

Title: 2023-2025 Service Area Plans  
Lead Officer: Dave Barber on behalf of SLT  
Portfolio Holder: Cllr Ian Davison and all Portfolio Holders  
Wards of the District directly affected: All

<b>Approvals required</b>	<b>Date</b>	<b>Name</b>
<b>Portfolio Holder</b>	14-11	Ian Davison
<b>Finance</b>	10-11	Andrew Rollins
<b>Legal Services</b>		
<b>Chief Executive</b>	10-11	Chris Elliott
<b>Director of Climate Change</b>	10-11	Dave Barber
<b>Head of Service(s)</b>	16-11	All
<b>Section 151 Officer</b>	10-11	Andrew Rollins
<b>Monitoring Officer</b>	10-11	Graham Leach
<b>Leadership Co-ordination Group</b>	20-11	
<b>Final decision by this Committee or rec to another Cttee / Council?</b>	Yes Recommendation to: Cabinet	
<b>Contrary to Policy / Budget framework?</b>	No	
<b>Does this report contain exempt info/Confidential? If so, which paragraph(s)?</b>	No	
<b>Does this report relate to a key decision (referred to in the Cabinet Forward Plan)?</b>	Yes, Forward Plan item 1387 scheduled for 6-12-23	
<b>Accessibility Checked?</b>	Yes	

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## Summary

This report sets out two key elements of the golden thread for the delivery of the Corporate Strategy. Firstly, it seeks agreement for the Service Area Plans (SAPs) for the remainder of 2023/24 and 2024/25, recognising that the SAPs have been prepared to align with the new Corporate Strategy and provide a key part of the way the Council will deliver the Corporate Strategy. Secondly, it sets out how the three Strategic Priorities of the Corporate Strategy will be overseen by programme boards, along with their relationship to Overview and Scrutiny Committee and working parties.

## Recommendation(s)

- (1)** That the Service Area Plans 2023/24 to 2024/25 as set out in Appendices 1 to 7 are agreed, noting that any additional resource requirements for 2024/25 arising from the SAPs that have not already been agreed will be subject to consideration as part of the 2024/25 budget setting report.
- (2)** That approval of the Service Area Plans for Housing, Health and Communities; and, for Neighbourhood and Assets be delegated to the Deputy Chief Executive in consultation with the relevant portfolio holders and the Chair of Overview and Scrutiny and be reported for noting retrospectively before the start of the 2024/25 financial year.
- (3)** That, as set out in paragraphs 1.5 to 1.11 Programme Boards are established to drive forward the delivery of the Corporate Strategy's Strategic Priorities.
- (4)** That, as set out in paragraph 1.14, 2 cross-party Members Working Parties are set up to provide advice to Programme Boards on the development of projects and initiatives within Strategic Priorities 1 and 2. The terms of reference of the Working Parties will be delegated to the Chief Executive in consultation with Group Leaders.

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## 1 Reasons for the Recommendation

### Service Area Plans

- 1.1 As shown in Figure 1, the Service Area Plans (SAPs) are an important part of the "golden thread" linking the Corporate Strategy to projects and frontline service delivery. The SAPs have been prepared to align with the Corporate Strategy. In turn the SAPs provide the framework for Team Operational Plans, staff appraisals and one to ones, thereby enabling every team and every member of staff to consider how they contribute to the strategic priorities in their work.
- 1.2 The SAPs include an overview of the major workstreams for each service, along with the key performance measures to enable progress and performance to be tracked. The performance measures will be collated on a quarterly or annual basis (depending on the specific measure) and will be considered by SLT as part of the performance management framework. The performance measures will also enable progress against the Corporate Strategy to be reported to Overview and Scrutiny Committee.

Figure 1



- 1.3 The SAPs set out in Appendix 1 cover the period from December 2023 to April 2025. SAPs are usually prepared on annual basis to tie in with budget setting and appraisals. However, 2023/24 has seen elections and the development of a new Corporate Strategy. In that context it was decided not to carry out the review of SAP in April/May, instead it was decided to wait until after the new Corporate Strategy had been developed. As the SAPs have been developed so late in the year, it has been decided to incorporate the remainder of 2023/24 and the whole of 2024/25 within them. There is of course a risk that some or all of the plans will require a further review when the budget for 2024/25 is set. Any growth requirements for 2024/25 arising from the SAPs will be subject to approval through the 2024/25 budget setting process unless there has already been formal agreement. Where this gives rise to substantive changes, these will either be approved through the 2024/25 budget report or will require a further report to be considered by Cabinet to agree the changes.
- 1.4 Because of the impact of the assessment of Housing Asset compliance the Service Area Plans for Housing Health and Communities and, for Neighbourhood and Assets are being re-evaluated and updated and so are not ready for consideration. It is proposed that the work on these two SAPs be completed before the beginning of the new financial year and that approval of them is delegated to the Deputy Chief Executive in consultation with the relevant portfolio holders and the Chair of Overview and Scrutiny Committee.

## **Governance for the Corporate Strategy Strategic Priorities**

- 1.5 Whilst the Service Area Plans set out how each service will resource and deliver its key workstreams (core services and projects), the delivery of the Corporate Strategy is also dependent on ensuring good governance arrangements are in place to deliver cross-service/cross-portfolio projects and initiatives. To achieve this, it is proposed that Programme Boards are established for Strategic Priorities 1 and 2 of the Corporate Strategy. Each Programme Board will be led by a Programme Sponsor and will include relevant officers and appropriate portfolio holder(s).
- 1.6 **Strategic Priority 1 - Delivering Valued and Sustainable Services**  
Recognising that so much of what the Council currently does is high quality and value for money it is proposed a Programme Board for the Change Programme is established to oversee key areas for improvement. This Programme Board will cover delivery of projects and initiatives to:
- ensure sustainability is at the heart of our decision making.
  - ensure the Council's finances remain on a firm and sustainable footing.
  - achieve and demonstrate delivery of high-quality services.
  - attract and retain the best talent to deliver our ambitions.
  - ensure the best use of the Council's assets and resources to deliver the Council's wider corporate aims and support the circular economy.
- 1.7 It is proposed that the Deputy Chief Executive is the programme sponsor for this area. A further report will be brought to Cabinet setting out the scope, governance and main workstreams of the Change Programme, including the more details about the membership of the Programme Board. The Change Programme will therefore focus on those elements that require improvement to deliver this priority of the Corporate Strategy.
- 1.8 **Strategic Priority 2 - Low Cost, Low Carbon Energy Across the District**  
The level of priority given to this aspect of the Council's work indicates that there is a need to accelerate progress in relation to energy costs and decarbonisation. This will require input from a range of Council services and portfolios. To ensure this work is given the priority it needs and is effectively coordinated, a Programme Board will be established to develop and deliver projects and initiatives to:
- reduce energy consumption and carbon emissions from our public buildings
  - reduce energy consumption and carbon emissions from the existing Council Housing
  - provide homes which are safe and meet the Decent Homes standard for all our tenants including improving the energy efficiency of their homes.
  - ensure new housing developments led by the Council are exemplars of planning and construction to meet the climate emergency and other challenges.
  - Explore multiple, innovative approaches to make it easier for others in the district to reduce their energy needs.

- 1.9 It is proposed that the Programme Director for Climate Change is the programme sponsor for this area. The Climate Change Action Programme (CCAP - also on this agenda) sets out some of the work already in train to address this element of the Corporate Strategy and progress is already being made on those actions. It is proposed that the CCAP be split in two so that those aspects relating to "Low cost, low carbon energy across the district" will be part of Strategic Aim 2 and the remaining elements of the CCAP will be in Strategic Aim 3 (i.e., 3.2.4 of the Corporate Strategy).
- 1.10 The CCAP includes actions which will provide the basis for establishing the specific workstreams of this Programme Board and in that context, it is proposed the Programme draws on the CCAP to establish priorities. Membership of the Programme will be made up officers from Climate Change, Neighbourhood and Assets, Housing and Place Arts and Economy, along with relevant portfolio holders.
- 1.11 **Strategic Priority 3 - Creating vibrant, safe and healthy communities of the future**  
Due to the diverse nature of this strategic goal and the necessity to focus at this time on the Asset Compliance it is proposed that establishing the Member Working Party is delayed until next year so as to give time for the work on asset compliance to be completed. The projects that fall into this area will in the meantime be subject to a quarterly overall report on progress.
- 1.12 It is proposed that the Chief Executive be the Programme Sponsor for the Board which will have an overview across this Strategic Priority to ensure coordination between projects and work on delivering the priorities set out in this area. Membership of this Board will be from across the Council's services areas and have the relevant portfolio holders upon it. It should also be noted that the South Warwickshire Local Plan is another key element for the delivery of the Corporate Strategy. This has not been included within this suggested Programme Boards because it has its own governance arrangements.

### **Role of Overview and Scrutiny and Working Parties**

- 1.13 The Corporate Strategy contains provisions for Overview and Scrutiny Committee to undertake an annual review of the Strategy. At the discretion of the Overview and Scrutiny Committee, specific aspects of the Strategy may be scrutinised between these annual reviews.
- 1.14 It is also proposed that cross party members working parties are established to develop policy and provide advice to the Programme Boards regarding Strategic Priorities 1 and 2. These working parties will not duplicate the scrutiny function provided by Overview and Scrutiny Committee, instead they will provide an opportunity for informal cross-party advice from members which will feed in to work of the Programme Boards. The terms of reference for the Working Parties, will be delegated to be agreed by the Chief Executive in consultation with Group Leaders.

### **Reporting on Management of Risk and of Progress**

- 1.15 The report also on the same agenda as this report relates to the Significant Business Risk Register (SBRR) and this will be revised to reflect the new Corporate Strategy. This will report on a quarterly basis as it has continued to be so for as long as the Council has reported on risk at this level.
- 1.16 Reporting on overall progress of the Strategy is expected to be also on a quarterly basis to Cabinet with an annual report for Council. The Overview and

Scrutiny would also be able to scrutinise and comment on both. Reporting on the Service Area Plans will also be quarterly from the next financial year. The Services Area Plans will be published on the Council's website along with updated performance data each quarter. though with the intention of making the data available real time for Councillors as soon as practically possible via Sharepoint. Finally, there will also be the quarterly reporting of the Council's financial position.

- 1.17 There will then be a significant range of reporting tools for the Council to assess progress at a number of levels and topics.

## **2 Alternative Options**

- 2.1 The Cabinet could decide to amend the Service Area Plans in a range of ways to better reflect the ambitions of the Administration.
- 2.2 The Cabinet could decide not to establish the Programme Boards and the other governance arrangements to support the Corporate Strategy and instead could agree alternative governance arrangements or indeed no governance arrangements.
- 2.3 The Cabinet could decide to establish the Programme Boards with a different scope – with the responsibilities for projects split differently, especially in relation to the third strategic priority of the Corporate Strategy.

## **3 Legal Implications**

- 3.1 The proposals set out in this report are consistent with the Council's constitution.

## **4 Financial Services**

- 4.1 There are no direct financial implications. Each Service Area Plan does include reference to budgetary implications and where this requires resources that are not currently in place, these will either be the subject of separate reports or will be subject to consideration for growth requests as part of the 2024/25 budget setting decisions.

## **5 Corporate Strategy**

- 5.1 Warwick District Council has adopted a Corporate Strategy which sets three strategic aims for the organisation. The service area plans have been developed to align with the Corporate Strategy. Indeed, the timing of this report has been designed to coordinate with the Corporate Strategy.
- 5.2 **Delivering valued, sustainable services** – the service area plans have been developed to ensure the Council's resources focus on high priority work and deliver valued services for our customers. In combination with team operational plans, appraisals, staff one to one and other elements of the "golden thread", the service area plans ensure this aspect of the corporate Strategy is addressed.
- 5.3 **Low cost, low carbon energy across the district** - the service area plans have been developed to ensure the Council's resources focus on high priority work including low cost, low carbon energy. In combination with team operational plans, appraisals, staff one to one and other elements of the "golden thread", the service area plans ensure this aspect of the Corporate Strategy is addressed.
- 5.4 **Creating vibrant, safe and healthy communities of the future** - the service area plans have been developed to ensure the Council's resources focus on high priority work and projects. In combination with team operational plans,

appraisals, staff one to one and other elements of the “golden thread”, the service area plans ensure this aspect of the Corporate Strategy is addressed.

## **6 Environmental/Climate Change Implications**

- 6.1 Meeting have been held between the Climate Change Team and the Heads of Service to ensure alignment between the Service Area Plans and the revised Climate Change Action Programme (CCAP - see separate report on this agenda). The SAPs are therefore consistent with the proposal included in the CCAP.
- 6.2 The Climate Change Team Service Area Plan sets out how the corporate climate change resources will be focused on the delivery of the CCAP during 2024/25.

## **7 Analysis of the effects on Equality**

- 7.1 Each service and each corporate project is responsible for considering equalities impacts. Beyond that, there are no equalities impacts directly associated with this report.

## **8 Data Protection**

- 8.1 There are no data protection issues associated with this report.

## **9 Health and Wellbeing**

- 9.1 Each service is responsible for considering health and wellbeing as part of the Service Area Plan.

## **10 Risk Assessment**

- 10.1 Each Service Area incorporates a risk register which forms the basis of ongoing risk management. Individual projects also have their own risk registers. In addition, the SBRR will be updated to provide the overall risk assessment for the Council’s Corporate Strategy and the Council as a whole.

### **Background papers:**

WDC Corporate Strategy 2023

### **Appendices:**

Service Area Plans 2023 to 2025:

- Safer Communities, Leisure and Environment
- Place Economy and Arts
- Finance
- Governance
- HR and Communications
- Digital and Customer Services
- Climate Change