CXO Service Area Plan 2015/16

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 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 in accordance with the corporate objectives of the Council 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.

Warwick District Council (Corporate) – We will

- support the delivery of the Council's corporate strategy and service priorities through the development and implementation of relevant strategies e.g. ICT/People
- ensure the effective and efficient delivery of support services
- provide appropriate data security and continuity of service delivery
- create a technology capability to exploit joined up working, including shared services
- establish and exercise effective strategic and service governance and management

- research and implement effective ways of reducing energy use and carbon emissions through the use of 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
- support transformational change interventions
- ensure staff are treated with respect and courtesy; promoting fairness and preventing discrimination at work

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, ICT, Human and Financial, through the provision of training and development e.g. Self Service
- 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
- provide HR related correspondence timely and 'right first time'

1.1 Linkages to Sustainable Community Strategy

	Direct	Indirect
Housing		
Prosperity		
Safer Communities		
Health and Well Being		
Sustainability		
Involving Communities		
Supporting Families		
Rural Issues		

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	
	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.
	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		Primarily project based.
	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 requirements.	150 £35,000	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
		To deliver the requirements placed on this Council in the Police & Crime Commissioner Election in May 2016, Neighbourhood Plan referendums (Autumn 2015 & Spring 2016)		
	Civic & Committee Services	To administer all information requests, associated reviews and work with the Information Commissioner.	700	Requests for information per year
		To manage and support all Council, Executive, Committee and Sub-Committee meetings of the Council	180	Committee meetings per year
		To administer all Stage 1, Stage 2, LGO and HO complaints about this Council	100	Complaints per year
		To manage & support the Chairman of the Council, at the functions they host and attend.		
	Payroll Bureau	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		
	Self Serve	As part of new Payroll Bureau continue the roll out of Self Serve to all staff and Councillors to include Expenses, Overtime, Time sheets and Mileage (Councillors)		
		To ensure full training and support is available to support self serve initiative		
	Different Ways of Working	To ensure the work of the engagement group continues into its next phase to drive different ways of working throughout the council		
	Terms & Conditions	As part of cost saving initiative review terms and conditions in line with existing consultation – E.g. Mileage, Essential Car User		
	Restructures	To continue to work with Service Areas in reviewing efficiencies and resourcing in all service areas		
	Learning & Development	Review IIP Triggers from report and Staff Survey to link into People Strategy		

		Complete Training Needs Analysis of Service Area needs from Personal Development Plans to develop Corporate Training Plan		
		Review ICT training resource implications: Metacompliance, Total, Self Serve, Intranet		
		Update training needs for Safeguarding children in line with Action Plan; review DBS process to ensure efficient and effective response times		
		E-Learning to be introduced as part of DWOW and blended learning solutions for all staff and managers across the Council		
	Equality & Diversity	Review of Action Plan for E & D priorities: set up E & D group, implement training for EQIA's and link to Public Sector Equality Duty		
	Organisational Development	To develop and report the Corporate Performance Management Measures for FFF To manage key corporate FFF projects		
	Media	To coordinate and manage all corporate communications to and from the council, 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		WDC residents
	Document Management Centre	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		
		To manage the Travel Token service in conjunction with the One Stop Shops		
	Website	To manage the corporate website, developing best practise and ensuring service areas present information appropriately for our customers		

2.2 Measures

Key Corporate Measures – (Do we include trend data?)

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				
	Qrt 1	2	3	4
Service Availability				

Operational Measures – other (non customer) measures essential to ensure that "purpose" can be achieved. Note: this section will not be used by most service areas as their Customer Measures are expected to be sufficient. However, there may be cases where an operational measure is required to ensure the smooth running of a service area.				
	Qrt 1	2	3	4
%age of Missed Service Desk Calls				
Completion Rate for Support Calls within SLA				
LLPG Positional Accuracy (National Gold Target 99.00%)				
LLPG Completeness (National Gold Target = 99.00%)				
Number of Corporate Complaints received				
Number of Corporate Complaints responded on time				
Number of Corporate Complaints upheld (S1 or S2)				
Number of Complaints to Ombudsman upheld				
Number of Freedom of Information Requests Received				
Number of Freedom of Information Requests Responded to on time				
Number of Subject access requests received				
Number of subject access requests responded to on time				
No. of Councillor misconduct cases commenced				
No. of Councillor misconduct cases upheld				
No. Premature LGO complaints				
HR - staff satisfaction and engagement levels via: • Annual Staff Turnover				
• Sickness absence levels				

• Exit interviews completed				
HR – workforce planning measures via:				
• % workforce with a disability				
• % of workforce from an ethnic minority				
• % appraisals undertaken				
• Consistent or reduced spend on agency staff				
• Consistent or reduced spend on advertising				
• Training undertaken				
Website - Number of visits to WDC website				
Media • Number of Twitter followers • Number of Rumour Mill questions • Core brief stats; no of clicks • Press coverage; articles published				

2.3 Managing Risk

Risk	Planned Actions during year	Comments
Budget	• Monthly budget monitoring as part of Finance's corporate budgetary control. • Achievement of 5% savings target • Review of further savings • Bi-Annual review of the ICT Equipment Reserve • Review of impact of Payroll bureau on resources	
Procurement	• Ongoing software licence renewals/hardware purchases/hr systems and training contracts in accordance with the Council's Code of Procurement practice.	
Contract Management	• No contracts for renewal this year o Although Procurement exercise started for Postal Vote/Ballot Paper/ Poll Cards & Electoral Canvas printing contracts which expire in 2016 o Print Framework due for renewal 2016	

	• Ongoing contract management:
	  ○ Data centre contract (Servers, Storage, Backup & Virtualisation)
	  ○ Network contract (WAN, LAN, Voice and security)
	  ○ Microsoft support contract (3rd Line Support)
	  ○ Business Continuity Contract
	  ○ Astech (Committee System Contract)
	  ○ Express/Idox (Elections system)
	  ○ Payroll Bureau
	  ○ Occupational Health
	  ○ Fortis
	  ○ JADU – website
	  ○ Post contract with Birmingham mail
	  ○ Stationery contract
	  ○ Print Framework
	  ○ Copier Replacement Plan
	  ○ Dot mailer	

Audits	• Strategies and Policies • Data Security • Public Services Network • Data Protection • Elections • Electoral Registration • Payroll • Equality & Diversity • Recruitment • Performance management • Communications	
Risk Register	• Bi-annual review of the 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 ¼ at One to One with Deputy Chief Executive/CXO	
Service Assurance	• No actions	
Corporate Health & Safety	• Links with Corporate Health & Safety Group	

	• Review of Health & Well Being Actions as part of People Strategy	
People/Cultural Change	• Review 'Different ways of Working' as second phase of engagement programme • Summary of Actions against IIP surveys to link with People Strategy, monitored by People Strategy Steering Group with key themes: - Leadership & Organisational Development - Workforce Planning & Performance - Learning & Development - Communications & Involvement - Equality & Diversity - Employee Well-being, Reward & Recognition	
Equalities Impact	• Review of E & D Agenda to include training on EQIA's and increased awareness of Public Sector Equality Duty	

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)	Ty Walter	Recruitment of additional Helpdesk post as a replacement for the ICT Trainer	Small saving <5k to be transferred to corporate training function.	Increase the hours of the Learning & Development Officer's post by the equivalent of half a day per week.	June Employment Committee Review of impact of hours as part of HR review Sept
	Graham Leach	Retirement of the Chairman's attendant	Nil as budget allocated for team member	None	Unclear as confirmation of retirement date has not been given.
2. Skills, Training, Competency Needs	Ty Walter Graham Leach Tracy Dolphin	Completion of the PDPs as part of the appraisal process.	Align training needs to the available budget, also considering training required to deliver	None	September Review of Appraisal completion

			key projects		
3. Service Changes – Demands on staff resource	Ty Walter	Review the Application Support Team, in response to increased demand and to support DbD and DWoW.	Possible salary saving, but overall increase in cost to GF by taking resource that is currently recharged to HRA	Possible reduction of dedicated resource to Housing & Property Services.	
	Tracy Dolphin/Fiona Clark	Review the HR/Media/DMC reporting lines and resource required based on new Payroll system/different ways of working in Media/links of DMC to Democratic Services for increased resilience.	Possible salary saving/efficiency in working practices.	Increased use of Self Service facility	Ongoing review

Part 4 BUDGET – Main budgetary pressures and changes

Activity	Budgetary Impact	2015/16	2016/17	2017/18
Seek 5% saving on discretionary budgets	Ongoing challenges to find the savings without impacting on service delivery or income levels	£9,695	£53,000	£9,100
Replacement of the Storage Area Network	Funding identified in the ICT Equipment reserve, but an options appraisal is yet to be undertaken		£110,000	

Network refresh	Funding identified in the ICT Equipment reserve. However, this may need to be brought forward due to equipment exceeding manufacturers support. The renewal has been deferred as long as possible in the hope that it would not need replacing before an office move.			£195,000
Expected saving from Payroll Bureau System	The review may take longer due to impact of lack of dedicated payroll resource			

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 Default **To assist in the definition and scope of the DbD programme and to act as the project lead.**	Ty Walter	Unknown as the approach has yet to be agreed.	Potential to impact all services.	Plan to be developed.	
ICT Governance & Management					
ICT Strategy 2015-19 **To produce a new ICT Strategy aligned the Council's corporate objectives**	Ty Walter	Unknown, although the majority of corporate expenditure is likely to be aligned to DbD and DWoW	Potential to impact all services.		
Update the ICT Business Continuity Plan	Ty Walter	None	None		

To redesign the ICT BC Plan in conjunction with the Civil Contingencies Officer to make it a stronger operational document.					
Evaluate Moving the WDC Datacentre to the Cloud **To review, before significant on-premise investment is made, whether moving the Council's data centre to the Cloud provides savings.**	Ty Walter	Costs benefits unknown at this stage, but only likely to be considered if it generates a saving to the service.	None	Project kick-off meeting 05 Aug 2015	
Evaluate & Implement Self Service Training. **With the deletion of the ICT role, a self-service offering needs to be put in place in conjunction with HR**	Ty Walter / Lee Millest	Service likely to form part of the broader e-learning solution sourced by HR	All service areas		
Security & Compliance					
PSN CoCo **Retain PSN CoCo compliance for Warwick District Council**	Ty Walter	Costs likely to be contained within existing budgets	None	Agreed with GDS to have all High & Medium issues contained within the ICT Health Check to be complete by the end of July 2015	
PCI DSS **Secure PCI DSS compliance for Warwick District Council**	Ty Walter	Unknown. Dependant on the outcome of the CSC review	All services taking electronic payments	CSC decision – Sept 15	
Update & Promote the ISCP **Review existing policies for consistency and update with any changes. Reformat the main ISCP and create a summary document. Look at restructuring the Intranet pages, promote the policy, including monthly security updates and get staff & members to resign.**	Ty Walter	None	All services	On-going	
Business Continuity	Ty Walter	None – Annual rehearsal	None	2015 rehearsal date to be	

• Retest recovery of email and the Council's new web site. • Validate the items in the inventory • Focus on user connectivity		forms part of the contract		agreed.	
Evaluate the Implementation of Rights Management. Enforcement of data handling procedures by preventing emails and attachments, where appropriate, from being forwarded, printed, etc.	Ty Walter	None – Existing licence	All services		
Desktop Projects					
Snow Asset Management To ensure that SNOW accurately reflects the Council's software licensing position.	Lee Millest	None	None	Jul 2015	
Evaluate and develop the Members' ICT Solution Work with Committee Services and members to enhance the members ICT experience	Lee Millest	Current plans contain the expenditure within existing licences and ICT Equipment Reserve	Members / Committee Services	On-going	
Application Support Projects					
Corporate Development To deliver the projects authorised in the ICT Steering Groups development plan	Tass Smith	Funding usually forms part of the sponsoring service area business case	All services	On-Going	
Infrastructure Projects					
Windows Server 2003 Migration Windows Server 2003 goes end-of-life in 2015 and so all 2003 servers need to be migrated to an appropriate OS that is supported by the business applications.	Richard Bates	Current plans contain the expenditure within existing licences and ICT Equipment Reserve		End-of –Life 14 July 2015	
Evaluate SIP Trunks	Richard Bates	Unknown – Potential	None		

Look to change the Council's telephone lines from ISDN30 to Session Initiation Protocol (SIP). This will improve service resilience, simplify future changes and hopefully reduce costs.		transition costs			
Upgrade Wireless Infrastructure **Existing infrastructure has gone end-of-life. The upgrade will also support greater throughput as the demand for wireless increases. Also required for PSN compliance**	Richard Bates	Current plans contain the expenditure within existing licences and ICT Equipment Reserve	None	Project Complete	Jun 15
Upgrade VMWare/View **Existing infrastructure requires upgrading for PSN compliance. However, it hoped the upgrade will deliver VoIP connectivity for VDI home workers.**	Richard Bates	Current plans contain the expenditure within existing licences and ICT Equipment Reserve	None	Upgrade Complete Jun 15 Transitioning Jul-Oct	
Evaluate Migrating the HP Backup Solution to MS DPM **MS DPM is provided as part of the MS Enterprise agreement. If this can be used to replace our existing backup solution it has the potential to save licence costs**	Richard Bates / Lee Millest	Subject to evaluation Current plans contain the expenditure within existing licences and ICT Equipment Reserve	None		
Evaluate Moving Email Routing via O365 **Directing the Council's email stream directly to O365 should create additional resilience in the event of a disaster and also has the potential to reduce costs. E.g. removal of the on-premise SPAM filter.**	Richard Bates	Subject to evaluation Current plans contain the expenditure within existing licences and ICT Equipment Reserve	None		
Network Review **Due to the delays in the RSH move project, a significant proportion of the Council's network equipment will be out of support before any potential move**	Richard Bates	Costs unknown until the review is complete, although provision has been made ICT Equipment Reserve. However, funding may need	None		

takes place. A review of the network needs to be undertaken to identify the best way forward.		to be brought forward.			
GIS					
Implement Community Map Mobile with appropriate data sets for Members **Improved self-service access to Council data sets for members via an iPad App.**	Mark Barnes	None.	Some Service Areas may need to agree to provide data sets.	In progress	
Evaluate the adoption of Community Map Pro **Improved Intranet mapping capabilities by replacing eGGP**	Mark Barnes	None	Training for service area staff who use eGGP. Planning staff will continue to use GGP	In progress	
Evaluate the adoption of Report IT and Find IT **Improved Council Internet mapping services for citizens by replacing eGGP**	Mark Barnes	None	None	Evaluation complete. Agreed to proceed with Find It to replace current eGGP mapping on the Council's web site. Awaiting implementation date.	
Evaluate replacing the Property Portal with Location Report **Improved provision of Council property data for citizens**	Mark Barnes	None	None	Evaluation complete. Project closed.	Jun 15

Project	Sponsor / Lead Officer	Budget Impact	Impact on other Services	Milestones	Date
Electoral Services					
Publication of the 2016 Electoral Register Canvas for all 60,000 homes and 106,000 residents in the District along with associated media campaigns and	Gillian Friar	Circa £40,000 budget allocation provision for postage and printing	CSC & Onestop shops through increased customer enquiries Increased demand on website for	6 August HEF forms sent out October/November Personal canvas 1 December publish register	1 Dec 2015

staffing.			information.		
Elections 2015 To complete the accounts and review of the 2015 elections	Gillian Friar				Nov 15
Boundary review To consider the Council's position in response to the agreed changes to the WCC divisional boundaries and implement any residual Parish/Town boundary changes as a result of the Community Governance Review	Graham Leach		At this stage none	Report to Licensing & Regulatory Committee on 7 October to consider way forward.	

Election 2016 Preparation work for the 2016 PCC election, delivery of Neighbourhood Plan referendums and involvement in early stage planning for EU referendum.	Gillian Friar	Cost neutral as funding provided for this. Level of funding as yet to be confirmed	Potential staffing impact for assisting on election work.	January 2016 joint officer meeting across County to discuss arrangements.	
Contracts Procurement for new contracts to deliver ballot papers, postal ballots, polling cards and electoral canvas.	Gillian Friar		Procurement team for advice and support	October 2015 Design Spec and timetable for procurement. Re-let contracts by May 2015.	
Electoral Services Review of elections and electoral services process and resources	Andrew Jones	Costs unknown until the review is complete		31 August 2015 – Scope 31 December – Review complete 28 Feb – Any actions approved by Committee & executive	

Project	Sponsor / Lead Officer	Budget Impact	Impact on other Services	Milestones	Date
Civic & Committee Services					
CMIS (Committee Management System) To provide a paper identifying the potential savings against potential investment required to develop the workflow modules within the CMIS	Graham Leach	Costs unknown until the review is complete		Present paper to Deputy Chief Executive by November 2015 for evaluation	
Complaints To introduce the new complaints policy To amend the procedures for handling complaints within the Council	Graham Leach	None or funded within current budgets.		April 2016 September 2015 by brining all administration within Democratic Services	

Information Requests To complete the associated documents and process for data handling, and sharing To investigate an improved reliance for handling requests within the Council	Graham Leach	None Costs unknown until the review is complete		October 2015	

Project	Sponsor / Lead Officer	Budget Impact	Impact on other Services	Milestones	Date
HR					
People Strategy Review of People Strategy Action Plan as part of IIP surveys, themes to inlcude: - Leadership & Organisational Development - Workforce Planning & Performance - Learning & Development - Communications & Involvement - Equality & Diversity - Employee Well-being, Reward & Recognition	Tracy Dolphin	Unknown until action scoped	Impact across levels of Staff and Manager	Report due Review and scope Plan to SMT/Unions Members	August Sept Oct Dec
Management of Payroll Bureu/Implementation of Self Serve Continued roll out of Self Service to ensure empowerment and ownership of claims within Service Areas and	Tracy Dolphin	£22K for 2015/16 ongoing savings unknown until review is complete	Different ways of Working for claims; Saves time/increased ownership/real time information Impact on HR team	Absence Expenses/Overtime Mileage (related to mileage review) – Training Payslips	June August March 16 Dec July

increase efficiencies and management information to Service Areas			increased resource to manage implementation and overall project		
ICT Training Support: Metacompliance/Total/Intranet Ongoing review of key information to be circulated to the organisation as part of overall compliance and legislative requirements. To be linked to Induction of new staff. Resource for ICT training	Karen Weatherburn	Review of impact related to resource and capacity to support	Different way of working to ensure key information is reviewed	Ongoing, planned roll out for Meta: Code of Conduct Data Protection Freedom of Information Dignity at Work Health & Safety	
Equality & Diversity Working with partners to ensure Council is training and aware of its E & D responsibilities	Tarandeep Mahal	Actions to be planned within budget parameters	Awareness across the council of our responsibilities	E & D Group set up Training scoped and planned EQIA training scoped and planned Dignity at Work policy delivered	Oct Oct/Nov Dec Sept Emp Com
Learning & Development initiatives: - Safeguarding Children - Corporate Training needs analysis - IIP review, staff survey - E Learning	Karen Weatherburn	Subject to scoping of needs and information from surveys	To be co-ordinated across all service areas – communication and requirement for initiatives	IIP Reports - Training needs Analysis from PDP's Link E- Learning to new Training Module as part of Self Serve	August Sept Dec
Terms & Conditions Review	Elaine Priestly/Sue Firminger	As part of cost savings review	All areas		
Project	**Sponsor /**	**Budget Impact**	**Impact on other**	**Milestones**	**Date**

	Lead Officer		Services		
Intranet replacement	Ema Townsend	Funded within existing budgets	To be co-ordinated across all service areas – communication and		Autumn 2015
Election communications	Fiona Clark	Funded within existing budgets	To deliver a comprehensive communication plan for customers, members and media for Election 2015.		May 2015