CXO Service Area Plan 2017/18

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| Part 2 – Managing Service Delivery |
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Service Area :	Chief Executives Office
Service Area Manager:	Chris Elliott
Deputy Chief Executives:	Andrew Jones, Bill Hunt
Portfolio Holder(s):	Cllr Andrew Mobbs

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.
- 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 deliver, maintains the safety of their users and provides value for money solutions to minimise costs to our residents

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 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

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 advice appropriate to the needs of Council

1.1   Linkages to Sustainable Community Strategy

	Direct	Indirect
Housing	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 undertaking options appraisals for the Housing Service area on the most effective means of developing new HRA housing	the service will act as an enabler for others to deliver their aspects of Sustainable Community Strategy

Prosperity	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	the service will act as an enabler for others to deliver their aspects of Sustainable Community Strategy
Safer Communities		the service will act as an enabler for others to deliver their aspects of Sustainable Community Strategy
Health and Well Being	Embedding health and wellbeing in the Council at all levels Ensuring that the Council meets all health and safety requirements in respect of its housing and corporate assets	the service will act as an enabler for others to deliver their aspects of Sustainable Community Strategy
Sustainability	Will seek to use and move towards sustainable methods of service delivery. Monitoring the energy efficiency of all the Council's assets and devising cost effective proposals to improve their energy efficiency Managing the energy supply contracts for the Council in the most efficient way possible	the service will act as an enabler for others to deliver their aspects of Sustainable Community Strategy
Involving Communities		the service will act as an enabler for others to deliver their aspects of Sustainable Community Strategy
Supporting Families		the service will act as an enabler for others to deliver their aspects of Sustainable Community Strategy
Rural Issues	Implementation of Digital Council Services to assist communities with poor transport links. Ongoing support for BDUK, promoting rural broadband connectivity.	the service will act as an enabler for others to deliver their aspects of Sustainable Community Strategy

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 manage the delivery of the Council's Asset Management Strategy in order to support the Fit for the Future Programme and to achieve the Council's Medium Term Financial Strategy objective and HRA Business Plan viability and objectives	c.5500	No. HRA properties
		c.200	No. Corporate properties
	Providing property holding service areas with 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. 18000	No. HRA repairs completed per annum
		£xxxx	Budget: HRA Repairs and Void Properties
		c. xxxx	No. corporate property repairs completed per annum
		£xxxx	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	£xxxx	Budget: Housing Investment Programme
		£xxxx	Budget: Corporate property
	Ensuring a robust approach is taken to maintaining the Council's assets in line with statutory regulation and best practice		
	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		

Service Being Delivered	Priorities (with Justification)	Service Demand	
	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	Xxxx	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		
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	No. of Helpdesk calls per annum, excluding Face-To-face, and emails. The team also has project work.
		600+ Users	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		
	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	106,000	Number of electors

Service Being Delivered	Priorities (with Justification)	Service Demand	
	To deliver the requirements placed on this Council in Warwickshire CC in May 2017, and potential Neighbourhood Plan referendums		
Civic & Committee Services	To manage and support all Council, Executive, Committee and Sub-Committee meetings of the Council	180	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.	700	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 say cash receipting system		
	To provide an efficient postal system offering timely delivery		
Payroll	To liaise with Coventry City Council to co-ordinate payroll and HR transactional services		
	To ensure people management information – vacancies, absence etc is up to date at all times		
	To co-ordinate pension information between Coventry City Council and our Pension provider – Warwickshire County Council		
	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.		
	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		
	To provide management information regularly to enable the Council to make informed decisions, for example absence, turnover and agency costs.		
	To continue to work with Service Areas in reviewing efficiencies and resourcing in all service areas		

Service Being Delivered	Priorities (with Justification)	Service Demand	
	Review E & D priorities including updated training for EQIA's and link to Public Sector Equality Duty		
	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		
	To complete Training Needs Analysis of Service Area needs from Personal Development Plans to develop Corporate Training Plan		
	To provide comprehensive, blended learning solutions for all staff and managers across the Council, including e-learning.		
Media	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.		
	To provide marketing support across the Council		
	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 Key Corporate 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 preceding quarter. Measures that are either adverse or favourable and fall outside of the 'Reporting Tolerance' are accompanied by an explanatory narrative.

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						
%age of HRA repair requests completed on time	90%					
%age of corporate property repair requests completed on time	90%					
%age HRA dwellings with in date Gas Safe certificate	100%					
%age corporate properties with in date Gas Safe certificate	100%					
%age HRA dwellings with in date Electrical Test certificate	100%					
%age corporate properties with in date Electrical Test certificate	100%					
%age HRA dwellings with in date Fire Risk Assessment	100%					
%age corporate properties with in date Fire Risk Assessment	100%					
ICT Services						
%age Service Availability – Servers, Network, Applications	99.99%	>=-0.5%				
%age Service Availability – Corporate Telephones (CallManager)	99.99%	>=-0.5%				

%age Service Availability – Virtual Desktops	99.99%	>=-0.5%				
%age Completion rate for combined Incident & Service Request Calls within SLA	95.00%	>=-5%				
Democratic Services						
%age of Complaints to Ombudsman upheld	0	>=1				
%age of Freedom of Information Requests not Responded to on time	20%	>=5%				
Number of Subject access requests received	2	>=2				
%age of subject access requests responded to on time	100	0				
Number of cases to ICO	0	0				
%age of ICO case upheld	0	0				

Human Resources						
HR - staff satisfaction and engagement levels via:						
• Sickness absence levels - Av no of working days lost to Absence per employee (tolerance against annual local gov figures)	2.2 Days Per Qtr	>=5%				
• Average number of Vacant Post per quarter	40	>=10%				
• Staff Turnover %age of FTE (tolerance against annual local gov figures)	3% Per Quarter	+/- 0.5%				
Media						
Number of Twitter followers						
Number of retweets						
Press coverage; coverage as readership & equivalent advertising value						

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	• Monthly budget monitoring as part of Finance's corporate budgetary	

	control. • Bi-Annual review of the ICT Equipment Reserve	

Procurement	• 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.
	• Major Procurements:
	  • Postal Vote/Ballot Paper/ Poll Cards & Electoral Canvas printing contracts
	  • Network Support and Maintenance; plus purchasing framework
	  • Datacentre Support and Maintenance; plus purchasing framework
	  • Microsoft Enterprise Agreement
	  • MFD & corporate black & white printer	

Contract Management	Quarterly update of contract register Contract monitoring Contracts for Renewal: • HRA Housing Investment Programme contracts for 01.04.2018 • HRA Repairs and Voids contract for 01.04.2018 • Corporate Property Repairs contract for 01.04.2018 • HRA and Corporate Property Lift Maintenance and Repair contract for 01.04.2018 • Wood Fuel and Biomass Supply	

Audits	• Implementation of outstanding audit recommendations.
	• Audits:
	  • ICT audit plan to be developed with TIAA and Internal Audit Apr 2017
	  • Corporate Training
	  • Communications
	  • Media Services
	  • Data Protection
	  • Committee Services
	  • Income Receipting and Document Management
	  • Shared Legal Service	

Risk Register	• 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	• Undertake any outstanding actions identified in the Service Assurance Statement.	
Corporate Health & Safety	• 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

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.
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.
	Ty Walter / Tass Smith	Review of digital skills required by the Apps team to	Training to be accommodated within the ICT	None	Skills matrix to be completed in Q1.

		support the Council's Digital Strategy	training revenue budget,		
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.
Service Review	Tracy Dolphin	Review HR / Media Team in line with response to demand and impact of Leisure changes	Possible salary saving or realignment of service to customer needs	Consideration of how we use the service and other options	Ongoing review to Dec 2017
Change to service delivery	Graham	Trial and potential introduction of Hybrid mail	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 being developed.
Asset contract re-procurement	Bill Hunt	Improvements to contract delivery to be included in revised tender specifications	Unknown	Potential to deliver more cost effective outcomes and improved contract delivery for service areas that hold or operate assets Support from Procurement Team and potentially WLS required	Tender documents being reviewed. Procurement process timeline being agreed to enable new contracts to be in place for April 2018
Recruit Asset Manager	Bill Hunt	Recruitment of permanent postholder to replace current secondment	Likely increase in cost to arise from current HAY evaluation of revised JD & PS. In	None	HAY evaluation March 2017 Recruitment process

		arrangement	short term this can be accommodated from vacancies within the team		completed by end April 2017
Re-design Asset Team structure and responsibilities	Bill Hunt	Full re-design once Asset Manager recruited to ensure that the team is capable of providing the envisaged support service role to internal customers, effectively procure works on their behalf and effectively manage significant contracts	Consultancy support for re-design process to be procured using Service Transformation Reserve budget allocation. Possible savings but report to Executive as appropriate if any additional budget required	Consultation on re-design options will involve other service areas. Finance team will need to re-configure budget book	Re-design to commence May 2017 Report to Employment Committee Nov 2017

Part 4   BUDGET – Main budgetary pressures and changes

Activity	Budgetary Impact	2017/18	2018/19	2019/20
HR/Media Service Review	Ongoing challenges to manage the consequences of budget reductions on service delivery.	£0	£35,000	£0
Review of Members Allowances	At present no budget allocation has been made for any changes proposed (and agreed by Council) as a result of the Independent Review.	Potential adverse – Figure unknown		
Key ICT Support & Maintenance Contracts	Many of the Council's ICT contracts are initially quoted in USD. Due to the devaluation of sterling following the Brexit vote, there is the potential for significant contract price increases ate renewal. Microsoft increase 22%	Unknown		
Re-procurement of major repair, and improvement contracts for HRA and corporate assets	Unknown but price increases possible.	Minimal – biomass and woodfuel only	Unknown	Unknown

Part 5 – Managing Planned Changes, Major Workstreams 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	Set out in the Digital Programme of Works 2017/18 submitted to the Executive March 2017	
Transforming our Workplace (ToW) To assist in the identification and delivery of technology and processes that will enable staff to operate efficiently and effectively delivering revenue savings and service improvements.	Ty Walter (ICT Lead) Tracy Dolphin (HR lead)		All Services		
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		
People Strategy 2016-2020 Monitor, review and update of People Strategy Action Plan priorities aligned to Workforce Steering Group, themes to include: • **Leadership & Organisational Development** • **Workforce Planning & Performance** • **Learning & Development** • **Communications & Involvement** • **Equality & Diversity** • **Employee Well-being, Reward &**	Tracy Dolphin	Potential savings/additional costs from specific workstreams identified	Impact across levels of Staff and Manager	Updates to JCF/WSG quarterly	

Recognition					
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		
Information Governance To bring forward updated policies and practices in advance of the introduction of GDPR in May 2018	Graham Leach/ Janice Robbins		All service areas	Report to CMT on steps forward by end of April 2017	
Security & Compliance					
PSN CoCo Retain PSN CoCo compliance for Warwick District Council	Ty Walter		Finance Democratic Services		
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		
Desktop Projects					
Desktop Refresh Review Look at the implications of implementing Windows10 and Office 2016, plus the use of RSA soft tokens.	Lee Millest		All Services		
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
Infrastructure Projects					
Network Core & Firewall Replacement	Richard Bates		All Services		

Project	Sponsor / Lead Officer	Budget Impact	Impact on other Services	Milestones	Date
Major project to replace the Council's network core and corporate firewalls because the equipment has gone end-of-life with the manufacturer.					
Reconfigure File Server Major project to restructure the fileserver to reduce service recovery time in the event of a service outage.	Richard Bates		All Services		
Expand VoIP telephony to Satellite Sites 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.	Richard Bates		Neighbourhood Services Cultural Services		
GIS Projects					
Support of the Neighbourhood Services Data capture project. A major exercise to capture spatial data relating to the tasks in Neighbourhood Services has been identified in the 2017/18 Digital Programme of Works. For example, the capture of grounds maintenance data to allow for more accurate contract mismanagement.	Mark Barnes (ICT lead)				

Project	Sponsor / Lead Officer	Budget Impact	Impact on other Services	Milestones	Date
Electoral Services					
Boundary review To lead on a Boundary review of the Council's Ward Boundaries, if approved by the Boundary Commission and Parish/Town boundary changes as a result of the Community Governance Review	Graham Leach	Potential reduction in cost through less Councillors however there will be a need to dedicate resources to this review. This may be	At this stage these would be minimal	Additional information to be submitted to the Boundary Commission in Spring 2017 with any potential review starting in January 2018..	

		accommodated so long as no significant elections are called within 2018.			
Contracts **Procurement for new contracts to deliver ballot papers, postal ballots, polling cards and electoral canvas.**	Gillian Friar	The costs for these are, in the majority met from within the budget allocated for elections. The only impact would be on cost of administering Warwick District Council elections and neighbourhood plan referendums. It is anticipated that the costs will remain broadly the same as at present and with the potential pricing structure of the contract keeping increases to a minimum.	Procurement team for advice and support	Spec for contracts with procurement Timetable for procurement awaited. Re-let printing contract by June 2017. Award contract for temporary polling station and delivery polling booth April 2017	
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 storage requirements		
Civic & Committee Services					
Councillors IT Working Party **To complete the review of the Councillors IT Working Party following the outcome and**	Graham Leach		Meeting with relevant Councillors	This will be dependent on the outcome of the review of Members' Allowances.	

decisions on the Members Allowances Scheme review					
Implement the new Scheme of Members Allowances Following the outcome of the Independent Review of Members Allowances and it has been determined by Council implement the recommendations and changes	Amy Carnall	Potential adverse budgetary impact at this stage unknown.		Independent report due to Executive in April 2017	

Project	Sponsor / Lead Officer	Budget Impact	Impact on other Services	Milestones	Date
HR					
T&C Review Impact on other areas relating to T & C Phase 1 and 2: • **Update of Policies/Contract e.g. subsistence/training expenses** • **Outcome Trial of Standby Phase 2** • **Next steps terms and conditions:** • **E.g . Car Loans/Relocation**		Trial of T&C's Phase 2 - impact on budget relating to standby/overtime	All areas	Emp Com/Executive Updated policies and guidance	June 2017 for trial
Review of Salary Benefits & Recruitment: Priorities of People Strategy Action Plan include Salary Review; Recruitment & Branding/Advertising; Generic Roles; Hay Guidance; Hay benchmarking; Learning & Dev Matrix; Living Wage/ Apprenticeships / Reward & Recognition	HR Senior Officers/ Tracy Dolphin/WSG	Priority workstreams progressing. Possible impact on budget relating to specific areas e.g. Salary Review	All areas	Now linked to Workforce Steering Group/timeline for works teams agreed end 2017	End 2017
Organisational Development: • **Leisure Development** • **Contract Services** • **Tourism**	HR Senior Officers	Linked to individual service area budgets		As part of Service area timelines	

• **Health & Community Protection** • **Lifeline Services** • **HR & Media** • **Property** • **Visitor Information Centre** • **Development Management** • **Procurement** • **Benefits** • **Finance – support services provision (Accountancy/Audit/FS Team)**					
HR/Media Review **Review of operational needs and structure/processes to support.**	Tracy Dolphin/Nicki Curwood	Part of Support Service Review Cost saving planned for 18/19 £35K	All Areas	SMT Report Oct 2017	Emp Com Dec 2017