

## Service Delivery Plan for Legal & Democratic Services (including Corporate Policy, Performance Management, Emergency Planning & Communications)

### **Strategic Context**

The services in this plan are all support services. Many of the strategic objectives throughout the Council's strategic planning framework will apply to these services through the frontline services that they support. To avoid duplication, the specific strategic objectives are dealt with in those plans. Notwithstanding this, the services in this plan are subject to the Corporate Plan Aim 4, which is to provide quality services which represent value for money and in particular Priority 1, which states that, by 2021, all [non-priority] services will be within the top 50% best performers when compared to other district councils. The measure of that was to be through the Best Value Performance Indicators, although Local and National Indicators will in fact be the basis of comparison.

There are, in addition, one or two specific areas where some of these services have a key strategic role. In the context of the LAA and the Sustainable Community Plan 2007-2021, one such identified issue was the extent to which individuals felt that they could influence decisions affecting their neighbourhoods. Clearly, in this context, the democratic processes, accessibility to the ballot box and effective scrutiny all play a major part in influencing this perception. The emergence of localities and the supporting infrastructure will also play a significant part.

**Table 1 – Link of Service Activities to Strategic Planning Framework**

Core Activities	How these contribute to the strategic priorities described in the strategic context above	Identified customer views/needs  (information may come from Place Survey, People Panel Surveys or specific user groups)	Key Performance Indicators  (National or local indicators / Service standards that are critical measures of success in the strategic context)	Value for Money  (Cost per head / Cost per transaction)	Service Unit
Corporate Communications	Communicates all of the strategic priorities described in the strategic context i.e. Core Strategy, Single Status, Transformation, Community Forums etc.	Internal client questionnaire: view of Graphic design service is Good. Will be consulting on Communications/Media aspects.	New Communications Strategy in place with new Local PI's i.e. 5 of coverage in the news with a positive tone etc.	Cost per head £1.48p	Chief Executives Office
Emergency Planning & Business Continuity	Statutory requirement in Civil Contingency Act as a Category 1 responder	<b>NI 37 Base Line</b> 14.1 % <b>Warwickshire Average</b> 15.5% <b>Target</b> 16.00%	NI – 37 Awareness of civil protection arrangements in the local area	Cost per head £0.59p	Chief Executives Office
Performance Management	Allows management of performance to identify priorities and areas for improvement and responds to the mandatory work relating to the Comprehensive Area Assessment (CAA) inspections.	User group briefings, TEN performance monitoring system improvements.	Provide/collate all NI's and LPI's for Cabinet/Scrutiny/CMT/EMT on time. Respond to CAA requirements in prescribed time scales.	Cost per head £0.95	Chief Executives Office

Democratic Services	Under stronger theme in the Local Area Agreement: Increase the % of residents who feel they can influence decisions affecting their local area (LAA)	Place Survey People's Panel Survey	None yet	Unknown	Legal & Democratic Services
Legal Services	Provides a council-wide service and must, therefore, be adaptable and provide value for money.	User groups/ internal client questionnaire	Local indicators	Unknown	Legal & Democratic Services

**Table 2 – Priority Actions for Coming Year**

<b>Priority Actions (including equal opportunities and diversity actions)</b>	<b>Link to Annual Corporate Delivery Plan</b>	<b>Customer focused outcomes / milestones</b>	<b>Lead Officer</b>	<b>Partners &amp; Staff Resources</b>	<b>Budget Impact</b>	<b>Timescale</b>
Delivery of the Corporate Communications Strategy 2009 - 2012	Aims 1 to 4	Improved results from the Audit Commission's Place Survey 2010.	Gail Hudson	NBBC employee's and partners	Within adjusted budget	2012
Communicating Core Strategy	Aim 1 Priority 2, 3, 4	Very good response rate to consultations	Gail Hudson	Core Strategy Steering Group	Within adjusted budget	2012
Communicating Single Status	Aim 4 Priority 1	Completed by 2010	Gail Hudson	Single Status Working Group	Within existing budget	2010
Communicating Locality Forums	Aim 4 Priority 2	By 2010 Locality working embedded	Andrew Daw	WCC, Police, PCT, Chief Executives Office, ADs	Within existing budget	2010
Communicating Transformation	Aim 4 Priority 2	As per	Rachel Fletcher	Transformation Board	Within existing budget	2012

Board						
Communicating Camp Hill	Aim 1 Priority 1	In Touch	Andrew Daw	Pride in Camp Hill, WCC, AWM, EP Housing Corp	Within existing budget	2016
Communicating Shared Services	Aim 1 Priority 1 & 2	Providing the same or improved service to our customers with improved resilience whilst demonstrating value for money.	Andrew Daw	Borough/District & County Council.	Within existing budget	2010 onwards
Elections	Aim 4 Priority 2	Review of Elections procedures to achieve 95% registration of properties at annual canvass	Debbie Davies	Other Warwickshire Districts	Unknown	30 September 2010
Elections	Aim 4 Priority 2	To successfully deliver the Parliamentary & Borough Council Elections	Debbie Davies	Other Warwickshire Districts; Warwickshire & Ministry of Justice	£40,000	6 May 2010
Overview & Scrutiny	Aim 4 Priority 2	To continue the development of Overview & Scrutiny by reviewing OSP structures & processes	Shirley Round	All OSP's & the Overview & Scrutiny Commission	Unknown	May 2010
Legal Services	Aim 4 Priority 1	To improve the delivery of legal services through improved resilience and to share resources through	Philip Richardson	Hinckley & Bosworth Borough Council; Charnwood Borough Council; Oadby & Wigston	Unknown	1 April 2010

		partnership working		Borough Council; Blaby District Council; North Warwickshire Borough Council and Other Warwickshire Councils		
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**Table 3 – Risk Assessment**

<p><b>Emergency Planning – Civil Contingency Act</b> potential failure to respond to an emergency therefore potential further risk of harm, injury, death to persons.</p> <ul style="list-style-type: none"> <li>• Catastrophe occurs in the Borough (response failure)</li> <li>• Failure to realistically prepare for the impact of a possible ‘Bird Flu’ pandemic</li> <li>• Intervention by the government for non compliance</li> <li>• Media disaster (bad publicity)</li> <li>• Legal liability increases</li> <li>• Loss or reduction in Council and or Business service delivery</li> <li>• Reduced Public Confidence</li> </ul>	<p>Low / Mod</p>	<ul style="list-style-type: none"> <li>• Emergency Plan in place and being updated as and when required.</li> <li>• Emergency Planning Room enabled with lap tops (wire free) facilities.</li> <li>• Civil Contingencies Bill, action being taken to address requirements</li> <li>• Continuous training happening and being planned, this will ensure that adequate backup is available in the event that a problem actually occurs</li> <li>• Considering a database sharing arrangement (with Warwickshire authorities &amp; authorities beyond the A5)</li> <li>• Assistance from other LA’s &amp; the military actively being explored.</li> <li>• CMT</li> <li>• HASCOG</li> <li>• Borough Safety Committee</li> <li>• Business Continuity Plans in place</li> </ul> <p><b>‘Existing and being Planned’</b></p>	<p>Communi cations Manager Andrew Daw</p>	<p>Low/Mo derate</p>	<p><b>G</b></p>	<p>On going</p>	<p>Managed and monitored on a daily basis by the Assistant Director CEO, Head of Regeneration &amp; Policy and Regeneration and Policy Manager and Principal Regeneration &amp; Policy Officer.</p>	<p>Assist Dir CEO Jerry Doherty</p>
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	<p><b>Business Continuity: Failure to adequately provide Business Continuity for essential services within the CEO may leave the Council exposed to a serious disruption in services to the Community &amp; Employees therefore increasing the potential for:-</b></p> <ul style="list-style-type: none"> <li><b>Reduced Public Confidence</b></li> <li><b>Failure to provide adequate training corporately on Business Continuity</b></li> </ul>	Low / Mod	<ul style="list-style-type: none"> <li>Business Continuity Plan in place and being updated as and when required.</li> <li>Civil Contingencies Bill, action being taken to address requirements</li> <li>Business Continuity Plan in place and being updated as and when required.</li> <li>Civil Contingencies Bill, action being taken to address requirements</li> <li>Continuous training happening and being planned, this will ensure that adequate backup is available in the event that a problem actually occurs</li> </ul> <p>'Existing &amp; Planned'</p>	Head of Communities & Communications & Communications Manager Andrew Daw	Low / Mod	<b>G</b>		Audited by the Risk Management Group. Reviewed on a regular basis by the assistant Director CEO	Assistant Director Chief Executive's Office
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	<p><b>Communications Strategy &amp; Marketing and Publicity</b></p> <p>Failure to deliver an effective and efficient corporate image of the Council may cause:-</p> <ul style="list-style-type: none"> <li>Employee, Union and Political</li> </ul>	Low / Mod	<ul style="list-style-type: none"> <li>Robust Business &amp; Project Plan being developed</li> <li>Will be supported by a Communications Strategy being developed and implemented</li> </ul> <p>'Planned &amp; Existing'</p>	Head of Communities & Communications & Communications Manager Andrew Daw	Low / Mod	<b>G</b>	March 10	Championed by the Chief Executive Assisted by the Assist Director - CEO	Assistant Director Chief Executive's Office
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	<ul style="list-style-type: none"> <li>implications</li> <li>• Morale issues</li> <li>• Serious media issues</li> <li>• Government Inspection implications</li> <li>• Negative affect on the Council's image &amp; perception</li> </ul>								
	<p><b>Elections</b></p> <p>Loss of key personnel in elections Failure to meet key deadlines resulting in loss of reputation and/or election petition</p>	Low / Mod	<ul style="list-style-type: none"> <li>• Development of a team based approach to improve resilience;</li> <li>• Working with the electoral commission and Association of Electoral Administrators to source consultancy</li> </ul>	Principal Democratic Services Officer – Debbie Davies	Low / Mod	<b>G</b>	March 10	Reviewed monthly through Unit meeting & Team briefing	Assistant Director- Legal & Democratic Services