

# STRATEGIC REVIEW –ACTION PLAN

# ANNEXE 2

Ref	Aim	Action	Deadline	Lead Member	Responsible Officer
1	<b>Strategic Vision and Priorities</b>				
1.1	<b>An ambitious strategic agenda for Waverley</b> <ul style="list-style-type: none"> <li>An ambitious, strategic and outwardly focused agenda for Waverley</li> <li>Stewardship of natural assets</li> <li>Clear and specific targets</li> <li>Pace and stretch in delivering our objectives</li> <li>Recognition of and respect for the unique character of each of the main towns and villages.</li> </ul>	<p>Hold place-shaping member/officer workshops to develop Waverley’s approach to place-shaping and to develop priorities and detailed outcomes for next 4 years.</p> <p>Directors and Executive Members to explore future strategic issues and opportunities for the Council.</p>	March 2017	Cllr Potts	Paul Wenham
1.2	<b>Shaping the future of Waverley as a great place to live and work</b> <ul style="list-style-type: none"> <li>A proactive and co-ordinated approach to shaping Waverley for those who live, work and visit here</li> <li>A clear sense of direction in terms of economic development, planning, community wellbeing and local identity</li> <li>Maximising the wider benefits and infrastructure opportunities of major developments in the borough.</li> </ul>	<p>Create a new Place Shaping Board to bring an integrated approach to the Council’s priorities and key documents, including: the Corporate Plan; Local Plan; Housing and the Environment; major projects; Economic Development; and planning.</p> <p>Deliver the planned Joint Enforcement Team initiative for Waverley to ensure our residents benefit from coordinated enforcement activities and a more joined up and a visible approach within the community.</p> <p>Commission a series of master plans in collaboration with relevant Town and Parish Councils, Local Chambers of Commerce, and in consultation with other local stakeholders, following the completion of each Neighbourhood Plan.</p>	<p>March 2017</p> <p>April 2017</p> <p>From 2017/18</p>	<p>All Executive Members</p> <p>Cllr Deanus</p> <p>Cllr Adams</p>	<p>Paul Wenham</p> <p>Damian Roberts</p> <p>Paul Wenham</p>
1.3	<b>A comprehensive Corporate Plan with a specific action plan for delivery</b> <ul style="list-style-type: none"> <li>A corporate plan that reflects the strategic ambitions of the organisation</li> <li>An action plan for delivering corporate objectives that is specific, measurable, achievable, realistic and timely (‘SMART’)</li> </ul>	<p>Build on the foundations of the current Corporate Plan to include a greater focus on place-shaping and economic development.</p> <p>Include a SMART action plan for delivering corporate plan objectives .</p>	Draft – March 2017	Cllr Potts	Paul Wenham
1.3	<b>A new 4 year Medium Term Financial Strategy</b> <ul style="list-style-type: none"> <li>A financial strategy that is less focused on the annual process and reflects a changed funding context including business rates and new homes bonus, and Council Tax income from a growing base</li> </ul>	<p>Prepare a new 4 year Medium Term Financial Strategy to reflect the new priorities and actions in the Corporate Plan</p> <p>Develop a new programme of cross-cutting efficiency proposals for Waverley</p>	April 2017 onwards with Spring Budget Review feeding into July 2017 Council.	Cllr Hall	Graeme Clark

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	<ul style="list-style-type: none"> <li>Utilisation of current and new income streams such as fees and charges and property investments.</li> <li>Provision of funds available to invest alongside delivery of core services.</li> </ul>	A spring budget review to fundamentally review the Council's budget for 2018/19 and beyond.			
1.4	<p><b>A new Economic Development Strategy that promotes Waverley's future economic prosperity</b></p> <ul style="list-style-type: none"> <li>A strategy for promoting and shaping economic development that works for Waverley</li> <li>A framework for supporting existing businesses, promoting future economic growth, developing an appropriate visitor economy and developing Waverley as an economically prosperous place</li> <li>Focusing on town and village centres and the right mix of retail and other businesses.</li> <li>Identification of skills needed in the local workforce.</li> <li>Identification of impact on housing need in the borough.</li> </ul>	Develop an updated analysis of key economic drivers and re-cast the strategy to be more ambitious and growth orientated.	May 2017	Cllr Bolton	Damian Roberts
1.5	<p><b>Strengthening and growing the Council's partnerships with others for the benefit of Waverley's residents</b></p> <ul style="list-style-type: none"> <li>A fresh approach to partnership working – more productive, more proactive, more positive</li> <li>A Partnership Engagement Plan that sets out the Council's ambitions for partnership working and how this will be achieved.</li> </ul>	<p>Map our current partnership arrangements.</p> <p>Develop a partnership engagement plan to structure and plan our joint working relationships with:</p> <ul style="list-style-type: none"> <li>Other Councils</li> <li>Business community</li> <li>Schools and Universities</li> <li>Police</li> <li>Housing providers</li> <li>Health and Social Care organisations</li> <li>Job Centre Plus/DWP</li> <li>voluntary organisations</li> <li>Local Enterprise Partnerships</li> </ul>	April 2017	All Executive Members	All Directors
1.6	<p><b>Consider, define and articulate Waverley's strategic position as a place and as a local public service provider</b></p> <ul style="list-style-type: none"> <li>Identify, where Waverley sees its future and what unique contribution it has to make in the context of structural and functional changes across local government.</li> </ul>	Leader and Executive members to ensure Waverley and the interests of our residents are represented in all relevant partnerships	Ongoing	All Executive Members	All Directors
<b>2</b>	<b>A. More effective Member/Officer working</b>				
2.1	<p><b>Dedicated support for member case work</b></p> <ul style="list-style-type: none"> <li>Dedicated officer support on member</li> </ul>	Provide a single point of contact for all member enquiries	April 2017	Cllr Potts and Cllr Martin	Paul Wenham

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	<p>casework</p> <ul style="list-style-type: none"> <li>• A single point of contact for all Members to receive a timely response to case work enquiries.</li> <li>• Appropriate and consistently applied officer response times to Members.</li> </ul>	<p>Establish a working protocol for the management of all member enquiries with agreed response times.</p>			
2.2	<p><b>A positive and effective working relationship between members and officers.</b></p> <ul style="list-style-type: none"> <li>• Executive Members and Directors / Heads of Service develop a culture of joint leadership.</li> <li>• Developing a greater understanding between officers and members for their respective roles and responsibilities.</li> </ul>	<p>Joint officer / member workshops to identify what works well, what can be improved and sharing of values and expectations.</p> <p>Mentoring or coaching for members and officers.</p> <p>Away days for senior managers and Executive Members to facilitate effective joint leadership and relationship building.</p>	May 2017	Group Leaders	Paul Wenham / Robin Taylor
2.3	<p><b>Improved accommodation and facilities for elected members</b></p> <ul style="list-style-type: none"> <li>• Appropriate Leader and Members' accommodation and facilities including separate room for Opposition Members.</li> <li>• Improved IT support and facilities, including within the members' room.</li> </ul>	<p>Establish informal officer / member working group to review member accommodation, facilities and IT support and make proposals for change.</p>	February 2017	Members to be nominated.	Officers to be nominated.
2.4	<p><b>Deliver the scrutiny change programme</b></p> <ul style="list-style-type: none"> <li>• Dedicated officer support</li> <li>• New constitutional arrangements</li> <li>• Scrutiny training programme</li> <li>• A positive and proactive approach to scrutiny</li> </ul>	<p>Scrutiny Policy Officer in post.</p> <p>New Constitutional Arrangements as recommended by the Executive at the January meeting.</p> <p>Scrutiny training programme</p>	<p>February 2017, subject to usual pre-employment checks.</p> <p>From April 2017, subject to Council approval.</p> <p>February and March 2017 (booked)</p>	Executive Members, O&S Chairs	All Directors
2.5	<p><b>Raise the profile of organisational leadership with staff</b></p> <ul style="list-style-type: none"> <li>• Share the findings of the Strategic Review with staff at all levels (complete)</li> <li>• Better understanding by staff at all levels of the role of members and their priorities</li> </ul>	<p>Schedule a series of meetings for staff and managers to meet with the Leader and Executive Director to discuss the findings of the Strategic Review.</p> <p>Develop an ongoing programme of internal opportunities for the Leader and Executive Director to jointly deliver messages and engage with staff, including:</p> <ul style="list-style-type: none"> <li>• Induction</li> <li>• Staff conferences</li> <li>• Staff briefings</li> <li>• Staff awards</li> </ul>	<p>8 x 1 hour staff sessions and 1 x 2 hour management briefing ALREADY COMPLETE</p> <p>Induction sessions – 7 March, 13 June, 19 September, 5 December.</p> <p>Other dates TBC</p>	Cllr Potts	Paul Wenham

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2.7	<p><b>Improving communications with members in respect of projects, issues and incidents</b></p> <ul style="list-style-type: none"> <li>Ensuring a 'no surprises' approach</li> <li>Ensuring portfolio holders and local ward members are kept updated on key issues affecting their portfolio / ward</li> </ul>	Meetings and 1-1s with portfolio holders to encourage proactive communication on key issues.	From February 2017.	Cllr Martin	All Directors
<b>2</b>	<b>B. More efficient day to day working practices</b>				
2.8	<p><b>Review and update the Council's Constitution and Scheme of Delegation to speed up decision making.</b></p> <p>Scheme of delegation and constitution</p> <ul style="list-style-type: none"> <li>Are shorter, simpler, easier to understand</li> <li>Facilitate quicker decision-making</li> <li>More easily accommodate future national legislative and local policy changes without always necessitating the addition of further specific points</li> <li>At least increase and do not at all decrease the quality, integrity, accountability and transparency of the council's democratic processes.</li> <li>Are endorsed by both officers and members.</li> </ul>	<p>Streamline decision-making in the immediate term by increasing financial thresholds for decision-making and enabling day-to-day staffing establishment changes without Council approval.</p> <p>Review Waverley's constitution and scheme of delegation against best practice examples and make recommendations for simplification and improvement.</p> <p>Analyse options for individual Executive Member delegations</p>	April 2017	Cllr Potts	Paul Wenham
2.9	<p><b>Strategic focus from Directors.</b></p> <ul style="list-style-type: none"> <li>Quicker decision making, particularly in respect of recruitment.</li> <li>Leadership of a programme of cultural change and improvement</li> <li>Provide Heads of Service and senior managers with greater management autonomy.</li> </ul>	<p>Senior Management Team to lead a programme of cultural change and improvement within the organisation, to refocus their own efforts primarily on strategic rather than operational matters and to delegate more to facilitate this new approach.</p> <p>Greater degree of professional networking and external focus by Directors.</p> <p>Corporate Management Team to be renamed and relaunched as Management Board.</p>	February 2017.	Cllr Potts	All Directors
2.10	<p><b>Undertake a fundamental and comprehensive review of Waverley's Planning Service, to ensure it is fit for the future and responsive to changing strategic challenges and increasing customer needs and expectations.</b></p> <p>A planning service that</p> <ul style="list-style-type: none"> <li>Shapes Waverley as a place</li> <li>Is customer-focused</li> </ul>	<p>Arrange facilitated discussions to explore key pressures and issues facing the planning service.</p> <p>Undertake a fundamental and comprehensive review the Planning Service and develop proposals for change.</p> <p>Develop and embed a support and</p>	Review to commence in February 2017.	Cllr Potts Cllr Adams	Paul Wenham

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	<ul style="list-style-type: none"> <li>Has the capacity to deal with major site applications</li> <li>Is resilient and able to cope with unprecedented levels of demand</li> <li>Is able to progress the Local Plan and Neighbourhood Plans.</li> <li>Balances housing need and economic development priorities with concerns about quality of life, the environment and respect for the unique character of a local area</li> <li>Delivers measurable results for the borough.</li> </ul>	improvement plan for the Planning Service.			
2.11	<p><b>Undertake a fundamental and comprehensive review of Waverley's HR functions to ensure there is clear ownership and accountability for HR matters and that measurable results are delivered.</b></p> <ul style="list-style-type: none"> <li>HR structures and processes that are proportionate, rational and ready to meet the organisation's present and future needs strategic and operational needs.</li> <li>HR structures and processes which are proportionate, rational and ready to meet the organisation's present and future needs.</li> <li>An improvement plan to meet challenges, bridge service gaps and tackle areas of inconsistency and underperformance.</li> </ul>	<p>Undertake a fundamental and comprehensive review of the Council's HR functions (currently split between three separate services).</p> <p>Develop proposals for staffing structures and processes that meet the Council's present and future strategic and operational needs.</p> <p>Develop an improvement plan to take the Council's HR functions forward positively and effectively.</p>	Review to commence in February 2017 with the aim of implementing an agreed solution by May 2017.	Cllr Potts	Paul Wenham
2.12	<p><b>Provide excellent customer service</b></p> <ul style="list-style-type: none"> <li>As agreed by the Executive on 10 January, the Head of Customer and Corporate Services and the officer Foresight Group to continue the review and evaluate/progress the change options</li> </ul>	<p>Revise the performance management system to ensure decision makers have a holistic, evidenced diagnosis of how a service is performing</p> <p>Channel shift to encourage customers to make contact in alternative ways</p> <p>Assess options re customer point of contact</p> <p>Assess options re dedicated customer services staff</p> <p>Assess options re the Council's local presence in the community</p> <p>Assess options re customer contact management systems</p> <p>Review strategies, policies and service standards</p> <p>Identify and review operational processes which will drive service improvement</p> <p>Assess options to facilitate a drive of cultural change (including a commensurate training</p>	July 2017	Cllr Martin	Graeme Clark

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		programme)  Design a communication plan to support, facilitate and launch the approach to Customer Services			
2.13	<b>Streamline business systems</b> <ul style="list-style-type: none"> <li>Develop a methodology for transforming business systems to achieve greater efficiency, reduce waste, achieve greater empowerment of staff and improve outcomes for customers.</li> </ul>	Undertake joint work with leading councils in the field of business process redesign to apply a thorough systems thinking approach in Waverley.	Review outcomes of pilot project in April 2017  Prepare proposals for wider rollout across other key Council activities by June 2017.	Cllr Martin	Damian Roberts
<b>3</b>	<b>Being ambitious for Waverley</b>				
3.1	<b>Promote learning and best practice and sharing opportunities.</b> <ul style="list-style-type: none"> <li>Make current and developing practice in this area more transparent.</li> </ul>	Waverley attendance at events and workshops which support the council's ambitions and priorities by providing opportunities to hear about and share best practice.	Ongoing.	Cllr Potts	All Directors
3.2	<b>Developing senior staff knowledge and skills to meet new challenges and expectations</b> <ul style="list-style-type: none"> <li>Project Management</li> <li>Change Management</li> <li>Negotiation and Partnership skills</li> <li>Commissioning (procurement &amp; contract management)</li> <li>Ownership and accountability of service delivery, budgets, recruitment and retention</li> <li>Enterprise and commercial acumen</li> </ul>	A learning and development programme in place for senior staff spanning the year ahead.	From February 2017	Cllr Potts	All Directors
3.3	<b>Raising our game and focusing on Waverley's achievements</b> <ul style="list-style-type: none"> <li>Engaging with other local government and public sector organisations and being proud of what we do.</li> <li>Recognising the learning opportunities that partnership engagement offers and embracing these.</li> <li>Being ready to share what Waverley does well with others.</li> <li>Taking all opportunities to stretch ourselves as an organisation and explore new innovative ways of working.</li> <li>Celebrate Waverley's successes, internally and externally.</li> </ul>	Regularly apply for regional and national awards.  Identify the most appropriate communication channel to promote Waverley's key successes to all members.  Officers regularly contributing case studies, presentations etc to regional and national events.  Officers regularly working in collaboration with national organisations to shape policy and practice.  Adopt a consistent approach to celebrating success internally.	From April 2017	All Executive Members	All Directors

