

# STRATEGIC REVIEW –ACTION PLAN

# ANNEXE 7

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, 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> </ul>	Develop an updated analysis of key economic drivers and re-cast the strategy to be more ambitious.	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> <p>Other Councils, including Towns and Parishes  Business community  Schools and Universities  Police  Housing providers  Health and Social Care organisations  Job Centre Plus/DWP  Voluntary organisations  Local Enterprise Partnerships</p>	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 casework</li> <li>A single point of contact for all Members to receive a timely response to case work enquiries.</li> </ul>	<p>Provide a single point of contact for all member enquiries</p> <p>Establish a working protocol for the management of all member enquiries with agreed response times.</p>	April 2017	Cllr Potts and Cllr Martin	Paul Wenham

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	<ul style="list-style-type: none"> <li>Appropriate and consistently applied officer response times to Members.</li> </ul>				
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>	Establish informal officer / member working group to review member accommodation, facilities and IT support and make proposals for change.	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
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

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2	<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>• Preserve 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> <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>	<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 improvement plan for the Planning Service.</p>	Review to commence in February 2017.	Cllr Potts Cllr Adams	Paul Wenham

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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>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>	<p>Review to commence in February 2017 with the aim of implementing an agreed solution by May 2017.</p>	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 programme)</p> <p>Design a communication plan to support, facilitate and launch the approach to Customer Services</p>	July 2017	Cllr Martin	Graeme Clark
2.13	<p><b>Streamline business systems</b></p> <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>	<p>Undertake joint work with leading councils in the field of business process redesign to apply a thorough systems thinking approach in Waverley.</p>	<p>Review outcomes of pilot project in April 2017</p> <p>Prepare proposals for wider rollout across other key Council activities by June 2017.</p>	Cllr Martin	Graeme Clark



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<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>	<p>Regularly apply for regional and national awards.</p> <p>Identify the most appropriate communication channel to promote Waverley's key successes to all members.</p> <p>Officers regularly contributing case studies, presentations etc to regional and national events.</p> <p>Officers regularly working in collaboration with national organisations to shape policy and practice.</p> <p>Adopt a consistent approach to celebrating success internally.</p>	From April 2017	All Executive Members	All Directors