

## Service Plan Annual Outturn Report 2016/17 Customer Service and Value for Money

(01/04/2016 – 31/03/2017)

Service : Finance	Head of Service : Peter Vickers
-------------------	---------------------------------

<b>Objective: F1 Carry out a service review to improve efficiency of the Benefit Service</b>			
Ref	Action	Status	Progress / comments
F1.1	Carry out a full and detailed service review of the Benefit Service to reduce the number of days to process new claims and changes in circumstances	50%	Systems thinking project began in January 2017. Systems thinking is a lean management type review directly applicable to service industry, as contrasted to lean management in a production environment. Phase one of the project is complete. This phase was information gathering to understand the value activities contributing to the purpose of the service. Phase two is service redesign using the findings from phase one. This will take 3 months to complete, resulting in perfect flow of work.
<b>Objective: F2 Ensure that all of Waverley's residents who are eligible for housing benefit or council tax support claims are assessed and paid quickly and accurately</b>			
Ref	Action	Status	Progress / comments
F2.1	Monitor the speed of processing targets and take any corrective action necessary.	Achieved	Targets met fully for 2016/17. Benefit service performance indicators were within the targets set for the full year.
<b>Objective: F3 Improve Customer Service/satisfaction levels in the Benefits Service</b>			
Ref	Action	Status	Progress / comments
F3.1	Extend the monitoring of customer satisfaction levels with the benefits service and use results to help identify improvements.	Achieved	The number of processing days for turning around claims is below national average and locally set performance targets. This is being improved upon through the systems thinking project currently being rolled out.
<b>Objective: F4 Review residual fraud deterrent requirements and impact of Single Point of Contact (SPOC) impact on Benefit team capacity after transfer of Fraud Investigation team to DWP</b>			
Ref	Action	Status	Progress / comments
F4.1	Complete an evaluation of fraud potential across all council services and propose mitigations, particularly residual fraud potential within the Benefit's service.	Achieved	Fraud within the benefits system is now the responsibility of the Single Fraud investigation service - a new national agency belonging to Dept. Works and Pensions. The Benefits service complies with all anti fraud information processing such as ATLAS and RTI and refers cases and liaises with the fraud service.  A fraud risk assessment was completed during the year to assess potential fraud across all services. Mitigations and controls were assessed.
<b>Objective: F5 Implement comprehensive project plan for the transformation of Benefits to Universal Credit</b>			
Ref	Action	Status	Progress / comments
F5.1	Ensure a smooth introduction of Universal Credit which balances the needs of staff, the Council and claimants during and following the	Achieved	Universal credit is now live at Waverley and the Council is supporting the Department of Work and Pensions Universal Credit initiative.

transition period

<b>Objective: F6 Implement recommendations from the Employee service review to improve efficiency, internal and external communications, develop resilience and adequately resource the service.</b>			
Ref	Action	Status	Progress / comments
F6.1	Business Service Review recommendations adopted and a project plan devised and agreed with Head of Finance.	Achieved	Recommendations actioned from the review. Payroll and recruitment is adequately resourced.
F6.2	Structure the Employee Services team to ensure the appropriate level of resource is employed and business resilience is robust.	Achieved	Restructure completed and fully recruited staffing levels.
F6.3	Maintain a robust payroll function to ensure employees are paid accurately and on time. All returns to HMRC are completed accurately and on time.	Achieved	Achieved.
<b>Objective: F7 Maximise revenue base for local taxation.</b>			
Ref	Action	Status	Progress / comments
F7.1	Verify that all commercial and residential properties are correctly recorded on the revenues system using information from external sources and property inspections	Achieved	Full year of inspections completed.
<b>Objective: F8 Maximise in year revenue collection rates</b>			
Ref	Action	Status	Progress / comments
F8.1	Issue accurate demands in March for 1st April instalment and robustly apply approved enforcement and recovery measures in all cases	Achieved	Bills issued accurately and on time, enforcement action taken during the year to effect recovery where required.
<b>Objective: F9 Improve prior year debt recovery</b>			
Ref	Action	Status	Progress / comments
F9.1	Review historical debts for local taxation, sundry debts and overpaid housing benefit and enforce or put forward for write off.	Achieved	Debt recovery process reviewed, regular write offs are identified and actioned once proven that they are not economical to pursue.
<b>Objective: F10 Revenues Service improvement plan to maximise capacity and improve customer access</b>			
Ref	Action	Status	Progress / comments
F10.1	Develop a service improvement plan to understand how Council Tax and Business rate payers interact with the service and design processes to maximise access to the service.	Achieved	Surveys were undertaken and results used to redesign online forms, the systems thinking methodology will be rolled out across this service to complete a more holistic redesign.
<b>Objective: F11 Support the delivery of Waverley's corporate objectives with effective financial management</b>			
Ref	Action	Status	Progress / comments
F11.1	Ensure that the Medium Term Financial Strategy (MTFS) presents a sustainable and robust plan for Waverley's financial resources, anticipating the impact of future financial pressures and recognising the	Achieved	The MTFS, taken to Council in February 2017 and approved, is being reviewed and presented to Executive in July 2017.

	desire to deliver corporate plan priorities and improve services in accordance with customers' needs.		
<b>Objective: F12 Improve budget monitoring process</b>			
Ref	Action	Status	Progress / comments
F12.1	Continue to improve the robustness of the budget management arrangements and ensure services are supported with proactive financial management and support	Achieved	Significant redesign of the budget process was completed in the Autumn of 2016. This will be rolled out from April 2017 to service areas.
<b>Objective: F13 Increase financial management and technical accounting support to the Housing Service</b>			
Ref	Action	Status	Progress / comments
F13.1	Support the delivery of the Housing Revenue Account (HRA) Business plan through effective financial management and robust monitoring and reporting.	Achieved	Housing now has a Senior Accountant dedicated to its financial management supported by an Assistant Accountant
<b>Objective: F14 Finance team structure is staffed to required capacity and focused upon key priorities</b>			
Ref	Action	Status	Progress / comments
F14.1	Ensure the structure of the Finance team is effective in delivering key priorities and service requirements	Achieved	Senior accountant roles are focused on ownership and accountability for specific aspects of financial management.
<b>Objective: F15 Improve debt administration and collection</b>			
Ref	Action	Status	Progress / comments
F15.1	Effective management of debts, particularly historical debt on Agresso.	Achieved	Monthly debt review process is now in place with clear focus and visibility on debt recovery.
<b>Objective: F16 Treasury management operates within the approved strategy, credit ratings and limits</b>			
Ref	Action	Status	Progress / comments
F16.1	Effective management of Treasury function within the prudential limits set within the approved strategy.	Achieved	Treasury Management is fully within parameters for the whole of 2016/17.

<b>Service : Corporate &amp; Customer Service</b>	<b>Head of Service : David Allum</b>
---	--------------------------------------

<b>Objective: CC1. Produce an IT Strategy meeting the strategic and operational objectives of the Council and to execute effectively the commensurate work programme</b>			
Ref	Action	Status	Progress / comments
CC1.1	Implement a re-drafted IT Strategy appropriate to the Council's requirements and priorities	Achieved	Strategy agreed and now underpinning the activity of the service.
CC1.2	Implement IT driven "invest to save" projects as key elements within the IT Work Plan for 2016/2017	Achieved	Some cashable savings identified which mitigated the inflation rises within the overall budget.
CC1.3	Create and deliver a Work Programme which facilitates the delivery of the key objectives of the IT Strategy (i.e. it will need to account for benefits systems post universal credit, mobile working requirements, document	Ongoing	Work Programme has been agreed and is being implemented. 16 projects have been successfully completed, with the remaining 5 expected to be carried out and completed in 2017-18.

	management etc.).		
CC1.4	Ensure the corporate telephone system effectively supports the business and the staff are empowered to get maximum benefit from the facilities offered	Achieved	Very little down time this year to date and telephones were not a major issue for the IT Service Desk. Nothing emerged from the Corporate Services Survey this year regarding the telephone system.
CC1.5	Procure mobile telephone and device contracts which support the Council's business objectives	Achieved	Procurement complete and contract let.
<b>Objective: CC2. Review, revise and re-launch a Corporate Asset Management Strategy ensuring that the Council maximises the potential returns from its portfolio</b>			
Ref	Action	Status	Progress / comments
CC2.1	Ensure the Corporate Asset Management Strategy as agreed in October 2015 is effectively implemented	Partially achieved	Strategy is being implemented. However due to vacancies, recruitment issues and other competing priorities it has not been possible to develop Asset Management Plans for all sites as originally envisaged.
CC2.2	Audit and evaluate all corporate assets and produce individual asset plans as appropriate	Partially achieved	Rent reviews completed but individual asset plans not progressed due to the reasons stated above.
CC2.3	Identify and acquire assets which will generate revenue returns to support the Council's financial ambitions	Achieved	Investment Advisory Board created. One acquisition made. Others under active consideration.
CC2.4	Create and maintain a database of all non HRA assets which set out and facilitate all corporate responsibilities (e.g. fire safety, legionella inspections etc.)	Achieved	A new alerts system built and implemented, linking all centres to an electronic database, allowing for the upcoming job reminders to be sent to team members.
<b>Objective: CC3. Review facilities infrastructure to ensure optimum arrangements are in place for the delivery of services</b>			
Ref	Action	Status	Progress / comments
CC3.1	Ensure the Council's premises meet all medium and long term requirements	On Target	The long term future of the current premises are under review.
CC3.2	Re-procure energy requirements via the LASER consortia (Current contract expires in October 2016)	Achieved	The process was completed with an estimated potential saving of £20K.
<b>Objective: CC4. Review support services infrastructure to ensure optimum arrangements are in place for the delivery of services</b>			
Ref	Action	Status	Progress / comments
CC4.1	Review staff restaurant business direction in a bid to minimise the cost to the Council	Achieved	Review completed and changes implemented.
CC4.2	Review Print Room capacity for carrying out external work	In progress	Legal advice being sought on our trading ability.
CC4.3	Increase usage of pool cars	On-going	No significant increase in use recorded. Further work needed to encourage further use of the pool car facility.
CC4.4	Review cleaning service arrangements and implement the outcomes	Achieved.	Review concluded and implementation underway.

CC4.5	Review scanning and document processes with a view to procuring new arrangements more suitable to the needs of the business	Achieved	Review concluded with a decision not to procure new arrangements as the business case did not justify the change.
<b>Objective: CC5. Re-design the Customer Services Delivery Model for corporate application</b>			
Ref	Action	Status	Progress / comments
CC5.1	Complete customer services project and recommend a new delivery model	Partially achieved	A further report to Executive is expected in June/ July.
CC5.2	Re-design Reception Area and refresh other customer facing facilities	Achieved	The reception area at WBC has been refurbished. I-Pad self-service stations now available at Godalming and Farnham offices allowing access to Waverley website portal and access to online services.
<b>Objective: CC6. Ensure staffing resources are appropriate to service needs and account for succession needs</b>			
Ref	Action	Status	Progress / comments
CC6.1	Ensure Estates and Valuation Team is staffed according to service requirements	Achieved.	The team was fully staffed at year end. However, subsequently, further recruitment is now required.
CC6.2	Ensure Property and Engineering Team is staffed according to service requirements	Achieved.	Engineering graduate successfully appointed at the beginning of 2017.

<b>Service : Strategic HR</b>	<b>Head of Service : Wendy Gane</b>
-------------------------------	-------------------------------------

<b>Objective: SHR1. Contribute to organisational and service resilience by continuing to develop and maintain a high performing, highly engaged staff team to deliver high quality customer-focused, value for money front-line services</b>			
Ref	Action	Status	Progress / comments
SHR1.1	Continue to develop a culture of high quality performance management and staff engagement throughout the Council	Achieved	Actively supported managers to restructure their service areas to ensure that the service continues to deliver high quality customer-focused value for money services, for example Strategic Housing and Delivery (Housing Options service team).
SHR1.2	To implement a Skills Gap and Capacity Management Strategy to address skills gaps and skills shortages which affect the Council's service delivery	Achieved	Through the successful implementation of the Skills Gap and Capacity Management Strategy managers have been supported to: <ul style="list-style-type: none"> <li>- write adverts suitable for social media</li> <li>- Be aware of options to review salary benchmarking and/or offer career development, flexible working etc.,</li> <li>- remove all possible barriers for potential candidates by making it as easy as just emailing their CV</li> <li>- consider 'job redesign' or outsourcing if unable to recruit the appropriate calibre staff</li> </ul>
SHR1.3	Address sensitive employee issues, sustain and enhance effective employee relations and maintain trusting relationships with Staffside/ union representatives	Achieved	Actively supported managers to resolve sensitive employee issues such as the removal of the PMI scheme, ill-health retirement, TUPE transfers and successful redeployment. Continue to maintain a positive working

			relationship with Staffside and union representatives.
SHR1.4	To support organisational resilience through the provision of a governance framework: Continue to develop effective HR policies and procedures to ensure they comply with employment law and meet Waverley's changing needs and priorities.	Achieved	Maintained rolling programme of review for all HR policies, ensuring they comply with employment law and meet Waverley's changing needs and priorities.

<b>Service : Policy &amp; Governance</b>	<b>Head of Service : Robin Taylor</b>
--	---------------------------------------

**Objective: PG1 Democratic Services - Support democratic, transparent, informed and high quality decision-making by Waverley's Elected Councillors.**

Ref	Action	Status	Progress / comments
PG1.1	Provide effective democratic support to all Council Committees and priority internal working groups	Achieved/ Ongoing	All public meetings are properly convened in line with legal and Waverley constitutional requirements and recorded accurately.
PG1.2	Continue to monitor and improve the quality of committee reports, minutes and agendas.	Achieved/ Ongoing	The team have continued to maintain and monitor the democratic services error log and have continued to use the agenda checklist system with cross-checking of final agenda by second member of team.
PG1.3	Provide a targeted programme of member training and briefings	Achieved/ Ongoing	Take up of elected learning and development opportunities was strong in 2016/17. In addition to a programme of all member briefings and individual learning activities, there was a programme of scrutiny workshops for all councillors in 2017 to support the scrutiny change programme.

**Objective: PG3 Legal Services and Land Charges - Provide high quality advice to ensure the Council acts lawfully and transparently and provide vital information to house and property buyers in Waverley**

Ref	Action	Status	Progress / comments
PG3.1	Ensure high quality and timely internal and external legal advice is provided to Council staff and elected members to support the delivery of service priorities and corporate plan objectives.	Achieved	The Legal Services has continued to provide high quality advice to Officers and Members across the full range of the Council's services, with a number of major projects having been a particular focus during 2016/17 and resulting in successful outcomes and significant ongoing focus.
PG3.2	Analyse and plan for the potential outcomes of the Government's Land Charges review.	Achieved Ongoing	Waverley continues to liaise with the Land Registry in respect of this project albeit the timescales for delivery for this national project have been deferred more than once by the Land Registry.
PG3.3	Maintain high performance in turning around land charges search requests	Partially complete	Performance was very good in the early part of the year but declined as the year progressed. The performance target for this action is for the 12 month rolling average turnaround figure not to exceed 7 working days and for performance not to



			exceed 10 working days at any point. The average 12 month performance during 2016/17 was 7.8 days (0.8 days off target) and did breach 10 days in five of the twelve months during the monitoring period. Staff turnover has to some degree impeded the team's capacity to get performance back on track. This remains an area for performance improvement within the service in 2017/18 and continues to be actively managed and monitored.
PG3.4	Provide a timely and effective response to Freedom of Information requests and ensure good progress is made against the information risk management agenda	Achieved/ Ongoing	The Information Rights service continues to perform at a very high level, with response rates that compare extremely favourably with other local authorities. The information risk management agenda continues to be progressed and will be a major focus in the 2017/18 year.
<b>Objective: PG4 Corporate Policy - Ensure Waverley has a clear vision, robust plans and policies and an effective performance management culture</b>			
Ref	Action	Status	Progress / comments
PG4.1	Support the Council to ensure Waverley's Corporate Plan (2016-19) is well publicised, properly monitored and effectively delivered	Achieved	After being adopted in February 2016, the Corporate Plan has been publicised widely. Corporate priorities and values are used to focus work throughout the Council and provide 'the golden thread' between the Corporate Plan through the performance management framework to individual target setting. The Council's Executive are currently reviewing the plan.
PG4.2	Manage the Council's participation in the National Graduate Development Programme and its Apprenticeship Programme	Achieved/ Ongoing	The Council has recruited to the post of graduate trainee in 2016. Four apprenticeship trainee positions were also filled successfully in 2016/17.
PG4.3	Manage the Council's Citizens Panel and use the opinion data arising from it to support decision-making.	Achieved/ Ongoing	There were 2 Citizens' Panel surveys conducted in 2016/17. The results of the surveys were used to inform service improvements.
PG4.4	Provide accurate, timely and useful performance information to enable Councillors and others to scrutinise Council performance and make informed decisions	Achieved/ Ongoing	Regular reports have been provided to Overview and Scrutiny Committees and the Executive presenting analysis of key performance indicators throughout Council services.
PG4.5	Continue to manage a programme of service reviews to deliver efficiencies and continuous improvement	Achieved/ Ongoing	On-going.
PG4.6	Coordinate the Council's programme of staff Learning and Development to ensure staff have the skills they need to perform effectively in their roles and deliver results for Waverley	Achieved/ Ongoing	The appraisal process for 2016/17 was completed during the year and guided a range of learning and development activities. The Council adopted its new Learning and Development Strategy and action plan within the year and these are being delivered on target.
PG4.7	Provide effective programme and project management support to	Achieved/ Ongoing	Foresight Boards are held every 6 weeks with updates provided from each Project Manager.

	the Council's 'Foresight' improvement and efficiency programme		Individual project groups are held monthly with support provided to ensure work does not overlap, but complements each other (for example business improvement and customer service). Timely notes of meetings and agendas are circulated and advice provided to project managers/sponsors as required. Programme progress and success is communicated via Backstage and success boards.
--	--	--	--

**Objective: PG5 Communications & PR - Ensure that information about Waverley's services reaches the right people at the right time in the most accurate, efficient and cost-effective way**

Ref	Action	Status	Progress / comments
PG5.1	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.	Achieved/ Ongoing	In terms of non-digital media, the council has continued to publish its 'Your Waverley' magazine and engage with the local press. In terms of digital media, the council has continued to progress its digital strategy by developing its social media channels, website and digital newsletters.
PG5.2	Support the delivery of Waverley's service priorities by providing communications and PR advice, expertise and support in respect of major projects and initiatives	Achieved/ Ongoing	The rolling Communications and PR team plan has been delivered. Communication and PR plans are in place for all service areas and are regularly monitored and reviewed with Heads of Service and Service leads.
PG5.3	Promote awareness of Waverley's Corporate Plan, including the Council's vision, corporate objectives and values	Achieved/ Ongoing	In the 2016 staff survey, 90%+ of staff agreed that Waverley has a Corporate Plan with a clear vision and priorities, that they understood what the council's corporate priorities were and that they were aware how their work contributed to those priorities.
PG5.4	Communications and PR staff are ready and prepared to support the council's response in the event of an emergency situation.	Achieved/ Ongoing	<p>The Council's emergency and business continuity plans have been reviewed and revised, to ensure that the Communications and PR team will be ready to provide support in the event of a major incident.</p> <p>The Communications and PR team have continued to work as part of the Surrey Wide Communications and Resilience Group to plan for and respond to civil emergencies and major incidents.</p> <p>All communications and PR officers have had the relevant training and taken part in the Surrey wide incident training.</p>
PG5.5	Ensure that all aspects of Waverley's brand are professionally, positively and consistently communicated to residents and customers	Achieved/ Ongoing	<p>The Brand Guidelines have been developed with input from the Executive, Management Team and Host and were launched in April 2017 and have been communicated internally.</p> <p>The new guidelines build on the work that has previously taken place refreshing 'Your Waverley', the website, the new corporate plan and other design work. This approach has ensured that the refresh of the brand guidelines has been</p>



			<p>conducted within existing budgets. Other work to ensure a consistent approach include:</p> <ul style="list-style-type: none"> <li>• New Waverley logos redrawn in a variety of formats</li> <li>• Production of poster templates</li> <li>• Integration of social media accounts and social media etiquette</li> <li>• Draft photography guide – to be approved.</li> </ul>
<b>Objective: M1 Maintaining high standards of governance and ethical standards</b>			
Ref	Action	Status	Progress / comments
M1.1	Raise profile of ethical standards with staff and WBC and Town and Parish councillors	Achieved/ Ongoing	Waverley's Code of Conduct, Arrangements for Dealing with Standards Allegations and Councillor Code of Good Planning Code of Good Practice have been updated and circulated to all Waverley Members and Town and Parish Clerks.
M1.2	Ensure all Councillors briefed on ethical standards before taking any decisions after WBC elections	Complete	All Councillors have received a briefing on standards.

<b>Service : Elections</b>	<b>Service Manager: Tracy Standbridge</b>
----------------------------	---

<b>Objective: Maintaining high standards of governance and ethical standards</b>			
Ref	Action	Status	Progress / comments
Mon. off. 3	Finish Individual elector registration process	Achieved	This has been successfully completed.
Mon. off. 4	Administer successful combined triple or quadruple combined elections	Achieved	Elections were conducted in February, May, June, August and December 2016. Of those combined elections were run in February, May and August.
Mon. off. 5	If necessary organise Neighbourhood Plan referenda-approximately eight may need to be held in 2015/16	Achieved	No Neighbourhood Plan referenda were required to be conducted before the 31/03/2017.

<b>Service : Audit</b>	<b>Service Manager: Gail Beaton</b>
------------------------	-------------------------------------

<b>Objective: Effective Internal Audit service and good relationship with external Auditors</b>			
Ref	Action	Status	Progress / comments
Mon. off. 6	Continue to monitor external contractor performance and quality	Achieved	Regular meetings throughout the year with the RSM audit manager to review performance. RSM also attended an audit committee meeting in 2016
Mon. off. 7	Review anti fraud resources within Council once universal credit introduced	Achieved/ ongoing	Fraud officer post now in establishment following Council approval in Feb 2017. Universal Credit (UC) implementation delayed by the Government but a small number of cases now in place. The DWP have centralised their fraud unit to manage UC fraud but officers will continue to monitor the position for the Council.