

To: All Members and Substitute Members of
the Overview & Scrutiny Committee -
Value for Money & Customer Service
(Other Members for Information)

When calling please ask for:
Amy McNulty, Democratic Services Officer

Policy and Governance

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Calls may be recorded for training or monitoring

Date: 9 February 2018

Membership of the Overview & Scrutiny Committee - Value for Money & Customer Service

Cllr John Williamson (Chairman)
Cllr Mike Band (Vice Chairman)
Cllr Brian Adams
Cllr Nicholas Holder
Cllr Peter Martin

Cllr Stephen Mulliner
Cllr Nabeel Nasir
Cllr Libby Piper
Cllr David Round

Substitutes

Cllr Liz Townsend
Cllr Richard Seaborne

Cllr Jerry Hyman

Members who are unable to attend this meeting must submit apologies by the end of Monday, 12 February 2018 to enable a substitute to be arranged.

Dear Councillor

A Special meeting of the OVERVIEW & SCRUTINY COMMITTEE - VALUE FOR MONEY & CUSTOMER SERVICE will be held as follows:

DATE: MONDAY, 19 FEBRUARY 2018

TIME: **4.00 PM**

PLACE: COMMITTEE ROOM 1, COUNCIL OFFICES, THE BURYS,
GODALMING

The Agenda for the Meeting is set out below.

Yours sincerely

ROBIN TAYLOR
Head of Policy and Governance

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(www.waverley.gov.uk/committees), where you can also subscribe to

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Waverley Corporate Plan 2016-2019

Priority 1: Customer Service

We will strive to deliver excellent, accessible services which meet the needs of our residents.

Priority 2: Community Wellbeing

We will support the wellbeing and vitality of our communities.

Priority 3: Environment

We will strive to protect and enhance the environment of Waverley.

Priority 4: Value for Money

We will continue to provide excellent value for money that reflects the needs of our residents.

Good scrutiny:

- is an independent, Member-led function working towards the delivery of the Council's priorities and plays an integral part in shaping and improving the delivery of services in the Borough;
 - provides a critical friend challenge to the Executive to help support, prompt reflection and influence how public services are delivered;
 - is led by 'independent minded governors' who take ownership of the scrutiny process; and,
 - amplifies the voices and concerns of the public and acts as a key mechanism connecting the public to the democratic process.
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NOTES FOR MEMBERS

Members are reminded that contact officers are shown at the end of each report and members are welcome to raise questions etc in advance of the meeting with the appropriate officer.

AGENDA

1. **APOLOGIES FOR ABSENCE AND SUBSTITUTES**

To receive apologies for absence and note any substitutions.

Members who are unable to attend this meeting must submit apologies by the end of Monday 12 February 2018 to enable a substitute to be arranged, if applicable.

2. **DECLARATIONS OF INTERESTS**

To receive Members' declarations of interests in relation to any items included on the agenda for this meeting, in accordance with Waverley's Code of Local Government Conduct.

3. **SERVICE PLANS 2018/19** (Pages 5 - 30)

This report presents the draft Service Plans for the new financial year 2018-2019 for the service areas under the remit of this Committee.

Members will receive short presentations from each Head of Service regarding the main features and priorities of their plan and are asked to make any observations on the plans to the Executive.

Recommendation

It is recommended that the Value for Money and Customer Service Overview and Scrutiny Committee:

1. **Considers the draft Service Plans for 2018/19 and makes any observations to the Executive; and**
2. **Recommends that the Heads of Services review their Service Plans for 2018/19 once the new Corporate Strategy is agreed.**

4. **EXCLUSION OF PRESS AND PUBLIC**

To consider the following recommendation on the motion of the Chairman:

Recommendation

That pursuant to Procedure Rule 20 and in accordance with Section 100A(4) of the Local Government Act 1972, the press and public be excluded from the meeting during consideration of the following items on the grounds that it is likely, in view of the nature of the business to be transacted or the nature of the

proceedings, that if members of the public were present during the items, there would be disclosure to them of exempt information (as defined by Section 100I of the Act) of the description specified in the appropriate paragraph(s) of the revised Part 1 of Schedule 12A to the Act (to be specified at the meeting).

Officer contacts:

Yasmine Makin, Scrutiny Support Officer

Tel. 01483 523078 or email: Yasmine.makin@waverley.gov.uk

Amy McNulty, Democratic Services Officer

Tel. 01483 523492 or email: amy.mcnulty@waverley.gov.uk

WAVERLEY BOROUGH COUNCIL
VALUE FOR MONEY AND CUSTOMER SERVICE
OVERVIEW AND SCRUTINY COMMITTEE

19 FEBRUARY 2018

Title:

SERVICE PLANS 2018-19

[Portfolio Holder: All]

[Wards Affected: All]

Summary and purpose:

This report presents the draft Service Plans for the new financial year 2018-2019 for the service areas under the remit of this Committee.

Members will receive short presentations from each Head of Service regarding the main features and priorities of their plan and are asked to make any observations on the plans to the Executive.

How this report relates to the Council's Corporate Priorities:

Waverley's performance management framework helps ensure that Waverley delivers against all of its Corporate Priorities. Service Plans form an important part of this, setting out the business priorities for each service for the coming year, and how they help to deliver the Council's priorities.

Financial Implications:

Draft Service Plans were prepared as part of the budget process and any financial implications are included in the draft budget.

Legal Implications:

There are no specific legal implications arising from this report.

Background

1. Each year Service Plans are produced in order to deliver the Council's service objectives. Heads of Service work with Portfolio Holders to set out the service objectives for the coming year. Service Plans provide an important element of the Council's overall Performance Management Framework by linking Corporate Strategy objectives through service plan actions into individual performance targets.
2. During this meeting, each Head of Service will briefly present the key objectives, features and priorities for their service area and Members will have the opportunity to ask questions and make any observations to be passed on to the Executive.
3. Last year the January meeting of the Joint Overview and Scrutiny Committees requested a presentation that focused on the top priorities under each service area.

This year the Service Plans are being presented in full to each of the Overview and Scrutiny Committees and the timescale for each Plan will reflect a three year budgeting cycle. A new report structure is being introduced which will link each of the outcomes to a specific theme from the new Corporate Strategy, underpinned by a list of actions required to achieve each outcome. Whilst Heads of Service have used the draft Corporate Strategy as a basis for their plans, any revisions to the Strategy agreed by the Executive in April will need to be reflected in the appropriate Service Plan after this time.

4. Set out at Annexe 1 are the Service Plans for 2018/19 for the following service areas under the remit of this committee:
- Customer and Corporate Services
 - Economic Development (Part of the Community and Major Projects Service Plan)
 - Finance
 - Policy and Governance (excluding Licensing)
 - Strategic HR

Recommendation

It is recommended that the Value for Money and Customer Service Overview & Scrutiny Committee:

1. Considers the draft Service Plans for 2018/19 and makes any observations to the Executive; and
2. Recommends that the Heads of Services review their Service Plans for 2018/19 once the new Corporate Strategy is agreed.

Background Papers

There are no background papers (as defined by Section 100D(5) of the Local Government Act 1972) relating to this report.

CONTACT OFFICER:

Name:	Louise Norie	Telephone:	01483 523464
		E-mail:	louise.norie@waverley.gov.uk

Service	Customer and Corporate (Customer Service; Facilities; IT; Office Support; IT Staff Training; Estates; Property and Engineering)	Portfolio Holder	Cllr Tom Martin
Head of Service	David Allum		
Strategic Director	Graeme Clark		

Strategic Theme	People				
Outcome	Ref No	Action(s)	By When?	Lead Officer	Resource Needed/ implications
Improve customer outcomes across the organisation. Revising and defining metrics will be part of this process. The key corporate measure currently available is the % of Citizens' Panel respondents who rate services at 7/10 or above. That figure is currently 75% and we would expect that to increase incrementally as improvements are made and changes adopted.	CC 1.1	Establish mechanisms to facilitate the implementation of the outcomes of the Foresight Customer Services Review.	In place by April 2018	David Allum	Staff time only
	CC 1.2	Carry out the execution of the Channel Shift Programme.	By March 2019 it is expected that 75% of the programme will have been delivered	David Allum/Linda Frame	Capital resources of £40k have been secured in year (2017/2018). Ongoing revenue resource is estimated to be £20k pa. Cashable savings are expected to be realised as of 2019/2020 at the very latest.
	CC 1.3	Identify appropriate Customer Service Centre technology to complement the channel shift solution.	By March 2019 it is expected a solution will have been identified and implementation	David Allum/Martin Wilson	Capital and revenue budgets will be required. The business case has yet to be designed but capital resources have been

			programmed		secured for 2018/2019.
	CC 1.4	Review and revise the Corporate Strategy, Service Standards, Policy, Procedures and Performance Management Framework in respect of Customer Services.	September 2018	David Allum	Staff time and existing revenue budgets
	CC 1.5	Review and propose revised arrangements for service delivery from locality offices.	October 2018	David Allum	Staff time. Any proposals will be cost neutral

Strategic Theme		Prosperity			
Outcome	Ref No	Action(s)	By When?	Lead Officer	Resource Needed/ implications
Increase revenue from the commercial portfolio. Defining income is part of the annual budget process. Projections will vary depending on the number of time limited rentals due to expire in the next 12 months.	CC 2.1	Acquire new properties generating revenue to increase overall income. It is expected that at least one property will be acquired every year.	March 2019	Anne Cains	Significant investment will be required which could involve borrowing
	CC 2.2	Effectively manage the commercial portfolio to ensure income levels match or exceed budget targets.	March 2019	Anne Cains	In the main it is staff time that will be involved although some external expertise may needed to be acquired. This will normally be to carry out rent reviews, with the costs funded by any increases achieved.
	CC 2.3	Play an active role in Brightwells Project to ensure structures/arrangements allow the Council to gain the maximum return on its investment.	March 2019	Anne Cains	Staff time

	CC 2.4	If required, establish, advice and service the Council's Property Company to enable the acquisition of at least one property every two years.	Company to be operative by September 2018	Anne Cains	Staff time and some external expertise will need to be procured also. Once the property is set up this cost will be a component part of the acquisition budget.
	CC 2.5	Agree a future option for the replacement of The Burys	Proposals to be submitted to Members by July 2018	Anne Cains/David Allum	Budget has already been secured for this process.

Strategic Theme	People, Place, Prosperity				
Outcome	Ref No	Action(s)	By When?	Lead Officer	Resource Needed/implications
Maintain and improve the IT infrastructure which supports the activity of the Council.	CC 3.1	Ensure Public Services Network (PSN) accreditation is retained	February 2019	Linda Frame	It is expected that existing contingency budgets will be sufficient.
	CC 3.2	Support the Planning Service in the acquisition of a new core system.	June 2019	Linda Frame	A business case has been made securing a capital budget of £80k.
	CC 3.3	Agree a programme for incremental movement to externally based services.	October 2018	Martin Wilson	Business Case not yet developed
	CC 3.4	Ensure systems are in place to minimise service disruption. It is expected that there will no more than two incidents per year having serious operational integrity impact.	March 2019	Martin Wilson/Linda Frame	Contingency capital funding bids of £30k have been made

	CC 3.5	Increase Member and Staff user satisfaction levels from the current ratings of 8.1 (Staff - Service Desk), 8.3 (Staff - services other than Service Desk) and 9 (Members)	October 2018		
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Strategic Theme	Prosperity				
Outcome	Ref No	Action(s)	By When?	Lead Officer	Resource Needed/implications
Generate additional income or efficiencies to contribute to the financial challenges facing the Council.	CC 4.1	Successfully acquire a minimum of one external cleaning contract per year.	March 2019	David Allum	Staff time
	CC 4.2	Recruit a minimum of 20 additional Community Meal customers to increase the Council's profit for the provision of this service.	March 2019	Helen Bower/David Allum	Staff time
	CC 4.3	Increase the number of building projects managed on behalf of other Council Departments to reduce spending on external consultants. Project numbers should increase by at least three year on year.	March 2019	Nick Laker	Staff time
	CC 4.4	Review all existing external contracts regarding post and printing services with the objective of achieving a saving of a minimum of 5%.	March 2019	Helen Bower	Staff time
	CC 4.5	Review Scanning processes and explore alternative models.	March 2019	Helen Bower	Staff time

Strategic Theme	People, Prosperity				
Outcome	Ref No	Action(s)	By When?	Lead Officer	Resource Needed/implications
Effective management of corporate assets. Ensuring all health and safety requirements are met and that risk (including those of	CC 5.1	Ensure the Memorial Hall is equipped as a back up centre for the Council's operations in the event of a business continuity incident	April 2018	Martin Wilson/Nick Laker	Capital resources have been acquired for IT and movement of the generator.

a financial nature) is minimised.	CC 5.2	Maintain the corporate asset database is up to date, accurate and meets all health and safety requirements	April 2018	Nick Laker	Staff time
	CC 5.3	Ensure appropriate inspection and maintenance arrangements are in place to maximise flood prevention.	April 2018	Nick Laker	Staff time and existing revenue budgets
	CC 5.4	Participate and provide technical expertise to projects focused on Leisure Centre upgrades or replacement.	March 2019	Nick Laker	Staff time
	CC 5.5	Ensure all fire risk assessments are carried out to all corporate buildings, including pavilions.	March 2019	Nick Laker	Staff time and existing budgets

Strategic Theme	People, Prosperity				
Outcome	Ref No	Action(s)	By When?	Lead Officer	Resource Needed/ implications
Provide an effective support infrastructure to Members and Staff delivering services.	CC 6.1	Increase Member and Staff satisfaction levels with the services provided from the performance recorded in 2017. Average rating from Members was 86% and from Staff 85%.	November 2018	David Allum	Staff time
	CC 6.2	Ensure use of web-cast equipment and other Council Chamber facilities are maximised and effective.	April 2018	Steve Holt	Staff time and existing budgets
	CC 6.3	Ensure safety and security arrangements are effective with access to the building limited appropriately.	April 2018	Steve Holt	Staff time
	CC 6.4	Acquire new pool cars to facilitate and improve on existing usage numbers, thereby increasing savings to the Council.	November 2018	Steve Holt	A capital bid for electronic vehicles has been submitted
	CC 6.5	Make significant improvements as regards the cleaning of the The Burys. Increasing staff satisfaction from 70% to at least 75%.	March 2019	Steve Holt	Staff time

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Service	Communities & Major Projects (Economic Development)	Portfolio Holders	Cllr Julia Potts, Cllr Jenny Else, Cllr Kevin Deanus & Cllr Jim Edwards
Head of Service	Kelvin Mills		
Strategic Director	Annie Righton		

Strategic Theme	People, Place, Prosperity				
Outcome	Ref No	Action(s)	By When?	Lead Officer	Resource Needed/ implications
Create a culture friendly to businesses within the Borough and positively support those wanting to locate within the Borough, in line with the Council's new Economic Development Strategy.	CS 4.4	Consult and write a new Economic Development Strategy in line with Council's new corporate priorities. Present to Overview and Scrutiny (Value for Money). Adoption of Strategy and accompanying action plan by Executive and Council.	March 2018 April 2018 May 2018	Kelvin Mills	Communities Team Democratic Services Communications Team Consultants
	CS 4.5	Deliver the objectives set out within the economic development action plan working closely with key partners such as local Chamber of Commerce, Town & Parish Councils and large employers within the Borough.	Throughout life of Strategy		
	CS 4.6	Present performance indicators to Overview and Scrutiny annually.	May 2019		

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Service	Finance (Employee Services; Accountancy; Benefits; Exchequer Services; Insurance; Procurement; Revenues)	Portfolio Holder	Cllr Ged Hall (Finance)
Head of Service	Peter Vickers		
Strategic Director	Graeme Clark		

Strategic Theme	People/Prosperity				
Outcome	Ref No	Action(s)	By When?	Lead Officer	Resource Needed/ implications
During the new Housing Benefit (HB) processes rollout, Performance indicators: (1) time taken to process HB and Council Tax Support new claims and (2) changes in circumstances, remain within agreed targets.	F 1.1	Roll out the Systems thinking “Perfect Flow” process redesign across the team.	03/18 to 09/18	Nicky Harvey	No additional resource requirement, project design work completed and team restructure is in place.
HB performance indicators after the roll out period are consistently below previous quarter performance.	F 1.2	Weekly service review of service statistics with the HB team and Head of Finance.	Ongoing	Nicky Harvey	Existing resources and process already in place.
Benefit subsidy financial performance remains within	F 1.3	HB subsidy financial performance will be reviewed monthly to maintain benefit calculation accuracy rate within the Department for Work and Pensions (DWP) Local Authority (LA) 100% subsidy threshold.	Ongoing	Nicky Harvey	Existing resources and process already in place.

<p>Department of Works and Pensions (DWP) Local Authority (LA) Error full subsidy reimbursement threshold.</p> <p>Impact of full Universal Credit rollout on the Council is researched and appropriate actions proposed to Executive via Value for Money (VfM) and Housing Overview and Scrutiny (O&S)</p>	F 1.4	Maintain dialogue with DWP to comply with their requirements for the implementation of Full Universal Credit (UC) (for all new working age claimants) from July 2018.	07/18	Nicky Harvey	The impact of UC on the Housing Benefit (HB) service is contained within the HB team restructure. UC IT requirement already in place through HB service counters and telephones. UC budgeting assistance already in place in the HB team, Don't Loose Your Home service and Citizens' Advice Bureau (CAB).
	F 1.5	Monitor national impact of UC roll out and evaluate implications for residents of the Borough and impact on Council services in collaboration with the Housing Heads of Service to coordinate a corporate action plan.	07/18	Peter Vickers	Heads of Services and Scrutiny Officer time to complete this action.

Strategic Theme		Prosperity			
Outcome	Ref No	Action(s)	By When?	Lead Officer	Resource Needed/ implications
Exceed 99% collection for local taxation.	F 2.1	Weekly monitoring of performance statistics review with the Revenues team and the Head of finance	Ongoing	Simon Piper	None – contained within existing team
Limit processing time for incoming Revenues Service correspondence to a maximum of one day from receipt.	F 2.2	Implement a “Systems Thinking” process review in collaboration with neighbouring council's (Rushmoor) expert guidance.	03/19	Peter Vickers	Required resources: Project Lead and back fill for team members co-opted to the project. Expert assistance from Rushmoor already

<p>Minimise all incoming Revenues Service customer contact resulting from the need to request explanation or to follow up non action from Revenues service delay.</p> <p>Develop IT functionality to enable Revenues Service customer self service.</p> <p>All Sundry Debt, HB overpayment, Council Tax and Business Rates exceeding agreed payment terms are being actively recovered or written off if not economical to recover.</p>					secured.
	F 2.3	Collaborate with the Channel Shift initiative to develop customer self service functionality within the Revenues Service.	03/2020	Peter Vickers	Resource requirements to be identified during the action implementation.
	F 2.4	Develop the Corporate Debt Policy to: (1) be proactive in working with residents in the Borough who need assistance to financially cope (2) to develop a single Council strategy to deal with multiple service debts (3) Incorporate new technologies, modern systems, new payments methods and the Council's digital agenda.	03/19	Vicki Basley	None required, Officer time to review and develop the policy.
	F 2.5	<p>A full review of all debt schedules with progress on agreed actions completed monthly with relevant service managers.</p> <p>Appropriate recovery action and follow up of HB Overpayment, Council Tax arrears, Business Rates arrears and Sundry Debt, resulting in every debt being actively managed.</p>	Ongoing	Peter Vickers	None
			Ongoing	Simon Piper	Non – existing team capacity

Strategic Theme					
Outcome	Ref No	Action(s)	By When?	Lead Officer	Resource Needed/implications
<p>All services are supported with proactive financial management and support.</p> <p>Robust budget monitoring</p>	F 3.1	Develop the Budget Planner module in Agresso to enable online budget monitoring with forecast updates actioned by Service managers.	03/19	Walter Stockdale	Existing team resource

<p>arrangements are in place that is commensurate with the size, risk, complexity and volatility associated with particular revenue budgets and capital schemes.</p> <p>An effective process is in place to ensure the Council has a balanced General Fund annual budget and Medium Term Financial Plan.</p>	F 3.2	Deliver financial management seminars to all officers involved in financial administration and budget management. The training must include the Financial Regulations, Procurement Procedure Rules and transactional processes.	03/19	Walter Stockdale	Existing team resource
	F 3.3	Work with the VfM O+S committee to develop sub group "task and finish" budget strategy initiatives to address financial savings at a strategic level.	03/19	Peter Vickers	Existing team resource
	F 3.4	Allocate an establishment and procurement savings targets to Heads of Service to be achieved by 2020/21, and provide Finance team and procurement support to develop detailed action plans to achieve the targets. Targets based on 2017/18 budget.	03/18	Peter Vickers	Existing team resource
	F 3.5	Develop a savings target monitoring process to track progress in delivering savings targets, reporting quarterly to VfM O+S.	03/19	Walter Stockdale	Existing team resource

Equalities & Diversity Checklist	
Will any proposals in this Service Plan require an Equality Impact Assessment?	Benefit service redesign has been equality Impact assessed. An assessment will be done for the Revenues Systems Thinking project initiation document.

Service	Policy and Governance (Democratic Services; Elections; Legal Services and Land Charges; Corporate Policy; Licensing; Communications and PR)	Portfolio Holders	Cllr Julia Potts – Corporate Strategy / Policy and Governance
Head of Service	Robin Taylor		Cllr Tom Martin – Communications and PR / Democratic Services
Strategic Director	Tom Horwood, Chief Executive		

Strategic Theme	<i>People</i>				
Outcome	Ref No	Action(s)	By When?	Lead Officer	Resource Needed/ implications
We are a more capable and confident Council, with: fresh horizons; a new sense of purpose and pace; modernised systems and structures; and the ability to meet future challenges.	PG 1.1	Support and deliver change and transformation at Waverley. <ul style="list-style-type: none"> • Refocus the work of Policy and Governance service to be a change hub for the organisation, with a focus on driving forward the Chief Executive’s objectives and supporting Waverley’s strategic development plans and programmes. • Develop and implement staff and elected member learning, development and role fulfilment programmes. • Address staff skills gaps in respect of new strategic directions for Waverley: partnership working; commercialisation; place-shaping; risk management. • Learning from recent success in the systems thinking business change project in the benefits function, support the roll out a wider programme of systems thinking and change and savings 	<i>31 March 2019</i>	Robin Taylor Louise Norie	Time and input will be required from a range of staff and elected members. All Policy and Governance Team Managers will contribute towards this area of work.

		proposals based on a genuine analysis of system value and waste.			
PG 1.2		Work with the Standards Panel to continue to monitor the effectiveness of the council's revised scheme of delegation and Constitution to ensure they facilitate quick, transparent, democratic processes.	Ongoing	Robin Taylor Emma McQuillan Daniel Bainbridge	Existing staff resources and budgets.
PG 1.3		Building on the programme of work done in readiness for the implementation of the new General Data Protection Regulations; continue to ensure the council effectively and efficiently manages and governs data.	<i>31 March 2019</i>	Daniel Bainbridge	Growth of £50k included in budget to cover the ongoing costs of this new area of work.
PG 1.4		Reduce spending on printed committee agenda papers by encouraging greater use of paperless technologies provided by existing software (Democratic Services)	<i>31 March 2019</i>	Emma McQuillan	Existing staff resources, budgets and IT assets and systems.
PG 1.5		Analyse the business case for a more extensive roll out of the mobile canvasser project that was trialed in 2017 to increase operational efficiencies with immediate effect and longer time financial savings on an invest to save basis.	<i>31 March 2019</i>	Tracey Stanbridge	Bid submitted November 2017 for funds to cover costs of additional tablets and the fees for obtaining and maintenance of the mobile application.
PG 1.6		Utilise the functionality of our IKEN legal service case management system to provide consistent communication with internal customers and to meet agreed targets for acting on instructions and providing legal advice.	<i>31 March 2019</i>	Daniel Bainbridge	Existing staff resources, budgets and IT assets and systems.

	PG 1.7	Develop the website to become a transactional tool and drive channel shift	31 March 2019	Michelle Morley	Existing staff resources, budgets and IT assets and systems.
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Strategic Theme	People, Prosperity, Place				
Outcome	Ref No	Action(s)	By When?	Lead Officer	Resource Needed/ implications
<p>Waverley's communities see that we are reaching out to them in new ways and doing things differently: more listening, less telling; working with them to prioritise and shape services.</p> <p>The views of residents, businesses and customers are hard-wired into service design and strategic development.</p>	PG 2.1	<p>Increase levels of community engagement, including participatory budgeting:</p> <ul style="list-style-type: none"> • Re-balance programme of public communications activity by reducing information transmission and increasing consultation, dialogue and co-production of services • Pilot new approaches in community budgeting • Develop and implement a strengthened approach to working with Towns and Parishes and Waverley Local Committee 	31 March 2019	Michelle Morley	Growth of £20k included in budget to cover the ongoing costs of these new areas of work.
	PG 2.2	<p>Continue to deliver Waverley's Scrutiny Change programme, putting Scrutiny at the heart of the council's governance processes and ensuring it makes a real difference.</p> <ul style="list-style-type: none"> • Review and update processes in line with member and officer feedback and in line with the council's new corporate strategy. 	Ongoing	Emma McQuillan / Louise Norie	Existing staff resources, budgets and IT assets and systems.
	PG 2.3	<p>Run at least two Citizens Panel surveys and use the opinion data arising from them to support decision-making and inform the delivery of communication</p>	31 March 2019	Michelle Morley	Existing staff resources, budgets and IT assets and systems.

		campaigns, website content and consultation activities.			
	PG 2.4	Review / refresh / relaunch Waverley's Communications and PR Strategy.	31 March 2019	Michelle Morley	Existing staff resources, budgets and IT assets and systems.

Strategic Theme	People				
Outcome	Ref No	Action(s)	By When?	Lead Officer	Resource Needed/ implications
Councillors at Waverley are continually learning and developing the skills, knowledge and experience they need to provide leadership to the council and the communities it serves in rapidly changing times.	PG 3.1	Publicly commit to and work towards the South East Charter for Elected Member Development <ul style="list-style-type: none"> • Make a public commitment to achieving charter mark status • Establish a member/officer working group to drive forward proposals • Undertake a gap analysis • Develop and deliver a new programme of Learning and Development 	31 March 2019	Emma McQuillan	Growth of £3k included in budget to cover the ongoing costs of these new areas of work.

Strategic Theme	People, Place, Prosperity				
Outcome	Ref No	Action(s)	By When?	Lead Officer	Resource Needed/ implications
Deliver core business as usual – ensure that during this time of change that the Policy and Governance service continues to deliver high quality services across all core functions	PG 4.1	Support democratic, transparent, informed and high quality decision-making by Waverley's Councillors. <ul style="list-style-type: none"> • Provide effective democratic support to all council committees and priority internal working groups. • Provide a targeted programme of councillor training and briefings. 	Ongoing	Emma McQuillan	Existing staff resources, budgets and IT assets and systems.

<i>(Licensing falls within the remit of the Community Wellbeing O&S Committee)</i>		<ul style="list-style-type: none"> Support the Mayor in their civic and ceremonial duties 			
	PG 4.2	<p>Prepare for, organise and conduct all types of elections, polls and referendums held in the Waverley borough.</p> <ul style="list-style-type: none"> Conduct personal indicator refresh process for absent voters as required by and in accordance with legislation. Preparation for and conduct of annual canvass 2018 Administer successful by-elections, neighbourhood planning referendums and business improvement district ballot together with potential community governance reviews as required and in accordance with legislation. Prepare for all out borough and town/parish elections scheduled for May 2019 	Ongoing	Tracey Stanbridge	<p>Will be resourced in house by elections team within electoral registration budget.</p> <p>Printing for the annual canvass will be outsourced to contractors due to volume within existing registration/IER budget and in accordance with contract in place until 31 December 2019.</p>
	PG 4.3	<p>Properly and effectively license pubs, clubs, shops, taxis, street vendors, charity collectors and others in Waverley</p> <ul style="list-style-type: none"> Deliver the planned licensing enforcement and compliance inspection programme, ensuring that results are shared and acted upon. Continue to improve customer focus across all areas of the council's licensing function. 	Ongoing	Emma McQuillan / Paul Hughes	Existing staff resources, budgets and IT assets and systems.
	PG 4.4	<p>Provide high quality advice to ensure the council acts lawfully and transparently and provide vital information to house and property buyers in Waverley</p> <ul style="list-style-type: none"> Continue to provide dedicated legal advice to support the council's delivery of services and strategic projects. 	Ongoing	Daniel Bainbridge	Existing staff resources, budgets and IT assets and systems.

		<ul style="list-style-type: none"> • Identify the need for and commission external legal advice and support as required. • Provide a timely and effective response to Freedom of Information (FOI) requests • Maintain high performance in turning around land charges search requests 			
PG 4.5	<p>Ensure Waverley has a clear vision, robust plans and policies and an effective performance management culture</p> <ul style="list-style-type: none"> • Promote equality and diversity, ensuring that the equality impact of new policies is considered at the right time. • Manage the council's Graduate and Apprenticeship programmes. • Provide accurate, timely and useful performance information to enable councillors and others to scrutinise council performance and make informed decisions. • Ensure customer complaints are dealt with effectively and that the council learns from them. 	Ongoing	Louise Norie	Existing staff resources, budgets and IT assets and systems.	
PG 4.6	<p>Ensure that information about Waverley's services reaches the right people at the right time in the most accurate, efficient and cost-effective way.</p> <ul style="list-style-type: none"> • Provide accurate, easy-to-read and useful information and news about Waverley Borough Council to all residents and customers using both digital and non-digital channels of communication • Support the delivery of Waverley's service priorities by providing communications and PR advice, expertise and support in respect of 	Ongoing	Michelle Morley	Existing staff resources, budgets and IT assets and systems.	

		<p>major projects and initiatives</p> <ul style="list-style-type: none"> • Communications and PR staff are ready and prepared to support the council's response in the event of an emergency situation. 			
	PG 4.7	<p>Maintain high standards of governance and ethical conduct</p> <ul style="list-style-type: none"> • Work effectively with the Council's Standards Panel, members, officers, independent persons, and towns and parishes • Provide advice in respect of conflicts of interests and democratic decision-making • Deal with any complaints made to the Monitoring Officer or questions that arise in line with the Member code of conduct • Provide training on member standards • Manage appointment of and consultation with Independent Persons as part of Surrey Authorities IP consortium • Ensure staff and members' interests are properly recorded. 	Ongoing	Robin Taylor	Existing staff resources, budgets and IT assets and systems.

Equalities & Diversity Checklist

Will any proposals in this Service Plan require an Equality Impact Assessment?

- Actions PG1.1 (Fresh horizons change and transformation programme) and PG1.4 (Strategic Risk Management review).

Both may lead to policy change proposals requiring an Equality Impact Assessment.

- Actions PG2.1 (Community Engagement) and PG2.3 (Citizens Panel Surveys).

Care will need to be taken to ensure that, as far as is possible, those engaged represent all sections of Waverley's communities and everyone's voices and perspectives are heard and respected. The council and its contractors will proactively seek the input from individuals and groups whose voice might not otherwise be heard.

- Action PG2.4 (Communications and PR Strategy)

This strategy will need an equality impact assessment.

- Action PG1.8 (Website Development)

The council will continue to undertake regular accessibility testing on its website to ensure that it is open and accessible for everyone, including those with disabilities or other particular needs.

Service	Strategic HR	Portfolio Holder	Cllr Julia Potts
Head of Service	Wendy Gane		
Strategic Director	Tom Horwood		

Strategic Theme	People, Place, Prosperity				
Outcome	Ref No	Action(s)	By When?	Lead Officer	Resource Needed/ implications
Maximise the ability of a cost effective, high performing staff team to deliver the Corporate Strategy. The measurements of success will be: - Increased Service resilience and performance - Increased ability to recruit and retain staff - Reduced turnover in service areas with high turnover. - Reduced agency spend. - High levels of customer, Member and staff satisfaction.	SHR 1.1	Review and develop the People Strategy (previously known as the HR Strategy) to clarify how we will recruit, retain and develop sufficient high quality staff to deliver our Corporate Strategy and meet future challenges. Develop a Performance Management Strategy, underpinned by the principles of Investors in People (IIP), to support high quality service delivery. Review the Skills Gap and Capacity Management Strategy and the Staff Engagement Strategy.	April 2018 April – Sept 2018	Wendy Gane Wendy Gane	Staff time Staff time and training budget Staff time
	SHR 1.2	Create an effective leadership team and an effective staff team: Support the Senior Management team to carry out a skills audit to identify strengths and gaps to be filled: a) Within the Senior Management Team b) Within the Staff Team as a whole And, develop corporate and personal learning and development solutions to address these.	April – Sept 2018	Wendy Gane	Staff time and training budget

- IIP accreditation	SHR 1.3	Review the culture and behaviours required to achieve the delivery of the Corporate Strategy through a high performing, highly engaged staff team.	April – Sept 2018	Wendy Gane	Staff time and training budget
	SHR 1.4	Review and develop a Pay and Reward scheme that enables us to attract, retain and develop the very best people to deliver the Corporate Strategy. Review and enhance the Council's visibility and attractiveness in the job market as a high quality employer.	April 2018 – Dec 2020 April – June 2018	Wendy Gane Wendy Gane	Staff time and any proposal will be brought to Members. Staff time and procure specialist resource to carry out the review, with budget available during maternity leave of Payroll and Recruitment Manager

Strategic Theme	People, Place, Prosperity				
Outcome	Ref No	Action(s)	By When?	Lead Officer	Resource Needed/ implications
'Business as usual' item to support organisational and service resilience and continuous improvement.	SHR 2.1	Continue to obtain and analyse high value, high impact benchmarking data linked to recruitment, retention and staff performance for each service area and the organisation as a whole.	On-going	Wendy Gane, + vacant post	Staff time
	SHR 2.2	Continue to address sensitive and challenging employee issues. Sustain and enhance effective employee relations and maintain trusting relationships with Staffside/Union representatives.	On-going	Wendy Gane, Jenny Deaves	Staff time

	SHR 2.3	Continue to review and develop effective HR policies and procedures to ensure they comply with employment law and meet Waverley's changing needs and priorities.	On-going	Wendy Gane, Jenny Deaves, + vacant post	Staff time
	SHR 2.4	Continue to support the Council's commitment to Equality, Diversity and Inclusion.	On-going	Wendy Gane, Jenny Deaves	Staff time

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