

A meeting of the above Committee will be held at the Town Hall, Royal Leamington Spa on Tuesday 11 February 2020, at 6.00pm.

Membership:

	Councillor Davison (Chairman)	
Councillor G Cullinan		Councillor N Murphy
Councillor A Dearing		Councillor M Noone
Councillor P Kohler		Councillor P Redford
Councillor R Margrave		Councillor D Russell
Councillor A Milton		Vacancy

Emergency Procedure

At the commencement of the meeting, the emergency procedure for the Town Hall will be announced.

Agenda

1. Apologies & Substitutes

- (a) to receive apologies for absence from any Councillor who is unable to attend; and
- (b) to receive the name of any Councillor who is to act as a substitute, notice of which has been given to the Chief Executive, together with the name of the Councillor for whom they are acting.

2. Declarations of Interest

Members to declare the existence and nature of interests in items on the agenda in accordance with the adopted Code of Conduct.

Declarations should be entered on the form to be circulated with the attendance sheet and declared during this item. However, the existence and nature of any interest that subsequently becomes apparent during the course of the meeting must be disclosed immediately. If the interest is not registered, Members must notify the Monitoring Officer of the interest within 28 days.

Members are also reminded of the need to declare predetermination on any matter.

If Members are unsure about whether or not they have an interest, or about its nature, they are strongly advised to seek advice from officers prior to the meeting.

3. **Minutes**

To confirm the minutes of the meeting held on 17 December 2019.

(Pages 1 - 6)

4. **Chief Executive's Office – Service Review**

To consider a report from the Chief Executive's Office.

(To follow)

5. **Review of the Work Programme, Forward Plan and Comments from the Executive**

To consider a report from Democratic Services.

(Pages 1 - 12)

6. **Executive Agenda (Non-confidential Items and Reports) – Wednesday 12 February 2020**

To consider the non-confidential items on the Executive agenda which fall within the remit of this Committee. The only items to be considered are those which Committee Services have received notice of by 9.00am on the day of the meeting.

You are requested to bring your copy of that agenda to this meeting.

(Circulated separately)

7. **Public and Press**

To consider resolving that under Section 100A of the Local Government Act 1972 that the public and press be excluded from the meeting for the following item by reason of the likely disclosure of exempt information within the paragraphs 1,2 & 3 of Schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006.

8. **Executive Agenda (Confidential Items and Reports) – Wednesday 12 February 2020**

To consider the confidential items on the Executive agenda which fall within the remit of this Committee. The only items to be considered are those which Committee Services have received notice of by 9.00am on the day of the meeting.

You are requested to bring your copy of that agenda to this meeting.

(Circulated separately)

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Overview and Scrutiny Committee

Minutes of the meeting held on Tuesday 17 December 2019 at the Town Hall, Royal Leamington Spa at 6.00pm.

Present: Councillor Davison (Chair); Councillors; Ashford, Boad, Cullinan, Evans, Margrave, Murphy, Redford and Russell.

Also Present: Councillor Grainger, Portfolio Holder – Culture, Councillor Grey (observing), Councillor Hales – Portfolio Holder – Finance, Councillor Norris – Portfolio Holder – Neighbourhood Services and Councillor Rhead – Portfolio Holder – Environment & Business.

57. **Apologies and Substitutes**

- (a) an apology for absence was received from Councillor Kohler; and
- (b) Councillor Ashford substituted for Councillor Noone, Councillor Boad substituted for Councillor Milton, and Councillor Evans substituted for Councillor A Dearing.

58. **Declarations of Interest**

There were no declarations of interest made.

59. **Minutes**

The minutes of the meeting held on 12 November 2019 were taken as read and signed by the Chair as a correct record.

The Chair reported that he had raised the issue of whether draft minutes should be circulated sooner with the Chair of Finance & Audit Scrutiny Committee. He asked if any Members of Overview & Scrutiny Committee had views on this but no-one felt strongly on the matter so no change was made to the current system of circulating draft minutes with the reports for the next meeting when the agenda was published.

The Chair also asked Members if they felt that the minutes taken when Executive items were scrutinised should contain more than just the comment or recommendation to the Executive. He suggested that the minutes should follow similar lines to those for the Committee's own Work Programme reports. None of the Members expressed any strong views on the matter, recognising that the Executive was the decision-making body for its reports. In the absence of clear direction on whether to continue the minutes in current form for Executive reports or to change to the minutes reflecting the main items of discussion at Overview & Scrutiny Committee, the Chair suggested to trial having more detail in the minutes, and for this to start immediately.

60. **Executive Agenda (Non-Confidential items and reports) – Wednesday 18 December 2019**

The Committee considered the following item which would be discussed at the meeting of the Executive on Wednesday 18 December 2019.

Item 9 – Finance Systems Replacement

The Liberal Democrat Group had requested that this report should be scrutinised at Overview & Scrutiny Committee because it wished to understand the project interdependencies of the new finance system with other operational systems which were also being replaced (assuming that there would be inter-operational ability). Ahead of the meeting, the Liberal Democrat Group had submitted questions about the report and the Project Manager, Financial Systems had written directly to Members of the Overview & Scrutiny Committee with answers to these questions.

Councillor Kohler, a Member of the Liberal Democrat Group, with relevant experience, had been tasked to lead the scrutiny of the report at the Committee meeting. He was unavoidably called away moments before the meeting started. Councillor Boad therefore said that without Councillor Kohler's technical experience, it would be best if Councillor Kohler followed up the specific technical questions with the officers when he was able to.

The Project Manager, Financial Systems reported that procurement of the Finance system would start in early 2020, with the Health & Community Protection system procurement starting a little later. Discussions on the Health & Community Protection system later in the week might give rise to areas within the project that might benefit from scrutiny. There was no direct conflict between the two systems. The Finance system software had an expected shelf life between four to five years, but if kept up to date, should last for 15 years before a replacement was required. The hardware would last between four to five years. There was a move to look at Cloud based systems. To keep costs under control, the Council would adapt its procedures to work with the confines of the software rather than requesting bespoke changes to make the software match the Council's procedures.

The Committee supported the recommendations in the report.

Resolved that an update on the Finance and Health & Community Protection Systems replacements be given in April (if appropriate) to the Overview & Scrutiny Committee.

(Councillors Grey and Rhead arrived part-way through this item. Councillor Hales left at the end of this item.)

61. **Green Space Quality Audit**

The Committee considered a report from Neighbourhood Services following a request from the Committee when the Service Area Update had been given in September 2019 for more detail on the green space quality assessment. Members would then review the additional information to determine if this was sufficient detail for inclusion in future service area reports.

The Committee requested that the information provided in the report from 2017 – 2019 be broken down by Ward areas and circulated to Councillors now.

The Committee was content with the format of the report for future service area updates, with the addition of the information also broken down by Wards.

(Councillor Norris left the meeting.)

62. **Environment and Business Portfolio – Service Review**

The Committee considered a report which brought together details of performance relating to the Environment and Business Portfolio. The business part of this portfolio was predominantly focused on services within Development Services. Therefore, the Development Services Area Plan (and associated documents) had been used as the basis for reporting on this. However, the environment part of this portfolio cut across all services and was also a new dimension to the portfolio. This part of the portfolio was subject of the recent Executive report (November 2018). Therefore, this update concentrated mainly upon the business element of the portfolio. The reporting and governance arrangements for the environment element of the portfolio were still being established following the approval of the update on the Climate Change Emergency Action Plan at Executive.

In response to questions from Members, Councillor Rhead, Portfolio Holder for Business and Environment, the Head of Development Services and the Policy and Projects Manager explained that:

- The Council had been working with the Clinical Commissioning Group (CCG) and South Warwickshire Foundation Trust to progress the Cubbington Road GP surgery and the Health Centre in Lillington. There were capacity issues at the Council and within the NHS which had meant a failure to gain momentum on the projects. Meetings on the Cubbington Road surgery were imminent and progress from these would be reported to Members early in 2020. The Lillington Health Hub project would be supported by CIL money and £60,000 of that money would be used to support the NHS do the early stages of this during 2020.
- They would take on board Members' comments that there needed to be sufficient car parking at the Cubbington Road surgery when it was relocated and would inform the CCG about this Council's parking standard, which would have to be met in the planning application. Councillor Redford was concerned that people using the new surgery would have to travel there by car because there would be a lot of people who would be unable to access these facilities by public transport.
- When Leamington Spa Football Club was relocated and the new stadium built, the land vacated at Harbury Lane would become available for a Gypsy and Traveller site. There were problems identifying sites for Gipsies and Travellers because land owners were not prepared to commit land for this use. Circa 30 pitches were required so at least one additional site was required and this had to be done in the next couple of years. Conversations with other Councils and the Police had occurred to try to identify sites, but most authorities found it difficult to identify suitable locations. The issue was exacerbated by unauthorised encampments left in a bad state after the Gipsies and Travellers had moved on.
- The Council had plans to plant 168,000 trees.

(Councillor Rhead left the meeting.)

63. **Update in Council's Brexit Preparations**

The Council considered a report from the Deputy Chief Executive and Monitoring Officer and the Head of Health & Community Protection which gave an update on a review officers had undertaken on the potential Brexit implications for Warwick District Council, focusing specifically on a "No Deal" Brexit. This was not an indication of the Council's anticipated outcome of the Brexit situation. At the point in time when the report was written, the Prime Minister had reached an agreement with the EU, but this had not yet been ratified by Parliament. The report was a reflection of prudence in planning, because this was the scenario with the most variables.

In response to questions from Members, the Deputy Chief Executive and Monitoring Officer and Councillor Grainger, Portfolio Holder – Culture explained that:

- The expected outcome of Brexit was that the Withdrawal Agreement would go through at the end of January 2020; a "no deal" scenario would arise if trade agreements could not be ratified by the end of the 12-month transition period.
- The Head of Health & Community Protection was the lead officer for keeping the Action Plan updated.
- An updated report would be presented to the Committee in four months' time when there had been opportunity to review it in light of the December 2019 General Election.
- It was felt that by July 2020, the country would know the shape any possible trade agreements would take. The next update in four months' time should account for "with and without a trade deal scenario".
- The relocation of Jaguar Land Rover (JLR) was not caused by Brexit; it was more centred on global issues, such as the decline in the Chinese market. The Council was not receiving any indicators from the CWLEP about businesses that might be forced to leave the area simply as a result of Brexit.
- EU citizens who were having difficulty applying for settled status would find help on the Council's website on sources of information.

Resolved that an update report be brought to the meeting in April which should focus on:

- (1) monitoring "red" risk areas; and
- (2) the people side – EU citizens/nationals facing hate crimes and entitlement to settled status.

(Councillor Grainger left the meeting.)

64. **Review of Health Scrutiny Sub-Committee 2018/19**

The Committee considered a report from Health & Community Protection which summarised the review and the achievements of the Health Scrutiny Sub-Committee during 2018/19 and provided information to aid

the discussion at Overview and Scrutiny Committee on the future of the Health Scrutiny Sub-Committee.

Councillor Redford, Chair of the Sub-Committee, informed Members that the Sub-Committee focussed primarily on work this Council did to improve health and wellbeing of its residents and Council staff. She requested that the Sub-Committee be allowed to continue in its present form for another 12 months because its membership was new to health scrutiny and it took a while for the work to bed in. She also raised concerns that if the work of the Sub-Committee was returned into the main Committee, then already long meetings would only get longer and it was possible that not enough focus would be given to health and wellbeing.

Councillor Redford pointed out that a lot of work had been done to make Council buildings "breast-feeding friendly" although measurement of the success of this was very difficult to measure by virtue of its private nature.

Overview and Scrutiny Committee Members suggested that the Sub-Committee should consider how the Council could help with the problem of social isolation. Was there scope for funding community grants, for example?

Resolved that:

- (1) in light of the ongoing Governance Review of the democratic structure of the Council, the work of the Sub-Committee will continue for a further 12 months and its role and remit will be considered as part of the wider Governance review; and
- (2) the work of the Sub-Committee and the Council against the Health and Wellbeing approach since the start of the 2018/19 municipal year be noted.

65. **Review of the Work Programme, Forward Plan and Comments from the Executive**

The Committee considered its work programme for 2019-2020, the Forward Plan and the response from the Executive to its comments in November.

The Committee agreed to amend its Work Programme as follows so that at the meeting in February, it could concentrate on scrutinising the report going to the Executive on the Climate Emergency:

- (1) 11 February 2020 meeting:
 - the Committee postponed certain reports scheduled for the February meeting to the March meeting. These reports were the Fuel Poverty report and the toilets for people living with disability report; and
 - Members were asked to review the website pages for night noise and inform the Committee Services Officer if they wished to discuss this at the February meeting;

- (2) 17 March 2020 meeting:
 - the annual update from Shakespeare’s England – the Committee did not want a presentation, but required a written report and would feed back any comments it had at the meeting; and
- (3) TBA:
 - the Asset Management Strategy report could be removed from the Work Programme.

Resolved that

- (1) the Comments from the Executive report attached as Appendix 2 to the report, be noted;
- (2) the following reports currently scheduled for February 2020 be postponed to March 2020:
 - (a) Fuel Poverty; and
 - (b) Improvement to accessibility and cleanliness of the toilets for people living with disability;
- (3) The Shakespeare’s England update scheduled for March 2020 should consist only of a report and Members will feed back any comments at the meeting. A presentation is not required; and
- (4) Members to notify the Committee Services Officer if they wish the Night Noise website pages to be discussed at the February meeting. If not, this item can be removed from the Work Programme.

(The meeting ended at 8.00 pm)

CHAIR
11 February 2020

 Overview and Scrutiny Committee 11th February 2020		Agenda Item No. 4
Title	Chief Executive's Office- Service Area Review	
For further information about this report please contact	Andrew Jones Deputy Chief Executive & Monitoring Officer andrew.jones@warwickdc.gov.uk 01926 456830	
Wards of the District directly affected	All	
Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006?	No	
Date and meeting when issue was last considered and relevant minute number	6 th February 2019	
Background Papers	See above	

Contrary to the policy framework:	No
Contrary to the budgetary framework:	No
Key Decision?	No
Included within the Forward Plan? (If yes include reference number)	No
Equality Impact Assessment Undertaken	No
NA	

Officer/Councillor Approval	Date	Name
CMT	31 st January 2020	Chris Elliott Bill Hunt Andrew Jones
Section 151 Officer	31 st January 2020	Mike Snow
Monitoring Officer	31 st January 2020	Andrew Jones
Assets, Democratic Services, Human Resources, ICT	31 st January 2020	Steve Partner, Graham Leach, Tracy Dolphin, Ty Walter
Portfolio Holder	31 st January 2020	Councillor Day
Consultation & Community Engagement		
NA		
Final Decision?	Yes	
Suggested next steps (if not final decision please set out below)		

1. **Summary**

- 1.1 This report brings together details of performance relating to the Chief Executive's Office.

2. **Recommendation**

- 2.1 That Overview and Scrutiny Committee review the Chief Executive's Office performance report and make any comments on it as appropriate.

3. **Reasons for the Recommendation**

- 3.1 It has been requested by Members that performance details of each Service Area/Portfolio are reviewed on a rolling Service Area-by-Service Area basis.
- 3.2 The Chief Executive's Office is presenting this report on performance to the Overview and Scrutiny Committee.
- 3.3 The 2019/20 Service Area Plan for Chief Executive's Office is available as Appendix A. The annual performance report is available as Appendix B.

4. **Policy Framework**

4.1 **Fit for the Future (FFF)**

The Council's FFF Strategy is designed to deliver the Vision for the District of making it a Great Place to Live, Work and Visit. To that end amongst other things the FFF Strategy contains several Key projects.

The FFF Strategy has 3 strands – People, Services and Money and each has an external and internal element to it.

- 4.2 Supporting Strategies - Within the Chief Executive's Office there are two strategies which directly contribute towards the outcome of FFF.
- People Strategy 2016-2020
 - ICT & Digital Strategy 2015-19 (work will be programmed to update this strategy)
- 4.3 Changes to Existing Policies - There are no changes to existing policies as a result of this report.

5. **Budgetary Framework**

- 5.1 Budgets for the Chief Executive's Office are set by the Council on an annual basis and budget reports are routinely considered by the Senior Management Team, with quarterly reports issued to the Executive. A separate report providing further details of the Budgets is being presented to Finance and Audit Scrutiny Committee.

6. **Risks**

- 6.1 Risks are managed using the service area's Risk Register which is reviewed and updated on a quarterly basis, and is subject to scrutiny by the Finance and Audit Committee on the 11 February 2020.

7. Alternative Option(s) considered

- 7.1 As this report is predominantly for information, at the request of the Overview and Scrutiny Committee, no other options are proposed.

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

Service Area :	Chief Executives Office
Service Area Manager:	Chris Elliott
Deputy Chief Executive:	Andrew Jones, Bill Hunt
Portfolio Holder(s):	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">Service (Green, Clean and Safe)</p>	<ul style="list-style-type: none"> ✓ Will seek to use and move towards sustainable methods of service delivery. ✓ 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 ✓ Managing the energy supply contracts for the Council in the most efficient way possible 	<ul style="list-style-type: none"> ✓ The service will act as an enabler for others to deliver their aspects of Fit for the Future Strategy

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

Internal	Direct	Indirect
<p>Service (Maintain or Improve services)</p>	<ul style="list-style-type: none"> ✓ 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 ✓ undertaking options appraisals for the Housing Service area on the most effective means of developing new HRA housing and improving the existing stock 	<ul style="list-style-type: none"> ✓ The service will act as an enabler for others to deliver their aspects of FFF
<p>People (Effective Staff)</p>	<ul style="list-style-type: none"> ✓ Embedding health and wellbeing in the Council at all levels ✓ Ensuring that the Council meets all health and safety and compliance requirements in respect of its housing and corporate assets ✓ 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 	<ul style="list-style-type: none"> ✓ The service will act as an enabler for others to deliver their aspects of FFF
<p>Money (Firm Financial Footing over long term)</p>	<ul style="list-style-type: none"> ✓ Asset improvement and replacement plans ✓ Effective procurement in line with our CoPP ✓ Effective contract management 	<ul style="list-style-type: none"> ✓ 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)

Service Being Delivered	Priorities (with Justification)	Service Demand	
Assets Team	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
ICT Services	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
Desktop Services	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
Applications Support	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
Infrastructure	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
Geographical Information Systems	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
Electoral Services	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		
Civic & Committee Services	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.		
Corporate Support Team	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		
Information Governance	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.		
Performance Management	To provide support to SMT in the collation and publication of Service Area Plans and performance information for the Council.		
Payroll	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		
HR	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		
Learning & Development	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
Marketing & Communications	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		
Website	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
Assets Team * 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%	

ICT Services						
%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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Democratic						
%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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Media						
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
Budget	<ul style="list-style-type: none"> • Monthly budget monitoring as part of Finance's corporate budgetary control. • Bi-Annual review of the ICT Equipment Reserve; including Member Scrutiny • Undertake Finance year-end training • Review of PPM forward projections for following 5 years and impact on 30 year programme • Review HIP spend to ensure it meets Housing Business Plan requirements 	
Procurement	<ul style="list-style-type: none"> • Appropriate training for all officers undertaking procurement. • Early involvement of the procurement team in relevant procurement exercises. • Ensuring procurement undertaken is in accordance with the Council's Code of Procurement practice. • E & D & Information Governance to continue to support the procurement process across the Council. • Major Procurements: • Combined gas and electric fuel supply contract • Roofing replacement and repairs • Barcode payment services contract • To start the procurement of the electronic payment Services contract in parallel to the procurement of the new Financial Management System • Civic Car • New roofing contract for HRA and corporate property 	
Contract Management	<ul style="list-style-type: none"> • Quarterly update of contract register • Contract monitoring • Mobilisation and bedding in of all new Repairs and Capital contracts let during the year including roofing and fire risk assessments 	
Audits	<ul style="list-style-type: none"> • Implementation of outstanding audit recommendations. • Audits: 	

	<ul style="list-style-type: none"> • Infrastructure Security and Resilience • Information Systems Policies • Cloud Applications • Human Resource Management • Recruitment and Selection, Terms and Conditions • Website Management • Safeguarding Children and Vulnerable Adults (training) • Health & Well-being • Equality & Diversity • Local Elections • Health and Safety Compliance for Public Buildings • Housing Stock Asset Management • Energy Management • Gas and Electrical safety 	
Risk Register	<ul style="list-style-type: none"> • Team Operational Plan risks are reviewed monthly by the management team. • Technical and operation risks are managed according to areas own risk management policy • Review of Risk register quarterly at One to One with Deputy Chief Executive/CXO • Identifying new risks, managing existing risks, developing risk mitigation and removing redundant risks. 	
Service Assurance	<ul style="list-style-type: none"> • Undertake any outstanding actions identified in the Service Assurance Statement. 	
Corporate Health & Safety	<ul style="list-style-type: none"> • Ensuring appropriate H&S risk assessments are undertaken. • Assess the H&S implications of any new services prior to launch. • Reviewing all current Risk Assessments. 	

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
1. Succession Planning (E.g. planning for leavers)					
	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.
2. Skills, Training, Competency Needs					
	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.
3. Service Changes					
Demands on staff resource	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.
SMTplus Review	All	Review of structure and resources to support Business Plan	Unknown	Unknown until Phase 1 completed with recommendations	Phase 1 May 2019
ICT Service Review	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.	
Change to service delivery	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
Re-design Asset Team structure and responsibilities	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
HR Service Review	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									
Corporate Projects														
Digital by Design 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									
People and Change Programme/HPL/FFF V 2/AWA 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										
Council Elections	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									
CSW Superfast Broadband 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												

targets are to achieve 98% coverage at superfast speeds (minimum 30Mbps) dependent on funding, by the end of the project in late 2019.		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		

Governance & Management					
ICT Strategy 2015-19 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
People Strategy 2016-2020 Monitor, review and update of People Strategy Action Plan priorities aligned to Workforce Steering Group, themes to include: <ul style="list-style-type: none"> • Leadership & Organisational Development • Workforce Planning & Performance • Learning & Development • Communications, Involvement & Engagement • Equality & Diversity • Employee Well-being, Reward & Recognition 	Tracy Dolphin	Potential savings/additional costs from specific workstreams identified	Impact across levels of Staff and Manager	Updates to JCF/WSG/SMT quarterly	
ICT Business Continuity Plan 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"> • New supplier • New equipment • New backup solution 	Nov 2019

Information Governance Framework 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,	
Security & Compliance					
Digital Resilience 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
Desktop Projects					
Desktop Refresh MS Windows 10 rollout, Horizon 7 upgrade and Physical Desktops	Lee Millest	Asset Replacement Programme	All Services		Q1-Q4 19/20
Fileserver Migration Migrate corporate fileserver to O365	Lee Millest	Service Transformation Reserve	All Services	Project deferred 2020	
Application Support Projects					
Corporate Development To deliver the projects authorised in the ICT Steering Group's development plan	Tass Smith	Service Area Budgets	All Services		On-going
Members' Portal To produce a consolidated view of data and content for use by members	Tass Smith		All Services / Members	Identify security model	Q4 19/20
Infrastructure Projects					
Extend VoIP telephony to Satellite Sites	Richard Bates		Neighbourhood Services Cultural Services	Pump Rooms	July 2019 Q4 19/20

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.				Investigate Crematorium options.	
Deploy Agile Working Technologies 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
GIS Projects					
Members' GIS Extend the current number of datasets for members	Mark Barnes		All Services / Members	Deferred to 2020 due to Service Area system replacements.	
Support of the Neighbourhood Services Data capture project. Completion of grounds maintenance capture project	Mark Barnes		Neighbourhood Services	Import of data from 3 rd party. Production of multiple presentation layers. Data management interface.	Jan 2020
Land Ownership Data Re-capture / cleanse of WDC land ownership data (in conjunction with assets team).	Mark Barnes			Data capture & cleanse. <ul style="list-style-type: none"> • Plotted • Geo-coded • UPRN 	Nov 2019
Electoral Services					
Planning for HQ relocation 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		
Completion of the 2019 election	Gillian Friar		Closure of elections through payment to staff, recharging		2/11/2019

			Parish/Town Council's and closing accounts		
Preparation for the 2020 PCC Election	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	
Civic & Committee Services					
Delivery of 2019 induction of Councillors 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.			
Corporate Complaints Procedure 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.	
Information Governance					
Governance Framework 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.	
Performance Management					

Delivery of performance measures system 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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HR/Marketing & Communications					
T&C Review 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
Organisational Development: (Redesigns/restructures)	HR Senior Business Partners	Linked to individual service area budgets		As part of Service area timelines	Ongoing
On line Recruitment portal	Senior HR Business Partners/HR Manager	Scoping to be completed	All Areas	Part of Operational Plan	May 19
Corporate Apprenticeship Scheme Review	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
Reward and Recognition	HR/Marketing & Comms Manager	Project scoped 2018 options to be developed for budget impact	All Areas	Review by end 2019	Dec 2019
Management Information Review	HR/SMT	No direct budget implications	All Areas	Sept 2019	Sept 2019

- How HR/Comms MI is presented and analysed					
Health & Well-being Review	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
Agency/non Agency protocols and guidelines	HR/SMT	Aimed at reducing budget implication of agency staff	All Areas	Part of Finance Action Plan	May 2019
Non WDC staff protocols	HR/SMT/IT/IG	No direct implication	All Areas	Sign off at WSG June 2019	June 2019
Planning for HQ relocation To consider the implications of : <ul style="list-style-type: none"> • Policies • Communications • Engagement • Car Park Displacement 	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
Commonwealth Games 2022	Marketing & Comms Mgr	No direct implication	Corporate project	Agreed communications Plan with project group	2019/20 ongoing
Intranet Improvement Plan	Marketing & Comms Mgr	No direct implication	Corporate project	Part of Operational plan	2019/20 ongoing
Website and services accessibility review. To ensure	Website Mgr	Unknown cost of updating website templates.	Apps support to help with review	Identify systems	19/20: Q1

<p>our website and applications meet the required accessibility standard WCAG 2.1 AA</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>Website contact forms. 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>Website forms system migration 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.		
High Rise Living	Marketing & Comms Mgr	No direct implication	Housing & Asset team	Communications plan on-going	2019/20
Elections 2019	Marketing & Comms Mgr	No direct implication	Corporate project	Comms plan agreed with Project Board	May 19
Spa Centre Rebrand Combine with Museum & Art Galleries	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
New Councillor engagement	Marketing & Comms Mgr	No direct implication	Working with GL on this project – linking it to the Expo	Developing plan	May/June 2019
Assets					
Refurbishment of communal areas to multi-storey blocks, completion of fire safety works and revised Fire Risk Assessments	Senior Building Surveyor Project Manager	£2.5m allocated from HRA Major Repairs Reserve	Corporate project	Reviewed by Fire Safety Group	October 2019
Implement systems and procedures changes arising from the review of ActiveH record storage	Compliance Manager	No direct implication	All services		End 2019/20
Asset Management Strategy	Asset Manager	No direct implication	All services	Reviewed by Asset Management Steering Group	September 2019

Fire Risk Assessments for Low Rise HRA Blocks	Asset Manager	Budget for consequent works	Housing		End 2019/20
Corporate PPM Programme and 5 Year projections	Technical Manager	Corporate PPM budget and Capital Reserve	All services other than HRA	Reviewed by Asset Management Steering Group	End 2019/20
HRA Repairs and Voids service development Following contract mobilisation and year one review, develop and initiate workflow, systems and service changes to enhance performance and customer service	Assets Manager and Compliance Manager	HRA Revenue Budget for R&M	Housing	In liaison with Housing Services	End 2019/20
HIP Capital Programme 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	Assets Manager and Technical Manager	HRA Capital Budget	Housing	In liaison with Housing Services	End 2019/20

Chief Executive’s Office – Appendix B

Service Area Plan Performance 2019/2020

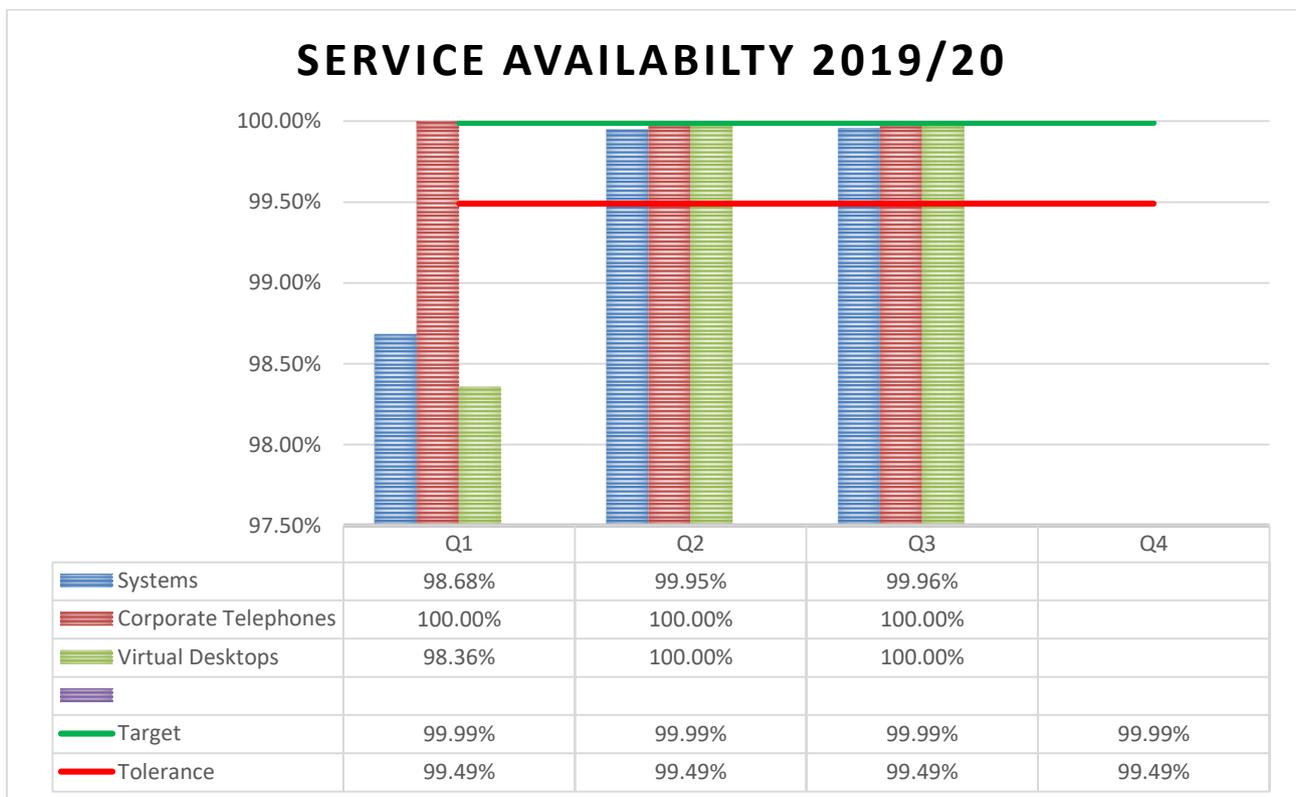
1. Background

The Chief Executive’s Office consists of four services which are Human Resources, Marketing & Communications, Democratic Services, ICT Services and Asset Management.

2. Service Measures

2.1. ICT Services

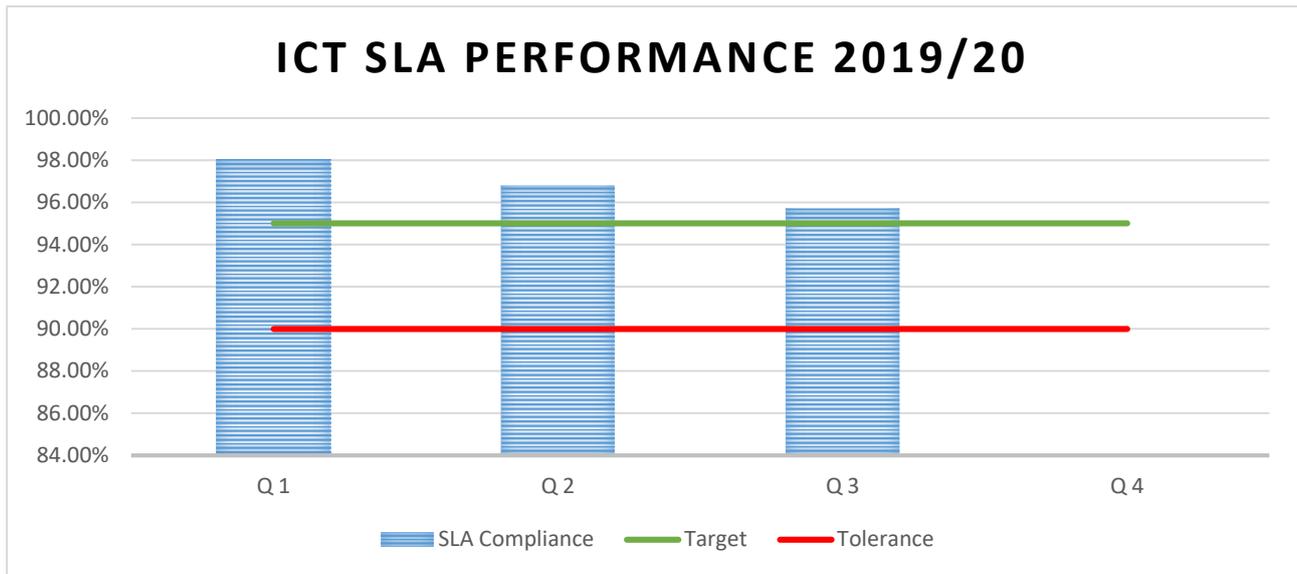
Service Availability



The Council monitors ICT Service Availability across three indicators; systems, corporate telephones and virtual desktops. Availability is recorded between 08:00 – 18:00, Mon – Fri and excludes any planned service outages. This KPI is important because if all the Council’s systems are unavailable for one hour then that equates to over 500 hours of lost productivity and directly impacts front-line service delivery to our citizens. Target availability is 99.99% per quarter.

All service failures (loss of availability) are subject to a documented internal review process to understand the root cause and to mitigate, where possible, any future incidents.

Service Level Agreement (SLA) Performance



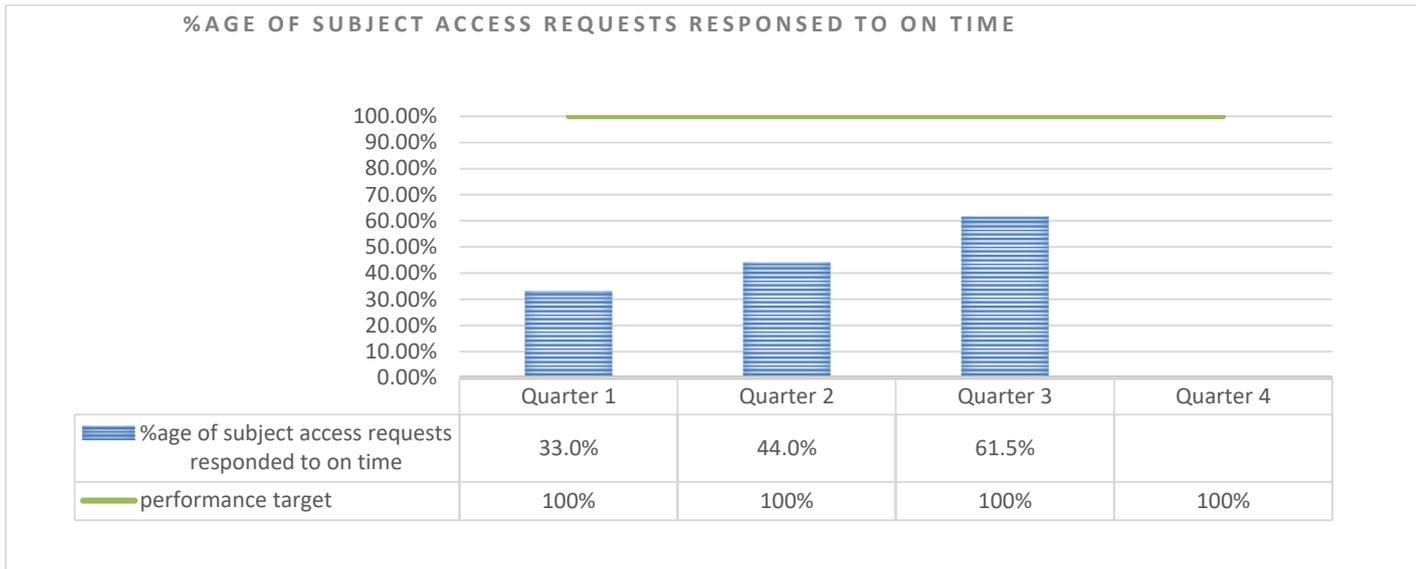
ICT SLA performance is a combination of ICT's response times to Service Incidents and Requests for Service.

A Service Incident is any event which is not part of the standard operation of a service and which causes, or may cause, an interruption to, or a reduction in the quality of that service. An agreed matrix based on Impact and Urgency is used to calculate the SLA response time.

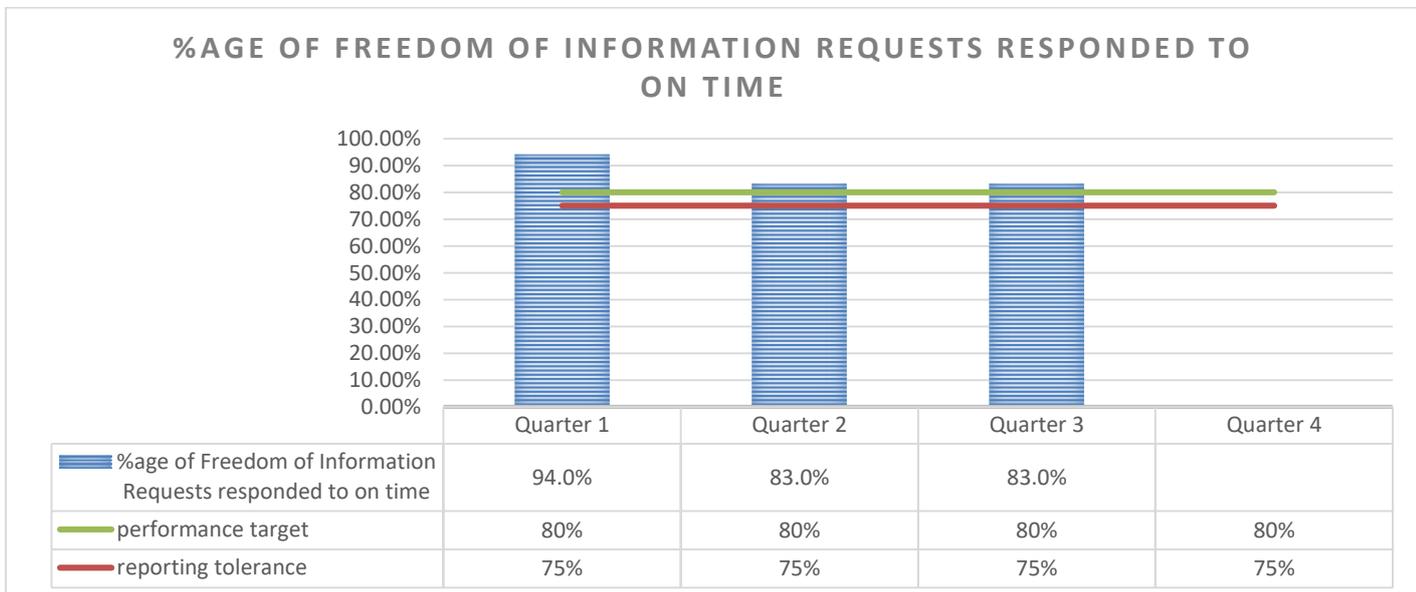
The term 'Request for Service' (RFS) is used as a generic description for many varying types of demands that are placed on the ICT Service by users. Many of these are actually small changes – low risk, frequently occurring, low cost etc. (e.g. a request to change a password) – but their scale and frequent low risk nature means they are better handled by a separate process.

Completion times for Service Incidents and Requests for Service have a combined 95% target.

2.2. Democratic Services

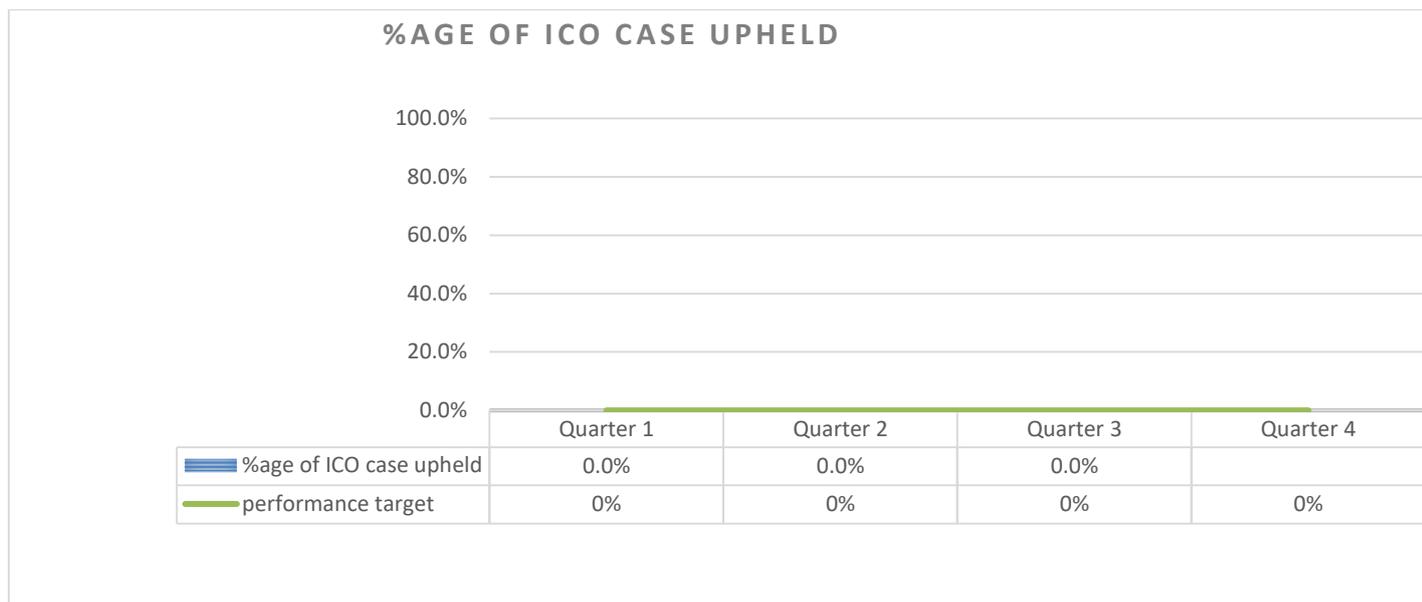
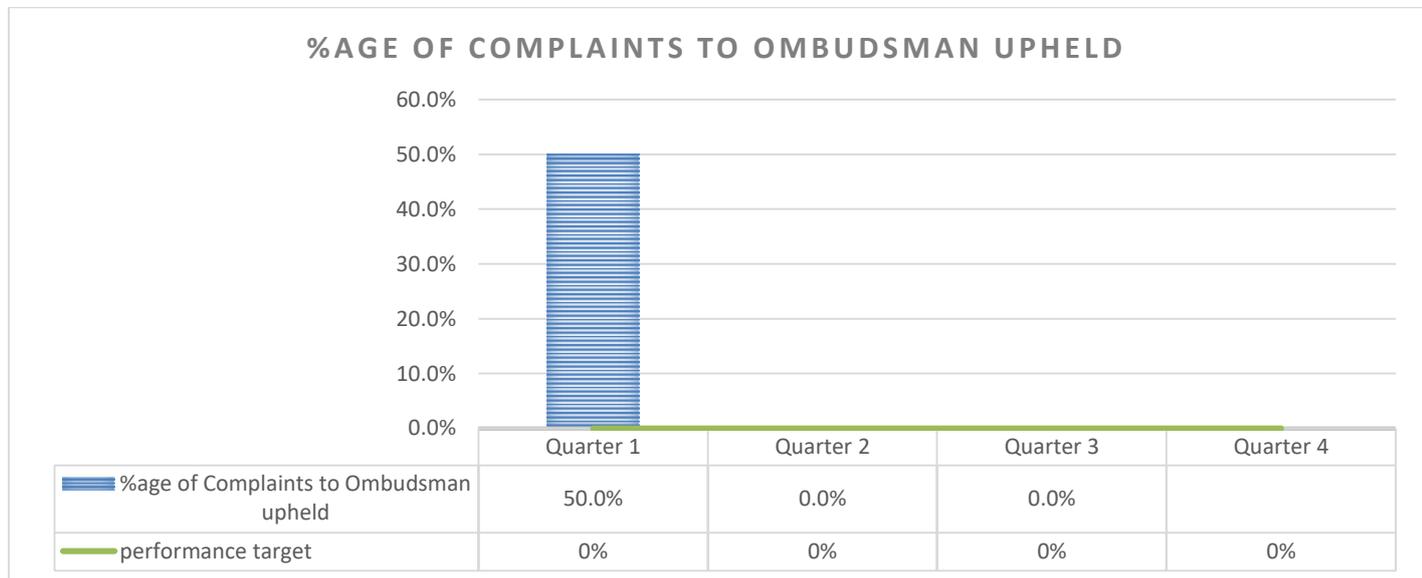


The Council receives a comparatively low number of subject access requests (individuals asking for their personal information) however these increased by 33% over the last 12 months. While response times are improving the more technical requests are increasing. However, the Information Governance Manager has provided training to teams who receive the most requests to increase their knowledge and reduce demand on the Information Governance Manager to respond to all requests.



The number of Freedom of Information requests has dropped significantly during 2019 to 798 from 932 in 2018. There has also been a drop in response times from over 90% on time each quarter to just over 80%. Looking at the requests this is believed to be because the number of detailed requests (which require input from multiple service areas and potential information to be withheld) have stayed at the same number and it is the simple requests that have reduced, which impacts on the overall response time. There will be more detailed analysis of this throughout the next 12

months and more detailed measures included within the Democratic Services Team Operational Plan to analyse this further. Equally the performance measure for the Council will be increased to 90% on time in line with expectation of the Information Commissioner.



In respect of the both the percentage of Complaints to Ombudsman upheld & percentage of ICO case upheld the Council has consistently performed well in this area with only one case being upheld this year in Quarter 1, 2 or 3 out of five decisions taken over the same time period.

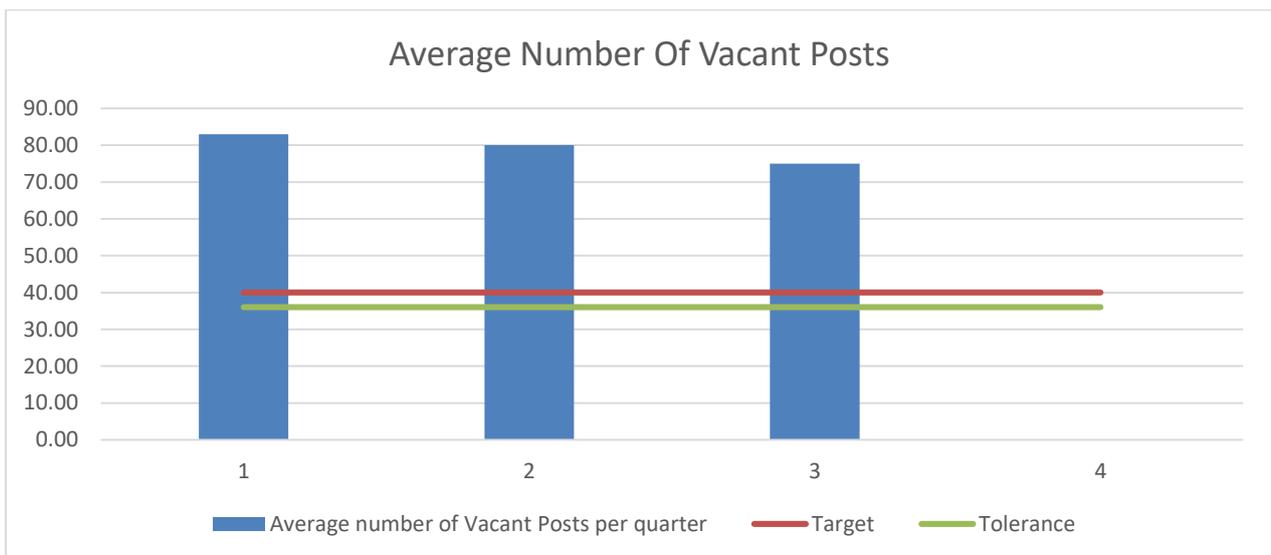
The one decision was in relation to delays to a housing repair and response to the complaints process. As part of this the complaints policy for the Council is being reviewed and updated in early summer 2020.

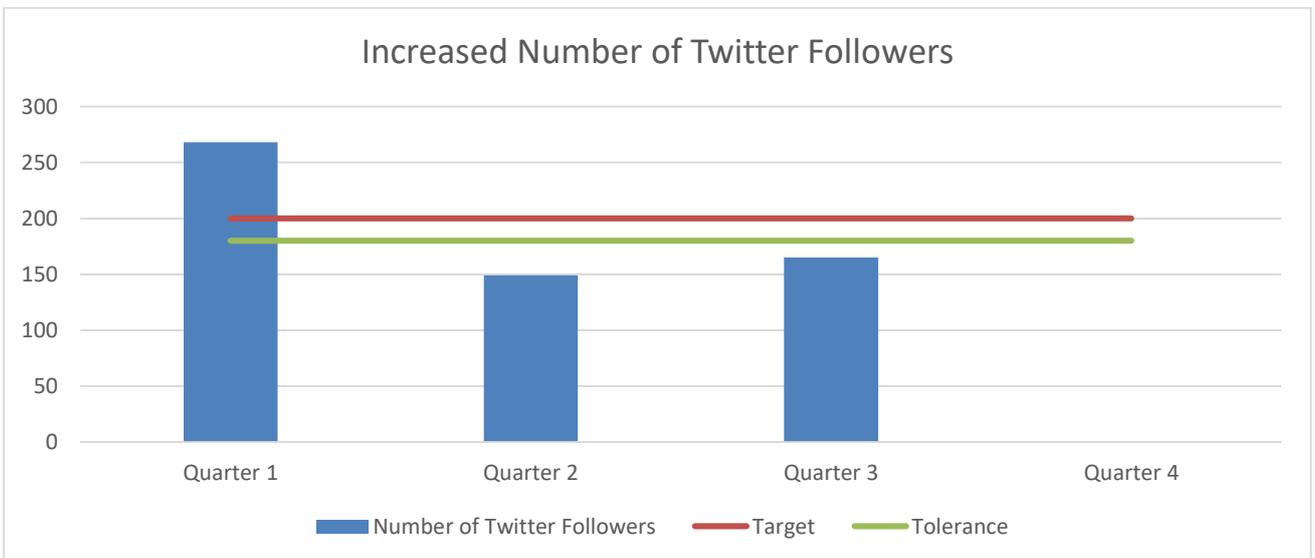
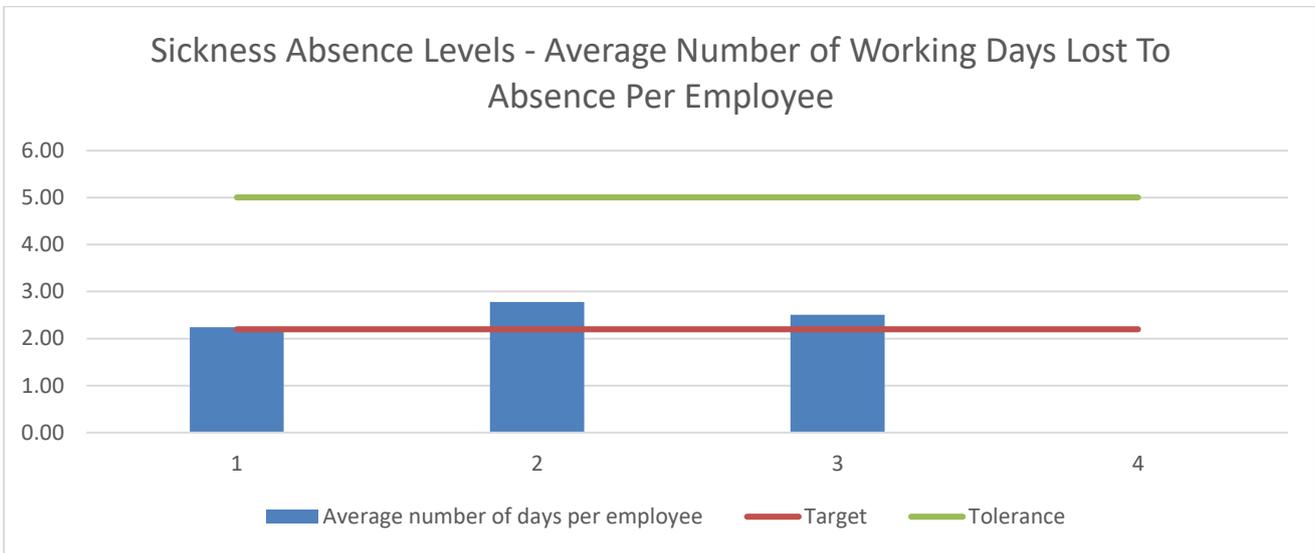
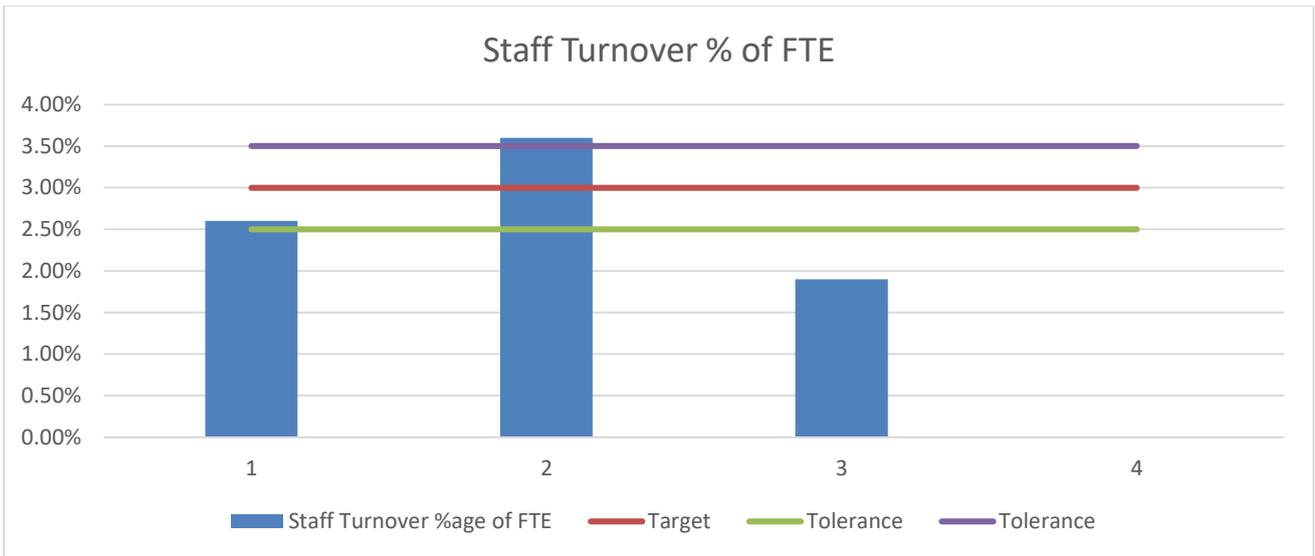
2.3. Human Resources, Marketing & Communications

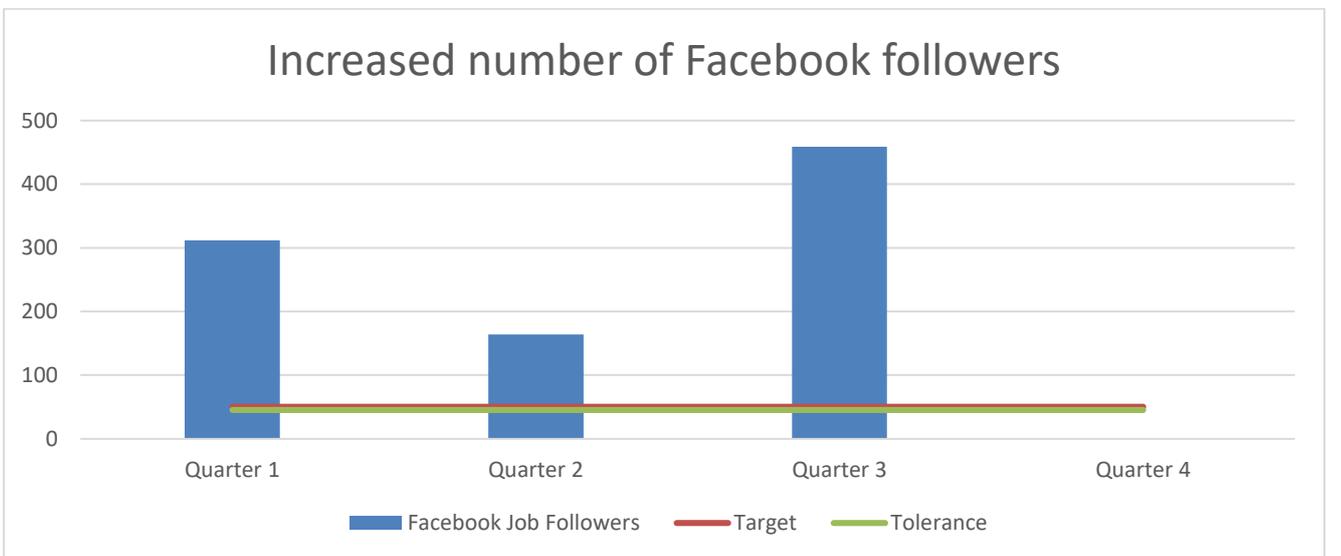
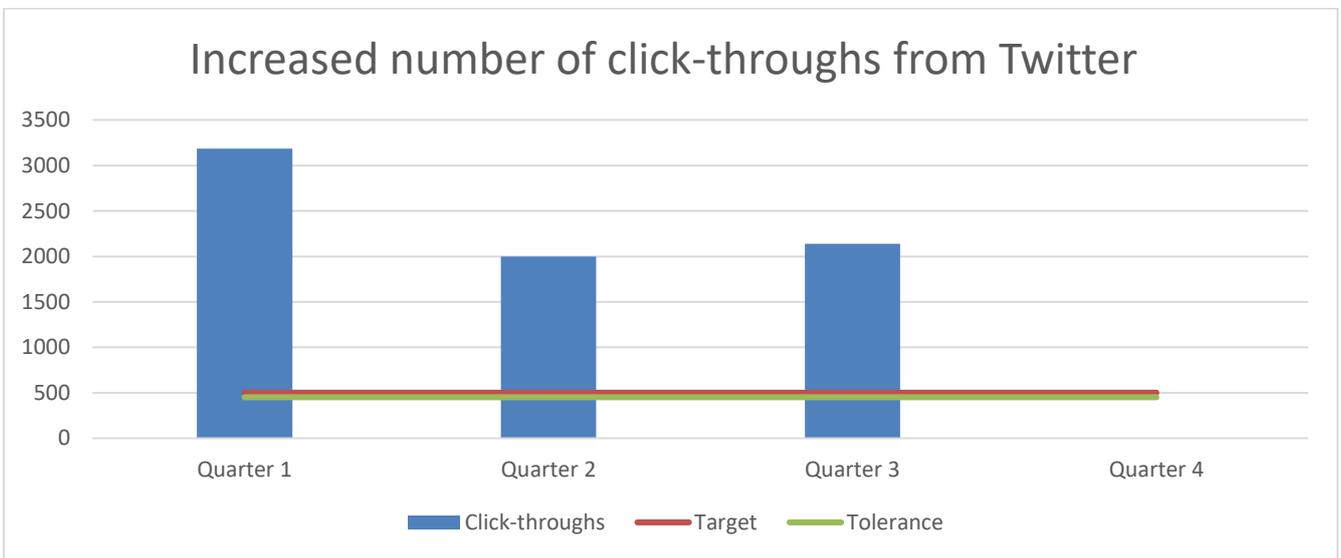
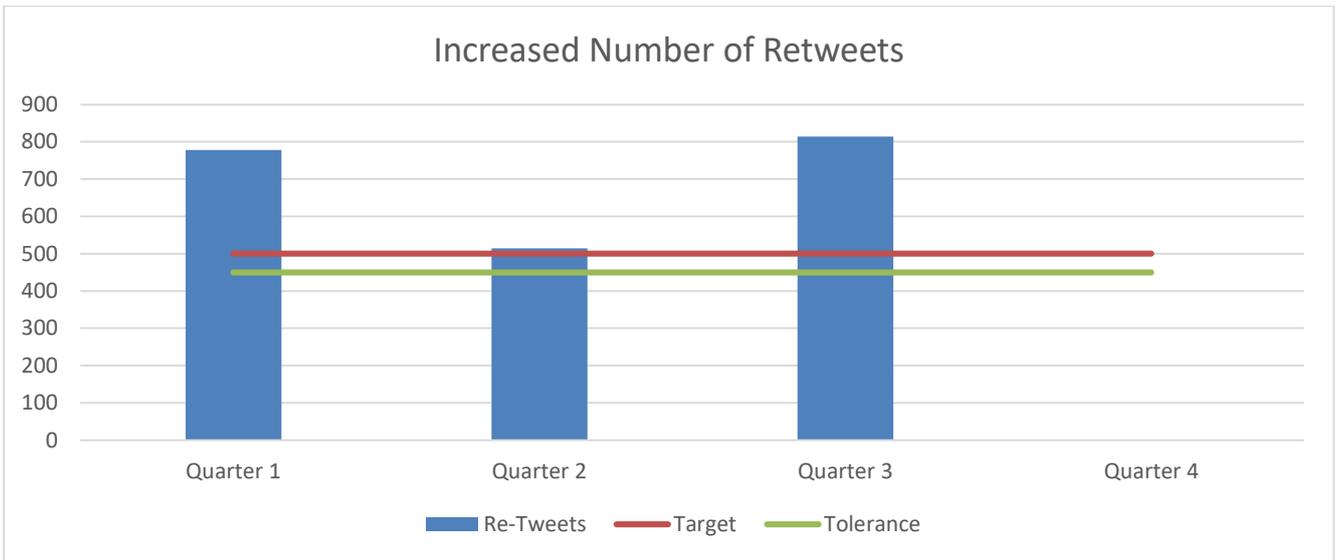
Management information and trends are reviewed regularly with the Senior Management Team, Workforce Steering Group and People Strategy Steering Group

Sickness absence remains in tolerance with no significant movement. With the continued promotion of the Health and Well-being scheme, on-site Occupational Health provider and training, HR continue to review initiatives to support staff. The Health and well-being survey provided in-depth results to enable future planning and targeting of our health agenda. Vacant posts in the first 3 quarters are slightly above average. This can be due to redesigns or consideration of how the work can be achieved in different ways. Staff turnover has decreased to 1.9% below tolerance.

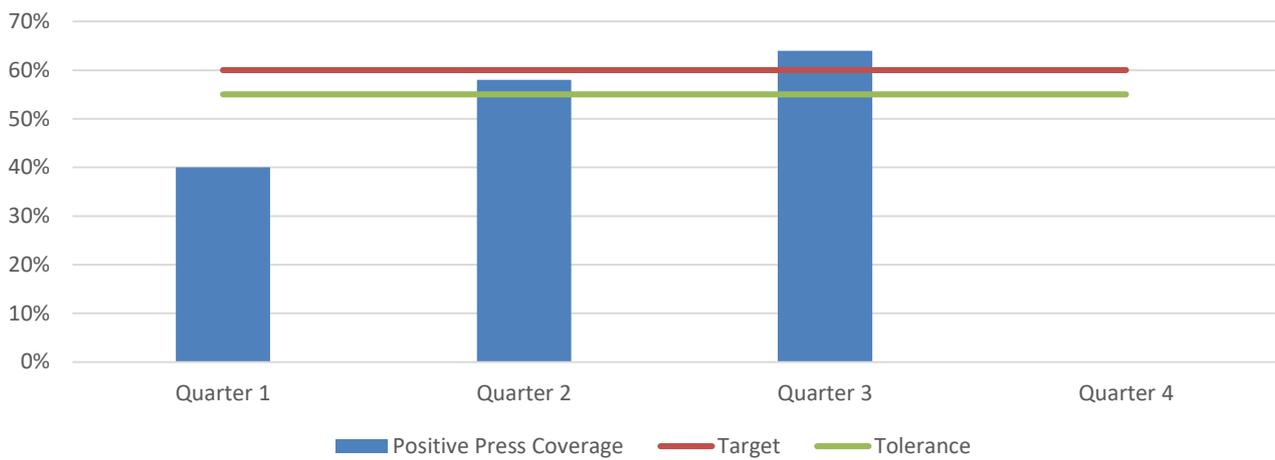
Twitter followers reduced in Qtr 2/3 based on Twitter continuing to purge suspicious/fake accounts. The WDC Jobs page has 427 followers and over 12% of all views for new vacancies come from our Social Media channels including Twitter (10,460 followers), LinkedIn (1,141 followers) and a dedicated email alert list (1,574 subscribers). This also links with the Corporate Facebook page launched in May 2018, which has 2,067 followers.





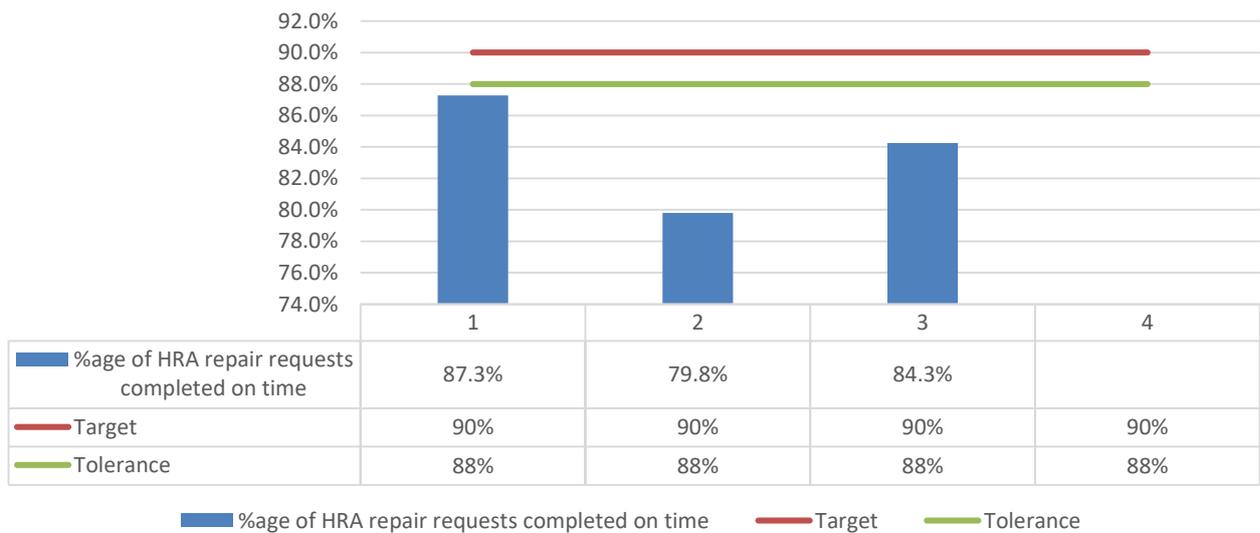


Percentage of Positive Press Coverage

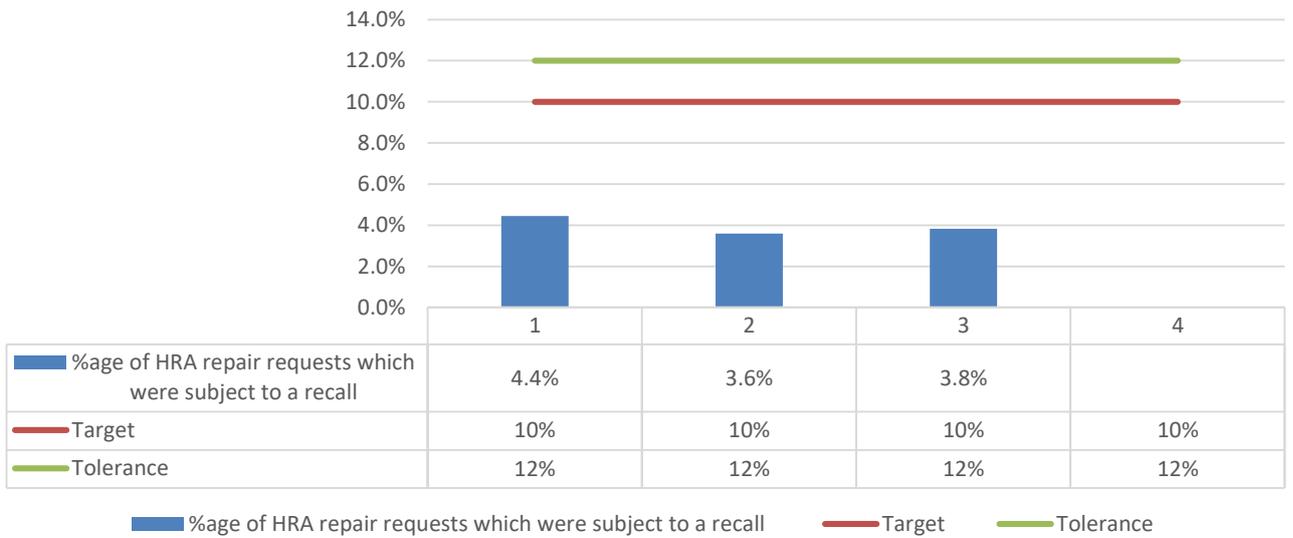


2.4. Asset Management

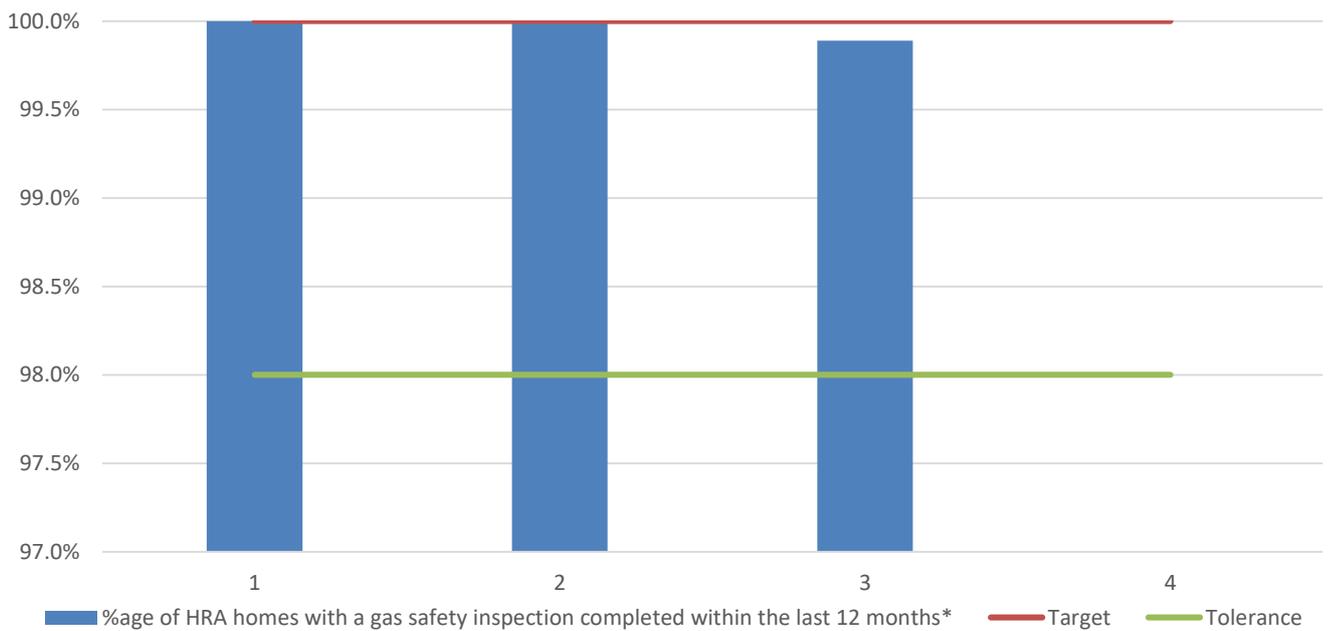
%age of HRA repair requests completed on time



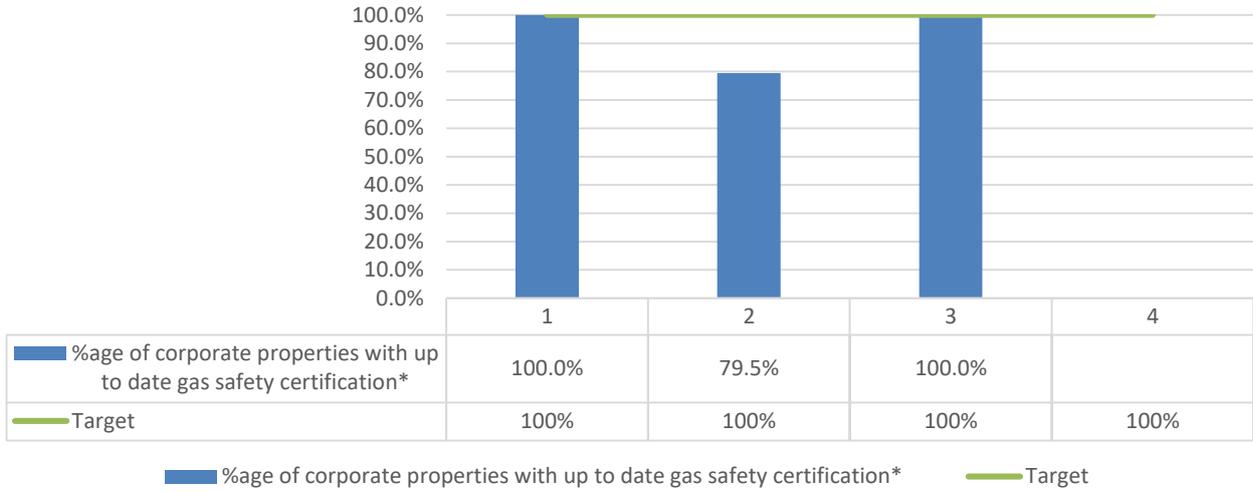
%age of HRA repair requests which were subject to a recall



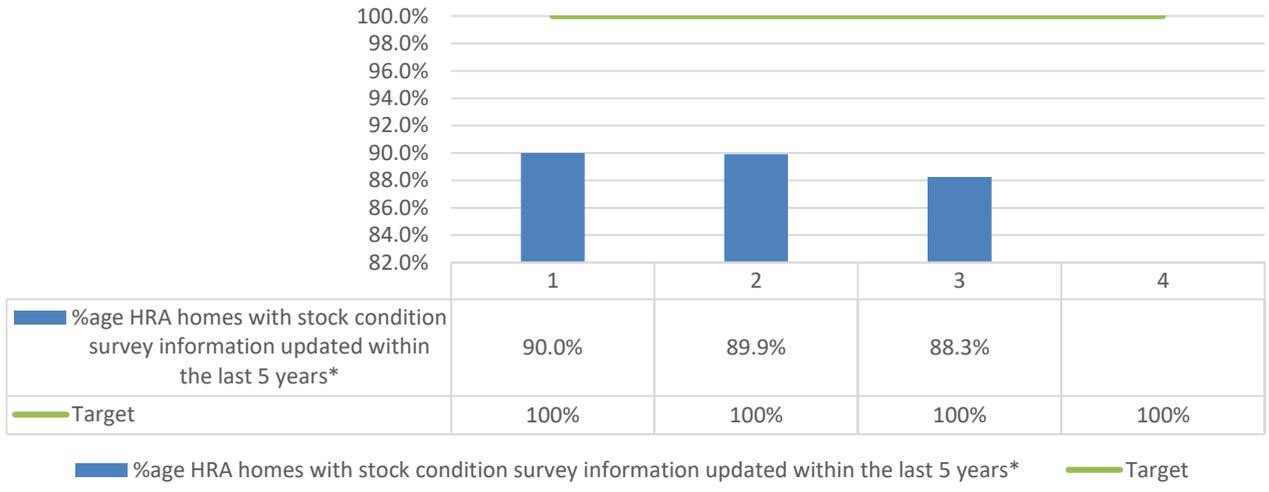
%age of HRA homes with a gas safety inspection completed within last 12 months



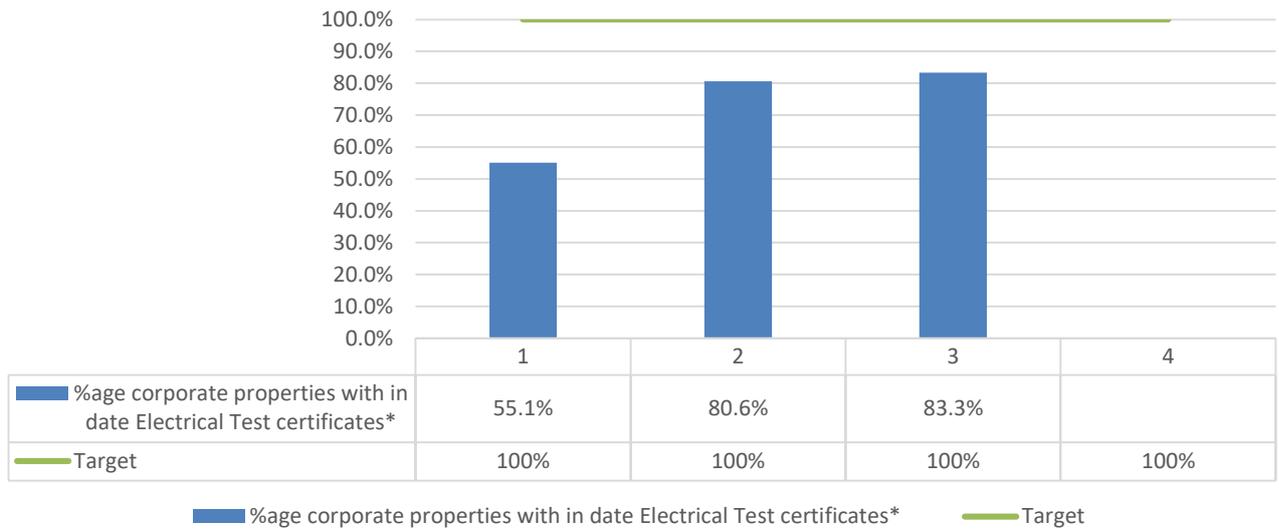
%age of corporate properties with up to date gas safety certification*



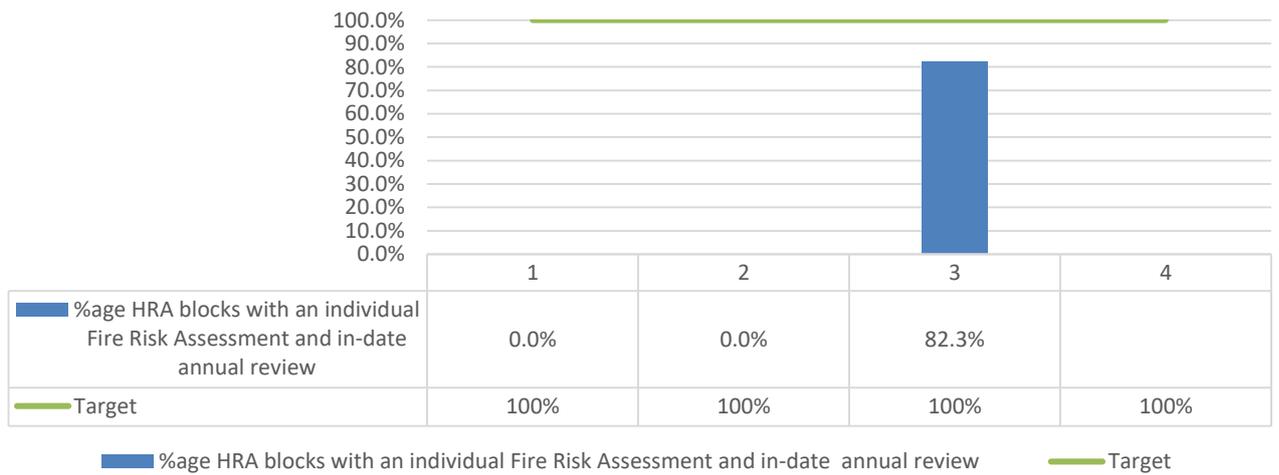
%age HRA homes with stock condition survey information updated within the last 5 years*



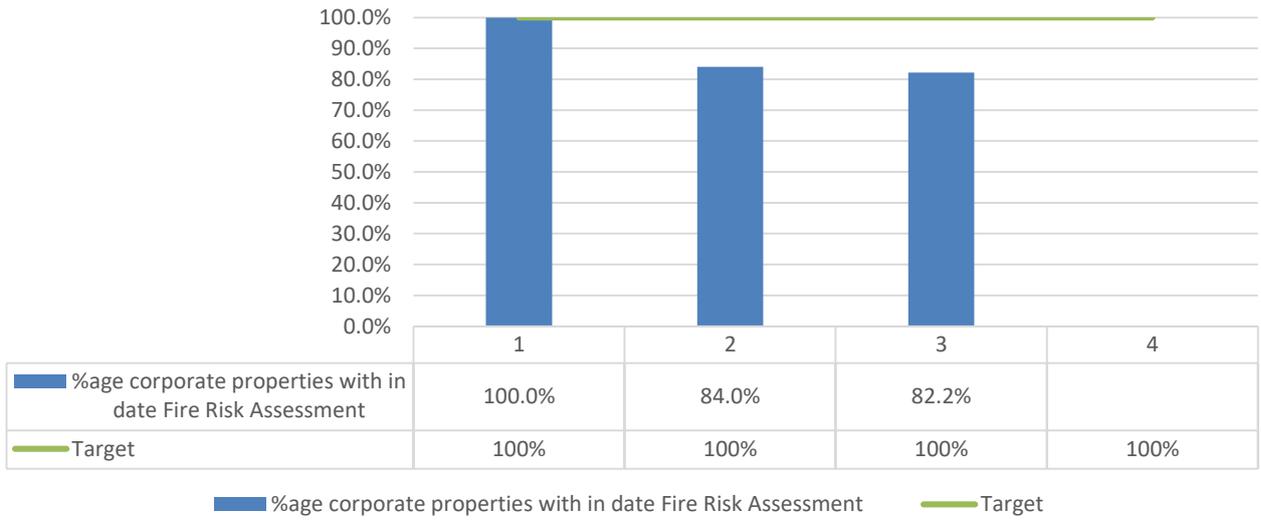
%age corporate properties with in date Electrical Test certificates*



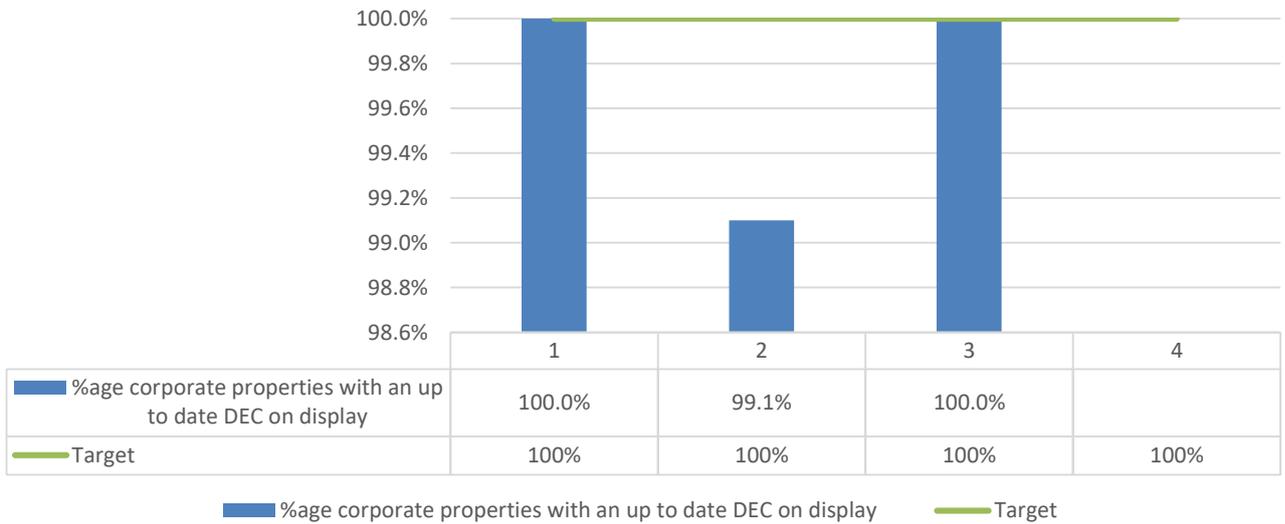
%age HRA blocks with an individual Fire Risk Assessment and in-date annual review



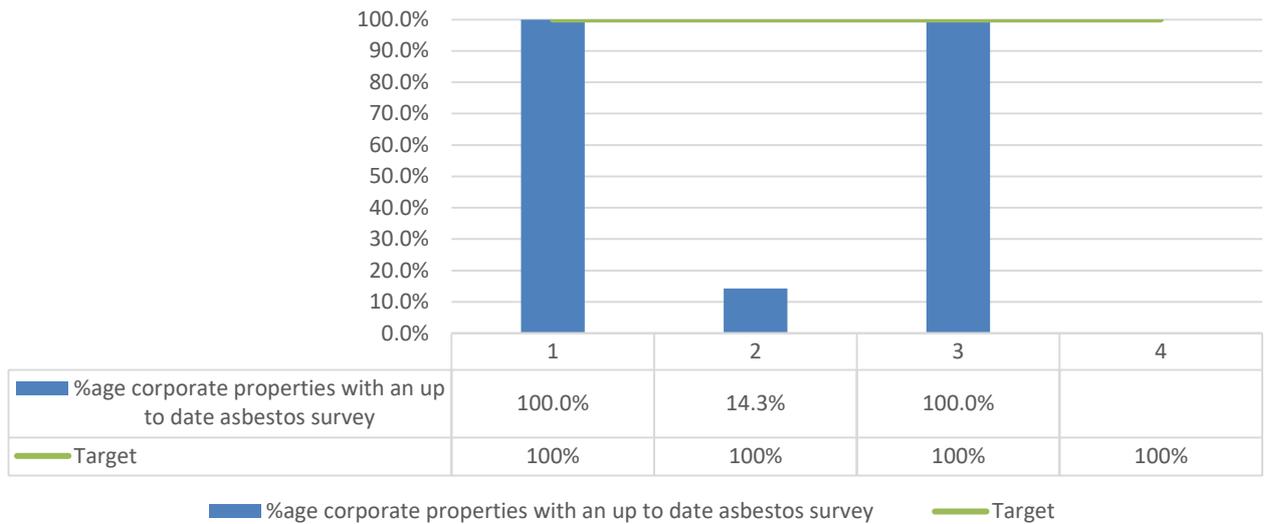
%age corporate properties with in date Fire Risk Assessment



%age corporate properties with an up to date DEC on display



%age corporate properties with an up to date asbestos survey



3. Risks

The CXO Risk Register is reviewed quarterly throughout the year by the CXO’s senior team managers.

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.

Presently there is only one risk that is rated as "Red":-

- Failure to deliver corporate strategies / initiatives (Digital Strategy)

The following internal audits have been completed so far this year:

- ICT – Infrastructure Security (Substantial)
- HR & Media:
 - Human Resources Management (Substantial)
 - Health & Well-being (Substantial)
 - Equality & Diversity (Substantial)
 - Website Management (Substantial)

4. Workforce Planning

4.1. ICT Services

The ICT workforce has been stable throughout the year, except for a helpdesk post which is due to become vacant in Feb 2020.

To meet the challenges of the Digital Programme (see Risks) and the Council's new Business Plan, additional resources have been agreed with CMT and will be implemented in April 2020 subject to Council funding approval in February 2020.

4.2. Democratic Services

Democratic Services has a long term absence within the Corporate Support Team, which with adjustment has been covered within the Team itself. A member of staff, within the same team is due to go on maternity leave in December and the cover for this is expected to be in place before they leave.

4.3. Human Resources, Marketing & Communications

The section has continued to support key change programmes across the Council linking to FFF and has been operating at full capacity with no significant absence. The impact of the Housing redesign, which has been the largest undertaken by the Council to date and some significant case work has led to extra resources allocated to the team for both preparation, implementation and follow up phases of this major initiative within a key service area. Maternity leave cover within the HR support team has been managed successfully with an internal appointment, which has now returned.

Following the successful training on 'HR for non HR Managers' and to link with our emphasis on health and well-being, a new 'Managing Absence' workshop has been developed to with the aim to equip and empower managers with the skills to manage this their teams effectively. A corporate initiative for all staff and managers relating to 'People and Change' and how to ensure we are change-ready, has been rolled out with a formal evaluation of the outcomes planned for March.

In addition, within Marketing and Communications the Website continues to develop with the support of a Digital Marketing Apprentice. The current focus is on

Accessibility requirements which need to be in place by September 2020 and this will begin with some training for the design team, to assist with their knowledge around putting together accessible artwork for the website.

Through a comprehensive survey the media team introduced a 'Residents Newsletter' to ensure our residents are up to date with news and events. With the ongoing plans for digital transformation and an increase in significant projects for Communications in 2019 we are reviewing the resources to support this function.

4.4. Asset Management

Implementation of the re-design, approved by Employment Committee in September 2018 should be complete by year end which will allow the evaluation of whether the budget impacts are actually less than the maximum figures reported to August Executive.

5. Budget

5.1. ICT Services

ICT continues to operate within budgets, meeting corporate saving targets. Budgets for 2020/21 have been agreed as part of the September 2019 budgeting setting process.

Street Naming & Numbering (SN&N), which is a function in ICT's GIS team, generated £42,345 of income in 2018/19 compared with an average of £6,000 when ICT took over the service in 2012. To date (Dec 2019) SN&N has received £49,277 of income against an income target of £45,000.

5.2. Democratic Services

Democratic Services have continued to work within its budgets and through minor changes in service delivery provide small savings year on year.

The service is in the process of taking on the accreditation for PCIDSS for which there is currently no allocated budget and there will therefore be a small budget deficit of an estimated £3,000

5.3. Human Resources, Marketing & Communications

The HR area has continued to review how it offers its services to its customers and continues to operate in budget. We are reviewing the functions of the Payroll and Self-Serve system to enable managers and staff to be more empowered with HR transactional activities.

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 staff and Managers. 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.

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

5.4. Asset Management

Asset Management has continued to work within its budgets and has been working with the Finance team to disentangle the budgets from Housing Services so that for 2019/20 they are shown differently in the Budget Book.

Implementation of the re-design, approved by Employment Committee in September 2018 should be complete by year end which will allow the evaluation of whether the budget impacts are actually less than the maximum figures reported to August Executive.

6. Planned Changes, Major Work Streams and Projects

The Chief Executive's Office planned changes, major work streams and projects are set out in the CXO's Service Area Plan.

Below is a list of those projects which were identified as corporate within the plan.

Project	Milestones																					
<p>Digital by Design To assist in the definition and delivery of the DbD programme and to act as the project lead.</p>	<p>2019/20 Digital Programme of Works submitted to the Executive Feb 2019. Progress Monitored via the ICT Steering Group.</p>																					
<p>People and Change Programme/HPL/FFF V 2/AWA 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.</p>	<p>As part of Programme of work and dates confirmed</p>																					
<p>Council Elections</p>	<p>Deliver new ICT Equipment & Training post-election and to develop new services including a Members' Portal in conjunction with the Member Working party.</p>																					
<p>CSW Superfast Broadband 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 targets are to achieve 98% coverage at superfast speeds (minimum 30Mbps) dependent on funding, by the end of the project in late 2019.</p>	<table border="1"> <tbody> <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> <tr> <td>Contract 2</td> <td>Financial Closure</td> <td>March 2020</td> </tr> <tr> <td>Contract 3</td> <td>Commencement</td> <td>December 2019</td> </tr> <tr> <td>Contract 3</td> <td>Delivery Completion</td> <td>December 2019</td> </tr> <tr> <td>Contract 3</td> <td>Financial Closure</td> <td></td> </tr> </tbody> </table>	Contract 1	Roll-out completion	May 2016	Contract 2	Commencement	Jan 2016	Contract 2	Delivery Completion	May 2019	Contract 2	Financial Closure	March 2020	Contract 3	Commencement	December 2019	Contract 3	Delivery Completion	December 2019	Contract 3	Financial Closure	
Contract 1	Roll-out completion	May 2016																				
Contract 2	Commencement	Jan 2016																				
Contract 2	Delivery Completion	May 2019																				
Contract 2	Financial Closure	March 2020																				
Contract 3	Commencement	December 2019																				
Contract 3	Delivery Completion	December 2019																				
Contract 3	Financial Closure																					

	Overview & Scrutiny Committee – 11 February 2020	Agenda Item No. 5
Title	Work Programme, Forward Plan & Comments from Executive	
For further information about this report please contact	Lesley Dury, Committee Services Officer, 01926 456114 or committee@warwickdc.gov.uk	
Wards of the District directly affected	N/A	
Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006?	No	
Date and meeting when issue was last considered and relevant minute number	17 December 2019	
Background Papers	N/A	
<p style="text-align: center;">This report is produced for Scrutiny meetings for governance purposes. It is part of the process for ensuring that the Council is held to account for the decisions it makes or may make.</p>		

1. Summary

- 1.1 This report informs the Committee of its work programme for 2020 (Appendix 1) and of the current [Forward Plan February 2020 to April 2020](#)
- 1.2 In addition, it provides the Committee with the response that the Executive gave to its comments regarding the reports on 18 December 2019 (Appendix 2).

2. Recommendation

- 2.1 Members consider the work programme (Appendix 1) and
 - (1) remove the asset management strategy from TBA as this has now been approved by the Executive; and
 - (2) agree any changes as appropriate.
- 2.2 The Committee to; identify any Executive items on the Forward Plan which it wishes to have an input before the Executive makes its decision; and to nominate a Member to investigate that future decision and report back to the Committee.
- 2.3 Members note the responses made by the Executive on the Comments from the Executive report (Appendix 2).

3. Reasons for the Recommendation

- 3.1 The work programme should be updated at each meeting to accurately reflect the workload of the Committee.

- 3.2 Two of the five main roles of overview and scrutiny in local government are to undertake pre-decision scrutiny of Executive decisions and to feed into policy development.
- 3.3 If the Committee has an interest in a future decision to be made by the Executive, or policy to be implemented, it is within the Committee's remit to feed into the process.
- 3.4 The Forward Plan is actually the future work programme for the Executive. If a non-executive member highlighted a decision(s) which is to be taken by the Executive which they would like to be involved in, that member(s) could then provide useful background to the Committee when the report is submitted to the Executive and they are passing comment on it.
- 3.5 Appendix 2, Comments from Executive, is produced to create a dialogue between the Executive and the Overview and Scrutiny Committee. It ensures that the Overview and Scrutiny Committee are formally made aware of the Executive's responses.
- 3.6 Where the Overview & Scrutiny Committee have made a recommendation as opposed to a comment the Executive are required to respond to the recommendation(s) made, including whether or not they accept the recommendation(s).

4. **Background**

- 4.1 The five main roles of overview and scrutiny in local government are: holding to account; performance management; policy review; policy development; and external scrutiny.
- 4.2 The pre-decision scrutiny of Executive decisions falls within the role of 'holding to account'. To feed into the pre-decision scrutiny of Executive decisions, the Committee needs to examine the Council's Forward Plan and identify items which it would like to have an impact upon.
- 4.3 The Council's Forward Plan is published on a monthly basis and sets out the key decisions to be taken by the Council in the next twelve months. The Council only has a statutory duty to publish key decisions to be taken in the next four months. However, the Forward Plan was expanded to a twelve-month period to give a clearer picture of how and when the Council will be making important decisions.
- 4.4 A key decision is a decision which has a significant impact or effect on two or more wards and/or a budgetary effect of £50,000 or more.
- 4.5 The Forward Plan also identifies non-key decisions to be made by the Council in the next twelve months, and the Committee, if it wishes, may also pre-scrutinise these decisions.
- 4.6 There may also be policies identified on the Forward Plan, either as key or non-key decisions, which the Committee could pre-scrutinise and have an impact upon how these are formulated.

- 4.7 The Committee should be mindful that any work it wishes to undertake would need to be undertaken without the need to change the timescales as set out within the Forward Plan.
- 4.8 At each meeting, the Committee will consider their work programme and make amendments where necessary, and also make comments on specific Executive items, where notice has been given by 9am on the day of the Overview and Scrutiny Committee meeting. The Committee will also receive a report detailing the response from the Executive, on the comments the Committee made on the Executive agenda in the previous cycle.
- 4.9 The Forward Plan is considered at each meeting and allows the Committee to look at future items and become involved in those Executive decisions to be taken, if members so wish.
- 4.10 As part of the new scrutiny process, the Committee is no longer considering the whole of the Executive agenda.
- 4.11 On the day of publication of the Executive agenda all Councillors are sent an e-mail asking them to contact Committee Services, by 09.00am on the day of the Overview and Scrutiny Committee meeting to advise which Executive items they would like the Committee to consider.
- 4.12 As a result the Committee considered the items detailed in appendix 2. The response the Executive gave on each item is also shown.
- 4.13 In reviewing these responses Committee can identify any issues for which they would like a progress report. A future report, for example on how the decision has been implemented, would then be submitted to the Committee at an agreed date which would then be incorporated within the Work Programme.

11 February 2020

Title	Where did item originate from	Format	Lead Officer/ Councillor	Membership of Task & Finish	Next report date if applicable	Completion date
Night Noise website additions	August, September & December 2019 O&S	O&S to determine if it wants this brought back for discussion at a future meeting as either an individual item or as part of the annual review process in August 2020	Marianne Rolfe			
Strategic Leadership/Chief Executive – Service Area Update	Annual item	Written Report	Chris Elliott / Councillor Andrew Day		12 months	Annually

17 March 2020

Title	Where did item originate from	Format	Lead Officer/ Councillor	Membership of Task & Finish	Next report date if applicable	Completion date
Fuel Poverty	26 June 2018	Written Report or call in of report going to Executive	Alice Ellis / Marianne Rolfe / Lisa Barker			
Update on plans to improve accessibility to, and the condition/cleanliness of, toilets for people living with disabilities subsequent to presentation of plan at September 2019 O&S	26 September 2019	Written Report	Gary Charlton			
Annual update from Shakespeare's England to include KPIs for the District Council's area and what has been done. <i>The Committee does not want a presentation at the meeting; this year it simply would like the report and it will feed back comments at the meeting.</i>	29 August 2018	Written Report	PH Business / Martin O'Neill		12 months	Annual Report

Appendix 1 – O& S Work Programme

Vision & Strategy for Leamington town centre annual update and progress on Action Plan.	2 April 2019	Written Report	Phillip Clarke		12 months	Annual Report
Health & Community Protection – Service Area Update	Annual item	Written Report	Marianne Rolfe / PH H&CP		12 months	Annual Report

21 April 2020

Title	Where did item originate from	Format	Lead Officer/ Councillor	Membership of Task & Finish	Next report date if applicable	Completion date
Members' Annual Feedback on Outside Appointments	Standing Annual Item	Written Report	Democratic Services		Last O&S meeting of the Municipal Year 21/22	Annual Report
Annual review of membership / participation of Outside Bodies	Standing Annual Item	Written Report	Andrew Jones		Last O&S meeting of the Municipal Year 21/22	Annual Report
Overview and Scrutiny Committee End of Term Report	Standing Annual Item	O&S Report for Executive	Committee Services Officer		Last O&S meeting of the Municipal Year 21/22	Annual Report
Children's and Adults' Safeguarding Champions: End of Year Report	Standing Annual Item	Written Report	Lisa Barker		Last O&S meeting of the Municipal Year 21/22	Annual Report
Update on Health & Community Protection and Finance Systems Replacements if appropriate	O&S 17 December 2019	Written Report	Keith Eales Councillors Hales and Falp			

<p>Update on Council's Brexit Preparations with a focus on "People" e.g.: Risks on the register with "red" status; Hate Crimes and "Prevent"; Issues with Entitlement to settled status. Account for "no trade deal" and "with trade deal" as appropriate.</p>	<p>O&S 17 December 2019</p>	<p>Written Report</p>	<p>Andrew Jones / Marianne Rolfe / Councillor Falp</p>			
<p>Culture – Service Area Update</p>	<p>Annual item</p>	<p>Written Report</p>	<p>Rose Winship / PH Culture</p>		<p>12 months</p>	<p>Annual Report</p>

TBA

Title	Where did item originate from	Format	Lead Officer/ Councillor	Membership of Task & Finish	Next report date if applicable	Completion date
Reviewing the success of the Rugby trial and the way forward	25 September 2018	Written Report	Gary Charlton			
<p>Emergency Planning in light of Grenfell Tower and other major incidents</p> <p>(To include:</p> <ul style="list-style-type: none"> • What this Council has done, • Capacity • Staff Learning) 	27 June 2017 (June 2019 – Following a request from H&CP, the Chairman agreed that this could be moved to TBA since the Council has already implemented fire safety measures and reports have been given on these. When the Grenfell report is published, it will be seen if there are recommendations the Council should still consider.)	Written Report	Marianne Rolfe			

Municipal Year 2020/2021 onwards

Arising from O&S Committee meeting 2 April 2019:

- July 2020 – Progress report on HEART service subsequent to last report 2 April 2019
- July 2020 – Review on progress/success of the recommendations from the Task & Finish Group – Role of the District Council Chairman

Arising from O&S Committee meeting 9 July 2019

- July 2020 - Update on the adoption of a Plastics Policy – progress with the policy and the difference it has made; future plans – Alice Ellis
- July 2020 - Annual Review of Council’s Sustainability and Climate Change Approach – Alice Ellis – Annual Report

Arising from Executive meeting 10 July 2019

- July 2020 – Report in respect of decisions made on the role of the Chairman of the Council – Task & Finish Group (Executive Minutes 10 July 2019, Minute number 8 – Resolutions, agreed at Council 4 September 2019)

Arising from O&S Committee meeting 20 August 2019

- August 2020 – Update on the Night Noise Service – Marianne Rolfe

Arising from O&S Committee meeting 26 September 2019

- September/October 2020- Shared Environmental Enforcement with Rugby Borough Council update – Gary Charlton
- August 2020 – Decide if an update is required at the next meeting on the Catering and Events Concessions Contract – Royal Pump Rooms and Jephson Gardens Glasshouse – David Guilding/Phil Clarke
- September 2020 – Fees and Charges – check with the Shadow Portfolio Holder H & CP to see if the fees and charges pest control are working. If they are not, call in.

Arising from O&S Committee 12 November 2019

- November 2020 – Current Arrangements for South Warwickshire Community Safety Partnership – Marianne Rolfe

Arising from O&S Committee 17 December 2019

- Review of Health Scrutiny Sub-Committee 2019/20)

Service Area Update Rota	
Finance	
Housing	With a focus on the impact of the revised structure and additional resources approved in November 2019
Neighbourhood Services	With the agreed format for the Green Spaces Quality Audit agreed 12/2019
Development Services	
Environment & Business	
Chief Executives	
Culture	
Health & Community Protection	

**Response from the meeting of the Executive on F&A and O&S Committees'
Comments – 17 December 2019**

Item no.	9	Title	Financial Systems Replacement	Requested by	Lib Dem Group
Reason considered		<p>Because we want to understand the project interdependencies of the new finance system with other operational systems which are also being replaced; assuming there will be inter-operational ability.</p> <p>Specific Questions: There are various references to Interfaces with other council systems. Will these other systems be impacted by project to replace various operational software used by HCP, NS, PSH and DS? How will the dependencies between these two projects be managed?</p> <p>Page 10 mentions PCI DSS: - What other security standards or frameworks are being sought from potential vendors?</p> <p>Page 16 mentions a variety of potential cashable benefits: - How will the benefits be realised? - Will any redundancy or other payments be required to facilitate their realisation?</p> <p>Page 18 describes the project approach: - Would the RFP process and contact negotiation take place before the start of the plan or as part of one or more of the given milestones? - Are there any annual events (for example audit) that would need to be avoided during specific stages of the project (for example user acceptance testing)? - Will there be any downtime for either users or residents during the data migration / implementation?</p>			
Scrutiny Comment		The Overview & Scrutiny Committee supported the recommendations in the report.			
Executive Response		The recommendation from the Finance & Audit Scrutiny Committee was approved. The recommendations in the report were approved, subject to an additional recommendation 2.3 (recommended by F&A) to read, "a non-Executive Member be appointed on the Project Board for the report".			