

Service Area Plan Year :	1 April 2025 to 31 March 2026
Service Area :	Governance Services
Service Area Manager:	Graham Leach
Portfolio Holder(s):	Ian Davison

Sections:

Links to Warwick 2030 Strategy
Main Aspects of Workloads and Major Workstreams
Performance
Risk Management

Theme and Strategic Goals		Direct	Indirect
Delivering Valued, Sustainable Services			
1.1 Ensure sustainability is at the heart of our decision making	1.1.1 We will develop climate and sustainability impact tool to help inform, shape and improve our decision making.		This will become an embedded requirement within the report template for consideration by officers when producing decision making reports.
1.2 Continue to ensure the Council's finances remain on a firm and sustainable footing	1.2.1 Our medium-term financial strategy will set out the steps we will take to ensure we continue to be financially sustainable and can continue to invest across the district – this will include making better use of existing resources and consider how we can increase income generating opportunities.	The Service Area will seek to contribute efficiencies in service delivery through reducing the cost of service provided. This will be championed by the Head of Service and their line managers within their teams to seek more efficient delivery of services.	Review of delivery of service to ensure best practice through efficient use of resource. This will include improving the use of IT as set out within the major workstreams for procurement of two IT systems. This will also see the development of the information governance system for handling requests more effectively.
	1.2.2 Our change programme will improve the efficiency and effectiveness of how the Council delivers services to ensure they remain responsive and accessible to customer needs.	The Service Area will look to bring forward proposals to the Change Board for consideration.	
1.3 Achieve and demonstrate delivery of high quality services	1.3.1 By reviewing how Council services are delivered and measuring performance will help ensure high quality services are being delivered across the Council.	The Service Area will provide overall insight in performance across the Council supporting Service Areas in identifying appropriate benchmarking data while helping to understand the characteristics of Warwick District in respect of the community and service delivery.	The service area will continue to further support this this aspect through the delivery of good governance and the decision making process within the Council
	1.3.2 The Digital and Customer Strategy and Change Management Programme will make it easier for customers to contact the Council 24/7, 365 days a year and enable our customer service team to help more customers at the first point of contact through different communication channels.	The service area will continue to look for areas to improve access through digital services, a number of these projects are listed within the Major Work Streams for the Service Area	The service area will continue to further support this this aspect through the delivery of good governance and the decision making process within the Council
	1.3.3 We will measure our performance and develop how we use data, benchmarking and customer insight to ensure we continuously learn and improve how we deliver services	The Service Area will provide overall guidance for the Council in analysis of performance and reporting for Councillors and the wider community. This will be provided in a clear format to make it easily understandable on how well the Council is core services.	The service area will continue to further support this this aspect through the delivery of good governance and the decision making process within the Council
	1.3.4 We will further develop our approach to commissioning and contract management across the Council to continue to ensure residents receive the best service possible and value for the taxpayer. 1.3.5 Ensure Council homes are safe and meet the Decent Homes standard for all our tenants including improving the energy efficiency of their homes and meeting all new social housing regulatory requirements.	The Service Area will support this through the management of its contracts within the procurement lifecycle.	The service area will continue to further support this this aspect through the delivery of good governance and the decision making process within the Council
1.4 We want to attract and retain the best talent to deliver our ambitions	1.4.1 Our People Strategy will help to attract the right people with the right skills the Council needs and are recognised locally, regionally and nationally as an employer of choice.	Employees are the key to the successful delivery of the services. Diversity, health and safety, workplace conditions, personal development, work/life balance and remuneration are all issues that responsible employers need to address to ensure a happy, motivated, competent workforce. The service ensures delivery against this corporate theme by: Ensure every member of staff has a personal development plan; Ensure staff understand their role and contributions to the service plan and how their performance will be assessed; Promote shadowing, mentoring within teams and across service areas; Ensure that staff are treated fairly and that policies are consistently applied; Fully involving the team in development of team operational plans and performance review; Ensuring Healthy work life balance; Ensuring mentoring to increase specialist skills ; Supporting with learning and development opportunities; Offering apprenticeship opportunities; Ensure that staff are developed in order to meet the need of the future service; Ensure the staff have the required competence.	The service area will continue to further support this this aspect through the delivery of good governance and the decision making process within the Council
	1.5.1 A new Asset Strategy and Management Plan will set out how we will best use our assets to drive sustainability, enable regeneration, and commercial value to contribute to our long-term financial position and place shaping ambitions. 1.5.2 We will continue to develop our approach for maximising social value through our place shaping initiatives and investments, to recycle the Warwick District Pound	The Service Area will consider the opportunities for supporting these initiatives through its procurement activities for services within the local economy so far as is allowed within the procurement framework and legislation.	The service area will continue to further support this this aspect through the delivery of good governance and the decision making process within the Council
Low cost, low carbon energy across the District			
2.1 Reduce energy consumption and carbon emissions from the council's public buildings	2.1.1 Significantly improve the energy efficiency of Council buildings and introduce renewable energy generation capacity where possible.	No direct contribution	The service area will continue to further support this this aspect through the delivery of good governance and the decision making process within the Council
	2.1.2 Assess the creation of an investment fund for energy conservation and energy generation projects.	No direct contribution	
2.2 Reduce energy consumption and carbon emissions from existing Council Housing Stock	2.2.1 Develop a Decarbonisation and Energy Efficiency Strategy, for existing Council homes to reach a minimum of EPC C by 2030. Aim to go further to reduce carbon emissions and energy bills for Council tenants by exploring how we can maximise the impact and prioritisation of our maintenance programme and any external funding opportunities. This will include developing the toolkit to measure and assess impact.	No direct contribution	The service area will continue to further support this this aspect through the delivery of good governance and the decision making process within the Council
	2.3 Provide homes which are safe and meet the decent homes standard for all our tenant including improving energy efficiency of their homes.	2.3.1 Working with tenants and using sector best practice to ensure that our homes are safe, energy efficient, free from damp and mould and, as a minimum, meet decent home standards.	No direct contribution
2.4 Ensure new housing developments led by the Council are exemplars of planning and construction to meet the climate emergency and other challenges	2.4.1 New Council homes are net zero carbon in operation. To support this, we will set out our aspirations relating to carbon performance and for WDC-led developments recognising that there may be times when these aspirations cannot be fully achieved in light of viability.	No direct contribution	The service area will continue to further support this this aspect through the delivery of good governance and the decision making process within the Council
	2.5 Explore multiple, innovative approaches to make it easier for others in the district needs	2.5.1 By working in partnership locally, regionally and nationally, we will identify, evaluate and undertake initiatives to help local people reduce their energy needs	No direct contribution
Creating Vibrant, Safe and Healthy Communities of the Future			
3.1 Support all our communities, rural and urban to be economically ready for the future, with the right infrastructure and protect community identity with a focus on people and the environment	3.1.1 Enhance our town centres by working with businesses in place making initiatives, events and active travel to support the daytime and nighttime economy. This will include taking forward the future high street fund and the progression of the creative quarter.	No direct contribution	The service area will continue to further support this this aspect through the delivery of good governance and the decision making process within the Council
	3.1.2 Any opportunities for an investment zone will focus on the transition to a green economy, protect against unsuitable development and deliver for biodiversity, sustainable transport, and job creation.	No direct contribution	The service area will continue to further support this this aspect through the delivery of good governance and the decision making process within the Council
	3.1.3 Promote the district as a location for advanced manufacturing, "green" industries, creative games and hi-tech based companies, building on our national reputation. Work with educational establishments to inspire people to learn new skills, help local people access jobs and opportunities.	No direct contribution	The service area will continue to further support this this aspect through the delivery of good governance and the decision making process within the Council
	3.1.4 Increase the volume of high quality, low carbon, affordable and social housing including increasing the Council's and Milverton Homes' home building activity. This will help meet demand for housing and help tackle rough sleeping and homelessness.	No direct contribution	The service area will continue to further support this this aspect through the delivery of good governance and the decision making process within the Council
3.2 Promote vibrant communities, a welcoming atmosphere and good mental and physical health and wellbeing within all our towns and villages.	3.2.1 Support our creative community, including local artists, dancers, actors, musicians and history and heritage organisations through a revised Creative Framework and a programme of support through UKSPF projects.	No direct contribution	The service area will continue to further support this this aspect through the delivery of good governance and the decision making process within the Council
	3.2.2 Build on our reputation as a home for national and international sporting events.	No direct contribution	The service area will continue to further support this this aspect through the delivery of good governance and the decision making process within the Council
	3.2.3 Encourage everyone to have a more active lifestyle via use of our leisure centres, parks and open spaces, other sports facilities, and the provision of other outreach activities.	No direct contribution	The service area will continue to further support this this aspect through the delivery of good governance and the decision making process within the Council
	3.2.4 Review, update and continue to take forward initiatives in the Climate Emergency Action Programme and evaluate their impact	No direct contribution	The service area will continue to further support this this aspect through the delivery of good governance and the decision making process within the Council
	3.2.5 Using our joint WDC/SDC new Local Plan to: • prioritise housing development on brownfield sites. • minimize use of greenfield sites where possible. • promote new developments using 20-minute neighbourhood/settlement designs. • ensuring convenient access to services and shop. • protect existing community identities. • ensure the provision of appropriate infrastructure is available to support new and existing development.	No direct contribution	The service area will continue to further support this this aspect through the delivery of good governance and the decision making process within the Council
	3.2.6 In partnership with Warwickshire County Council, promote and implement active travel choices as a priority - public transport, walking and cycling.	No direct contribution	The service area will continue to further support this this aspect through the delivery of good governance and the decision making process within the Council
	3.2.7 Adopt a Net Zero Carbon DPD and provide supplementary guidance, training and support to ensure that new homes and other building in the district are net zero carbon.	No direct contribution	The service area will continue to further support this this aspect through the delivery of good governance and the decision making process within the Council
3.3 Enhance the Biodiversity of the District	3.3.1 Increase the level of biodiversity on Council owned land and create a network of accessible linked biodiversity rich spaces.	No direct contribution	The service area will continue to further support this this aspect through the delivery of good governance and the decision making process within the Council
	3.3.2 Encourage residents, communities and businesses to enhance the biodiversity of the district using the planning system, the Biodiversity Net Gain legislation and other opportunities	No direct contribution	The service area will continue to further support this this aspect through the delivery of good governance and the decision making process within the Council
3.4 To champion new and innovative ways of working together to improve health and wellbeing and tackle inequalities – focussing on prevention and building resilience in communities	3.4.1 Reduce health inequalities within the district and develop a series of health and community wellbeing hubs.	No direct contribution	The service area will continue to further support this this aspect through the delivery of good governance and the decision making process within the Council
	3.4.2 Develop and implement an asset based community development strategy where the Council and partners will work with communities to build capacity to help address their own health, safety and wellbeing needs, especially those with a more deprived socioeconomic or isolated backgrounds.	No direct contribution	The service area will continue to further support this this aspect through the delivery of good governance and the decision making process within the Council
	3.4.3 Working with partners to deliver community safety interventions to address ASB and fear of crime.	No direct contribution	The service area will continue to further support this this aspect through the delivery of good governance and the decision making process within the Council

Service Overview

Key to: Actual Workload to date 25/26 (updated half yearly)	
	Significant issues or delays in service delivery that require immediate attention
	Potential issues or delays in service delivery that require corrective actions
	service being delivered as expected
	Completed
	Not Started

	Service Being Delivered	Main aspects of service delivery	Estimated Expected Workload 25/26 (TBC APR 25)	Notes	Actual Workload to date 25/26 (updated half yearly)	Percentage of estimated workload experienced 25/26	
Governance Services	Civic & Committee Services	Delivery of Council, Cabinet Committee and Sub-Committee meetings	88 formal meeting	In addition to the 88 Formal meetings the team also expect to support a further 30 informal meetings.	White		
		Support to individual councillors			Amber		
		Support to the Chairman & Vice-Chairman of the Council in their civic roles	2 Civic Dinners				
		Support the Scrutiny process for the Council					
		Managing the Members Allowances Scheme	Circa £400,000 expenditure				
		Overall Management the Member Development					
	Policy Performance & Complaints Management	Despatch of outgoing Council mail	£300,000 per annum expenditure on postal delivery		The number of complaints received is expected to increase with revised process and policy being introduced in the year in line with the Housing Ombudsman & Local Government & Social Care Ombudsman proposed code for complaints.	Green	
		Management of Incoming mail and deliveries				Green	
		Management of the Corporate Document Store				Green	
		Oversee and Support the Corporate Complaints process	61 Stage 1 complaints and 14 Stage 2 Complaints For 2023/24			Green	
		Delivery of Performance information to the Senior Leadership Team and Councillors				Green	
		To oversee Corporate Policy and Service Area planning to deliver a consistent approach				Green	
	Electoral Services	Support to back office teams across the Council				Green	
		Delivery of the Electoral Registration Service				Green	
Introduction of Elections Act 2022 Phase 2					Green		
Information Governance	Delivery of the 2025 WCC Elections				Green		
	Delivery of the Information Governance Framework for the Council				Green		
	Overall responsibility for the management and response to information requests	circa 700 information requests per annum			Green		
Legal Services	Providing legal service and advice for the Council.			The Legal Service is a shared service with Stratford-on-Avon-District Council. The Service delivery is monitored through KPI's as set out in the Service Level Agreement	Green		
Service Management	Budget	Regular budget monitoring (including accountants)			Green		
		Delivering service within budget			Green		
		Savings to be achieved with as little service impact as possible			Green		
		Reviewing opportunities to gain income for services			Green		
		Ongoing budget management training			Green		
	Procurement	Attendance of key officers at in-house Ongoing training			Ongoing training of officers and those participating in procurement.	Green	
		Regular meetings with procurement officers				Green	
		Procurement project meetings for major projects including - Back office system procurement.				Green	
		Planned Procurement exercises in year:			Within the SAP there will be procurement of contracts for Committee Management System, Electoral Management System and completion of the Hybrid Mail contract procurement	Green	
		in accordance with contract programme				Green	
	Contract Management	Contracts due for renewal during the year (as identified above)			Ongoing training of officers and those managing contracts.	Green	
		Training in relation to contract monitoring				Green	
		Quarterly update of the contract register				Green	
		Internal audit programme				Green	
		in accordance with audit programme				Green	
	Risk Register	Regular review at departmental management meetings				Green	
		Annual review				Green	
		Quarterly PH review				Green	
		Peer Review at SLT, by Risk Manager and Insurance Officer				Green	
Implementation of mitigation and control					Green		
Service Assurance	Actions arising out of Annual SA document include:				Green		
	Monitoring of customer measures				Green		
	Refresher training in procurement and finance procedures, where appropriate				Green		
	Update of Business Continuity Plan				Green		
Corporate Health and Safety	Ongoing reviews of risk assessment (Covid and standard)				Green		
Workforce Planning and Development	Establishment	21		During the year there will be a minor review to structures within the teams.	Green		
	Vacancies	1			Green		
	Review of the service organisation structure				Green		
	Recruitment to vacant posts.				Green		
	Keeping up to date with key change programmes from statutory agencies				Green		
	Authorisation review				Green		
	Continuing development of post holders				Green		
Continuing development of councillors			Green				

Managing Planned Changes, Major Work streams, Projects and Budget Pressures

Key to: On track? RAG	
	Significant issues or delays that require immediate attention
	Potential issues or delays that require corrective actions
	On track, no immediate issues or risks
	Completed
	Not Started

Change/Project	Reference on corporate list	Sponsor/Lead Officer	Budget Impact	Input needed from other services	Impact on other Services	Milestones	Planned End Date	On track? RAG	Comments
Procurement (and if needed implementation) of Committee Mangement System		Civic & Committee Services Manager Patricia Tuckwell	Budget provision made for initial procurement and plan for ongoing to be met within savings in Team budget		ICT, Procurement and Finance involved. The system will see move to work flow fore report writing to reduce waste of report writing process	Procurement in early 2025, roll out of new system in summer 2025 followed by development of workflow		Amber	
Corporate Complaints - Move to handling through CRM		Policy, Performance & Complaints Manager - Dale Duffy	Minimal expenditure expected		All Services for awareness and training	Awaiting completion of CRM for Waste calls to allow resources to be available from ICT		Green	
Information Governance Framework Refresh		Information Governance Manager - Gary McCann	No anticipated budget impact		All Services for awareness and training		Late 2025	TBC	
Review of Members Allowances - Including investigation of a potential Policy for Maternity & Paternity Leave for Councillors		Civic & Committee Services Manager Patricia Tuckwell	Anticipated Growth in Budget as a result of this.		HR will need to be engaged for Paternity/Maternity Changes as well as any subsequent changes to allowances type and values		01/02/2026		Review will start in Autumn 2025 to ensure competition in time for budget in February 2026
Return of Council meetings to the Town Hall		Civic & Committee Services Manager Patricia Tuckwell	Cost neutral		Place, Arts and Economy due to impact on resources and working practice, less directly all services in new location of meeting so clear communications	Completion of building works to allow meetings to return is in early 2025. This is dependent on a number of factors, once completed a formal plan will be developed for return of meetings	Apr-25		
Review of the Constitution		Head of Governance & Monitoring Officer - Graham Leach and Civic & Committee Services Manager Patricia Tuckwell	No budget provision has been made, but an invest to save proposal being developed for consideration by Change Board in early 2025		All Service Areas will be asked for views as part of the scoping/brief for external review of Constitution	Proposal due to be submitted to the Change board for invest to save.	31/12/2025	TBC	Timetable being developed for review
Delivery of the WCC Election, including submission of accounts		Electoral Services Manager - Leanne Marlow			All Service Areas due to staff involvement		Election on 2 May 2025, Accounts due by November 2025		
Conclude the accounts for PCC and UKPGE (for receipt of final funds from Electoral Claims Unit)		Electoral Services Manager - Leanne Marlow	If accounts are not submitted potential significant impact as costs of these two elections will not be centrally funded		Finance - through work on completing accounts	Accounts to be Submitted in Feb 25 and Apr 25. This will then lead to feedback from ECU on accounts. Anticipated to be completed within 12 Months of submission	Apr-25		The accounts need to be submitted by 1 April 2024, it is possible that Final Settlement from the Electoral Claims Unit (ECU) will not be received in this Plan Period but needs to be recognised due to the work that is required to response to enquiries from the ECU
Postal Vote Write Out - Writing to all current Postal Voters (18,000) on new regulations as a result of the Elections Act 2022		Electoral Services Manager - Leanne Marlow	Budget provision has been made for this piece of work		None	Summer & Autumn 2025	Jan-26		
Further review of some Polling Districts & Places following feedback from PCC and UKPGE, as well as further review of stations in Lillington		Electoral Services Manager - Leanne Marlow	No budget impact expected		Impact of ICT in respect of GIS Team for Mapping data				
Review of the Service Area Planning and performance management approach including IT used to deliver these		Policy, Performance & Complaints Manager - Dale Duffy	Anticipated budget requirement for software		Support from ICT and Deputy Chief Executive		TBC	Amber	This will be a joint piece of work across ICT and the PMCop Group and will be considered by the Change Board in due Course.

Performance Measures

Ref	Type	Corporate Plan Links	Corporate Plan Measure	Measure	Target/Measure	Higher or lower is better?	Progress	Comments	Current Status	Lead Officer	Reporting Month
Gov 1	Target	Delivering Valued, Sustainable Services	Yes	Percentage of Freedom of Information Requests Responded to on time	100.00%	Higher	0.00%	0		Graham Leach	Apr-25
Gov 2	Target	Delivering Valued, Sustainable Services	Yes	Percentage of Subject Access Requests Responded to on time	100.00%	Higher	0.00%	0		Graham Leach	Apr-25
Gov 3 (LGSCO)	Measure	Delivering Valued, Sustainable Services	Yes	Number of Complaints upheld by the Local Government & Social Care Ombudsman	0	Lower	0	0		Graham Leach	Apr-25
Gov 3 (HO)	Measure	Delivering Valued, Sustainable Services	Yes	Number of Complaints upheld by the Housing Ombudsman	0	Lower	0	0		Graham Leach	Apr-25
Gov 4 (S1)	Measure	Delivering Valued, Sustainable Services	Yes	Number of Complaints considered at stage 1 of complaints process	0	Lower	0	0		Graham Leach	Apr-25
Gov 4 (S2)	Measure	Delivering Valued, Sustainable Services	Yes	Number of Complaints considered at stage 2 of complaints process	0	Lower	0	0		Graham Leach	Apr-25
Gov 5	Measure	Delivering Valued, Sustainable Services	Yes	Percentage of Complaints Up held by the Information Commissioner	0.00%	Lower	0.00%	0		Graham Leach	Apr-25
Gov 6	Target	Delivering Valued, Sustainable Services	Yes	Percentage of Complaints Responded to by the Council at Stage 1 within required 10 working days	0.00%	Lower	0.00%	0		Graham Leach	Apr-25
Gov 7	Target	Delivering Valued, Sustainable Services	Yes	Percentage of Complaints Responded to by the Council at Stage 2 within required 20 working days	0.00%	Lower	0.00%	0		Graham Leach	Apr-25
Gov 8	Measure	Delivering Valued, Sustainable Services	Yes	Reduction in Postage costs within Service Area by 20% (£15,860 for year 2025/26) year on year	0.00%	Higher	0.00%	0		Graham Leach	Aug-25