation to commence March 2018 2017  Report to Employment Committee July 2018
<b>HR Service Review</b>	Tracy Dolphin	To review temporary hours that will be reduced for 2020/21	Impact on resource relating to ongoing projects	Needs of services	Update for Dec Emp Com if required

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

Activity	Budgetary Impact	2018/19	2019/20	2020/21
ICT Goods & Services	The majority of ICT's products and services are initially priced in \$USD. Although the initial impact of the £GBP devaluation following the Brexit vote has been factored in to ICT's budgets, further uncertainty remains in the currency markets and this may have an impact on ICT budgets.	Unknown	Unknown	Unknown

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

Project	Sponsor / Lead Officer	Budget Impact	Impact on other Services	Milestones	Date									
<b>Corporate Projects</b>														
<b>Digital by Design</b> To assist in the definition and delivery of the DbD programme and to act as the project lead.	Ty Walter (ICT Lead) Web Site Manager / Media Team	£200,000 allocated	All Services	2019/20 Digital Programme of Works submitted to the Executive Feb 2019. Progress Monitored via the ICT Steering Group.	On-Going									
<b>People and Change Programme/HPL/FFF V 2/AWA</b> Part of organisational cultural change initiatives. To assist in the identification and delivery of technology and processes that will enable Managers and staff to operate efficiently and effectively delivering service improvements.	Bill Hunt/Heather Johnson (Project Leads) Ty Walter (ICT Lead) Tracy Dolphin (HR Lead)	£80,000 allocated from STR for AWA work £21,000 allocated as ER for People and Change programme	All Services	As part of Programme of work and dates confirmed										
<b>Council Elections</b>	Graham Leach Ty Walter (ICT Lead)			Deliver new ICT Equipment & Training post-election and to develop new services including a Members' Portal in conjunction with the Member Working party.	May 2019 On-Going									
<b>CSW Superfast Broadband</b> The CSW Broadband project will bring improved broadband speeds across Coventry, Solihull and Warwickshire. Funded by Central Government, Local Authorities and ERDF (EU) money, the	Andrew Jones / Ty Walter	No additional WDC funding.  Alternate funding stream		The project will cease on the completion of Contract 3. <table border="1"> <tr> <td>Contract 1</td> <td>Roll-out completion</td> <td>May 2016</td> </tr> <tr> <td>Contract 2</td> <td>Commencement</td> <td>Jan 2016</td> </tr> <tr> <td>Contract 2</td> <td>Delivery Completion</td> <td>May 2019</td> </tr> </table>	Contract 1	Roll-out completion	May 2016	Contract 2	Commencement	Jan 2016	Contract 2	Delivery Completion	May 2019	
Contract 1	Roll-out completion	May 2016												
Contract 2	Commencement	Jan 2016												
Contract 2	Delivery Completion	May 2019												

<b>targets are to achieve 98% coverage at superfast speeds (minimum 30Mbps) dependent on funding, by the end of the project in late 2019.</b>		beings evaluated by WCC to extend the project.		Contract 2	Financial Closure	March 2020	
				Contract 3	Commencement	December 2019	
				Contract 3	Delivery Completion	December 2019	
				Contract 3	Financial Closure		

<b>Governance &amp; Management</b>					
<b>ICT Strategy 2015-19</b> To monitor, review and update ICT Strategy to ensure it remains aligned the Council's corporate objectives.	Ty Walter		All Services	Strategy delivered & monitored via ICTSG. Delivery via the Digital Programme of Works.	On-Going
<b>People Strategy 2016-2020</b> Monitor, review and update of People Strategy Action Plan priorities aligned to Workforce Steering Group, themes to include: <ul style="list-style-type: none"> <li>• Leadership &amp; Organisational Development</li> <li>• Workforce Planning &amp; Performance</li> <li>• Learning &amp; Development</li> <li>• Communications, Involvement &amp; Engagement</li> <li>• Equality &amp; Diversity</li> <li>• Employee Well-being, Reward &amp; Recognition</li> </ul>	Tracy Dolphin	Potential savings/additional costs from specific workstreams identified	Impact across levels of Staff and Manager	Updates to JCF/WSG/SMT quarterly	
<b>ICT Business Continuity Plan</b> To continue to update ICT BC Plan in conjunction with the Civil Contingencies Officer to make it a stronger operational document.	Ty Walter	None	Will be used to inform other services on the BC actions they need to undertake	Critical first rehearsal: <ul style="list-style-type: none"> <li>• New supplier</li> <li>• New equipment</li> <li>• New backup solution</li> </ul>	Nov 2019

<b>Information Governance Framework</b> To bring forward updated policies and practices in advance of the introduction of GDPR in May 2018	Graham Leach/ Shafim Kauser		All service areas	Weekly reports to CMT and to Executive as appropriate,	
<b>Security &amp; Compliance</b>					
<b>Digital Resilience</b> To identify opportunities, largely through cloud based services, to provide increased digital resilience in the event that Council ICT facilities are compromised.	Ty Walter		All Services	O365 Rollout  Web Site Continuity (Azure)	Q1-Q2 19/20  Jan 2020
<b>Desktop Projects</b>					
<b>Desktop Refresh</b> MS Windows 10 rollout, Horizon 7 upgrade and Physical Desktops	Lee Millest	Asset Replacement Programme	All Services		Q1-Q4 19/20
<b>Fileserver Migration</b> Migrate corporate fileserver to O365	Lee Millest	Service Transformation Reserve	All Services	Project deferred 2020	
<b>Application Support Projects</b>					
<b>Corporate Development</b> To deliver the projects authorised in the ICT Steering Group's development plan	Tass Smith	Service Area Budgets	All Services		On-going
<b>Members' Portal</b> To produce a consolidated view of data and content for use by members	Tass Smith		All Services / Members	Identify security model	Q4 19/20
<b>Infrastructure Projects</b>					
<b>Extend VoIP telephony to Satellite Sites</b>	Richard Bates		Neighbourhood Services Cultural Services	Pump Rooms	July 2019  Q4 19/20

<b>Potential to join the Crematorium and Pump Rooms to the Council's VoIP telephone network. This will allow access to services such as Jabber and corporate preferential call rates.</b>				Investigate Crematorium options.	
<b>Deploy Agile Working Technologies</b> Mobile Jabber, Enhanced Voicemail & WebEx.	Richard Bates	Transformation Budget	All Services	Mobile Jabber O365 on personal devices Jabber Voicemail WebEx pilot	May 2019 Jul 2019 May 2019 Q2-Q3 19/20
<b>GIS Projects</b>					
<b>Members' GIS</b> Extend the current number of datasets for members	Mark Barnes		All Services / Members	Deferred to 2020 due to Service Area system replacements.	
<b>Support of the Neighbourhood Services Data capture project.</b> Completion of grounds maintenance capture project	Mark Barnes		Neighbourhood Services	Import of data from 3 <sup>rd</sup> party. Production of multiple presentation layers. Data management interface.	Jan 2020
<b>Land Ownership Data</b> Re-capture / cleanse of WDC land ownership data (in conjunction with assets team).	Mark Barnes			Data capture & cleanse. <ul style="list-style-type: none"> <li>• Plotted</li> <li>• Geo-coded</li> <li>• UPRN</li> </ul>	Nov 2019
<b>Electoral Services</b>					
<b>Planning for HQ relocation</b> To consider the implications for delivering the service from within the new HQ and without the Town Hall	Gillian Friar		Discussions and planning with project officer on space requirements		
<b>Completion of the 2019 election</b>	Gillian Friar		Closure of elections through payment to staff, recharging		2/11/2019

			Parish/Town Council's and closing accounts		
<b>Preparation for the 2020 PCC Election</b>	Gillian Friar		Liaison with Warwickshire authorities and delivery in line with agreed project plans.	Awaiting decision from Cabinet office on who will be the returning officer for the election as they will determine the work required by WDC	
<b>Civic &amp; Committee Services</b>					
<b>Delivery of 2019 induction of Councillors</b> To deliver an induction programme for Councillors	Graham Leach	The current Annual budget for member development is £5,100, but with an EMR from the previous year requested of £5,000 The aim will be to retain the cost within this budget.			
<b>Corporate Complaints Procedure</b> To complete the review of the Council's complaints procedure and deliver appropriate training.	Graham Leach		Liaison with SMT and investigating officers	Review of current approach to be undertaken in July 2019 with review to introduce new Policy in by January 2020.	
<b>Information Governance</b>					
<b>Governance Framework</b> To deliver the Information Governance framework development in line with requirements of GDPR and Data Protection Act 2018.	Shafim Kauser		This will be relevant to all Service Areas as there will be a need to update a revise current practice.	This will be a rolling programme but the first decisions will be by Executive in April 2018.	
<b>Performance Management</b>					

<b>Delivery of performance measures system</b> To deliver a consistent approach for performance measures and Service Area Plan monitoring.	Graham Leach		All Service Areas	The key will be the appointment of the new team member to the new role. Recruitment in April 2019.	
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<b>HR/Marketing &amp; Communications</b>					
<b>T&amp;C Review</b> Update of Policies/Contract	HR Senior Business Partners	Priorities to be scoped and potential budget impact assessed	All areas	Linked to WSG for review and timeline to be agreed	Dec 19
<b>Organisational Development:</b> (Redesigns/restructures)	HR Senior Business Partners	Linked to individual service area budgets		As part of Service area timelines	Ongoing
<b>On line Recruitment portal</b>	Senior HR Business Partners/HR Manager	Scoping to be completed	All Areas	Part of Operational Plan	May 19
<b>Corporate Apprenticeship Scheme Review</b>	Senior HR Business Partners	£150,000 budget agreed in 2017 to fund scheme. Claim against apprenticeship levy	All Areas	Review June 2019 SMT Scope for further work on interns/work placements	June 2019
<b>Reward and Recognition</b>	HR/Marketing & Comms Manager	Project scoped 2018 options to be developed for budget impact	All Areas	Review by end 2019	Dec 2019
<b>Management Information Review</b>	HR/SMT	No direct budget implications	All Areas	Sept 2019	Sept 2019

<b>- How HR/Comms MI is presented and analysed</b>					
<b>Health &amp; Well-being Review</b>	HR/Marketing & Comms Manager/Learning & Development Officer	Linked to year of Well-being/Thrive Awards/WDC Health & Well-being scheme/new Occupational Health provider budget agreed	All Areas	Review by end 2019	Dec 2019
<b>Agency/non Agency protocols and guidelines</b>	HR/SMT	Aimed at reducing budget implication of agency staff	All Areas	Part of Finance Action Plan	May 2019
<b>Non WDC staff protocols</b>	HR/SMT/IT/IG	No direct implication	All Areas	Sign off at WSG June 2019	June 2019
<b>Planning for HQ relocation</b> To consider the implications of : <ul style="list-style-type: none"> <li>• Policies</li> <li>• Communications</li> <li>• Engagement</li> <li>• Car Park Displacement</li> </ul>	HR/Marketing & Comms Mgr	Budget implication to be scoped as part of overall plan	All areas	Agreed work programme with change partner (as part of corporate organisational change programme)	TBC
<b>Commonwealth Games 2022</b>	Marketing & Comms Mgr	No direct implication	Corporate project	Agreed communications Plan with project group	2019/20 ongoing
<b>Intranet Improvement Plan</b>	Marketing & Comms Mgr	No direct implication	Corporate project	Part of Operational plan	2019/20 ongoing
<b>Website and services accessibility review. To ensure</b>	Website Mgr	Unknown cost of updating website templates.	Apps support to help with review	Identify systems	19/20: Q1

<p><b>our website and applications meet the required accessibility standard WCAG 2.1 AA</b></p>		<p>Potentially need software for reviewing PDF accessibility</p>	<p>and make required changes to WDC developed apps.</p>	<p>Review systems Identify issues and responsibility Implement fixes</p>	<p>Q2 Q3 Q4</p>
<p><b>Website contact forms.</b> To use contact forms as the method of contact for enquiries and reporting. Allow for a standardised contact approach and potential for integration into back office systems. Reduce the need for email, telephone and face to face contact.</p>	<p>Website Mgr</p>	<p>No direct implication</p>	<p>Services will have email addresses on the website replaced with online forms. Possible work to integrate forms into back office systems</p> <p>Apps support to assists with integrations between online forms and systems</p>	<p>NS and HCP All forms completed</p>	<p>19/20 Q1 Q3</p>
<p><b>Website forms system migration</b> A move to an advanced form system with addition features and form options.</p>	<p>Website Mgr</p>	<p>£6825 (paid)</p>	<p>All forms will need to be migrated to the new system. Links to forms will need to be updated on services web pages and any other material/documents.</p>	<p>Jadu updating website templates Form system live Migration of forms to new system</p>	<p>May 2019 July 2019 By Q4</p>

			Apps support to help move over any existing form integrations.		
<b>High Rise Living</b>	Marketing & Comms Mgr	No direct implication	Housing & Asset team	Communications plan on-going	2019/20
<b>Elections 2019</b>	Marketing & Comms Mgr	No direct implication	Corporate project	Comms plan agreed with Project Board	May 19
<b>Spa Centre Rebrand Combine with Museum &amp; Art Galleries</b>	Marketing & Comms Mgr/ Designers	No direct implication	Spa Centre leading on this	Branding exercise to be worked on jointly with Spa Centre Marketing team	Sept 19
<b>New Councillor engagement</b>	Marketing & Comms Mgr	No direct implication	Working with GL on this project – linking it to the Expo	Developing plan	May/June 2019
<b>Assets</b>					
<b>Refurbishment of communal areas to multi-storey blocks, completion of fire safety works and revised Fire Risk Assessments</b>	Senior Building Surveyor Project Manager	£2.5m allocated from HRA Major Repairs Reserve	Corporate project	Reviewed by Fire Safety Group	October 2019
<b>Implement systems and procedures changes arising from the review of ActiveH record storage</b>	Compliance Manager	No direct implication	All services		End 2019/20
<b>Asset Management Strategy</b>	Asset Manager	No direct implication	All services	Reviewed by Asset Management Steering Group	September 2019

<b>Fire Risk Assessments for Low Rise HRA Blocks</b>	Asset Manager	Budget for consequent works	Housing		End 2019/20
<b>Corporate PPM Programme and 5 Year projections</b>	Technical Manager	Corporate PPM budget and Capital Reserve	All services other than HRA	Reviewed by Asset Management Steering Group	End 2019/20
<b>HRA Repairs and Voids service development</b>  <b>Following contract mobilisation and year one review, develop and initiate workflow, systems and service changes to enhance performance and customer service</b>	Assets Manager and Compliance Manager	HRA Revenue Budget for R&M	Housing	In liaison with Housing Services	End 2019/20
<b>HIP Capital Programme</b>  <b>To ensure that allocated capital resources are spent effectively so that all HRA stock reaches required standard and to deliver thermal improvement to the housing stock through use of EPC data and recommendations</b>	Assets Manager and Technical Manager	HRA Capital Budget	Housing	In liaison with Housing Services	End 2019/20