

Service	<b>Policy and Governance</b>  (Democratic Services; Elections; Legal Services and Land Charges; Corporate Policy; 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	People				
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.	<i>PG 1.1</i>	Develop and lead a ‘Fresh horizons’ change and transformation programme for Waverley <ul style="list-style-type: none"> <li>• 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.</li> <li>• Develop and implement staff and elected member learning, development and role fulfilment programmes.</li> <li>• Address staff skills gaps in respect of new strategic directions for Waverley: partnership working; commercialisation; place-shaping; risk management.</li> <li>• Learning from recent success in the systems thinking business change project in the benefits function, rollout a wider programme of systems</li> </ul>	<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 important area of work: <ul style="list-style-type: none"> <li>• Louise Norie</li> <li>• Daniel Bainbridge</li> <li>• Emma McQuillan</li> <li>• Michelle Morley</li> <li>• Tracey Stanbridge</li> </ul>

		thinking and change and savings 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.	31 March 2019	Daniel Bainbridge	Growth of £50k included in budget to cover the ongoing costs of this new area of work.
	PG 1.4	Review Waverley's Strategic Risk Management processes and culture. <ul style="list-style-type: none"> <li>•</li> <li>• Take account of learning from the Strategic Risk Management Review undertaken by Zurich and identify a risk appetite based on analysis and discussion</li> <li>• Embed that risk appetite in plans; policies; culture; ways of working.</li> </ul>	31 March 2019	Louise Norie	Existing staff resources and budgets.
	PG 1.5	Reduce spending on printed committee agenda papers by encouraging greater use of paperless technologies provided by existing software (Democratic Services)	31 March 2019	Emma McQuillan	Existing staff resources, budgets and IT assets and systems.

	PG 1.6	Analyse the business case for a more extensive roll out of the mobile canvasser project that was trialled in 2017 to increase operational efficiencies with immediate effect and longer time financial savings on an invest to save basis.	31 March 2019	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 1.7	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.	31 March 2019	Daniel Bainbridge	Existing staff resources, budgets and IT assets and systems.
	PG 1.8	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.

Strategic Theme	People, Prosperity, Place				
Outcome	Ref No	Action(s)	By When?	Lead Officer	Resource Needed/ implications
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.  The views of residents, businesses and customers	PG 2.1	<p>Increase levels of community engagement, including participatory budgeting:</p> <ul style="list-style-type: none"> <li>• Re-balance programme of public communications activity by reducing information transmission and increasing consultation, dialogue and co-production of services</li> <li>• Pilot new approaches in community budgeting</li> <li>• Develop and implement a strengthened approach to working with Towns and Parishes and Waverley Local Committee</li> </ul>	31 March 2019	Michelle Morley	Growth of £20k included in budget to cover the ongoing costs of these new areas of work.

are hard-wired into service design and strategic development.	<i>PG</i> 2.2	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. <ul style="list-style-type: none"> <li>Review and update processes in line with member and officer feedback and in line with the council's new corporate strategy.</li> </ul>	Ongoing	Emma McQuillan / Louise Norie	Existing staff resources, budgets and IT assets and systems.
	<i>PG</i> 2.3	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 campaigns, website content and consultation activities.	<i>31 March 2019</i>	Michelle Morley	Existing staff resources, budgets and IT assets and systems.
	<i>PG</i> 2.4	Review / refresh / relaunch Waverley's Communications and PR Strategy.	<i>31 March 2019</i>	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.	<i>PG</i> 3.1	Publicly commit to and work towards the South East Charter for Elected Member Development <ul style="list-style-type: none"> <li>Make a public commitment to achieving charter mark status</li> <li>Establish a member/officer working group to drive forward proposals</li> <li>Undertake a gap analysis</li> <li>Develop and deliver a new programme of Learning and Development</li> </ul>	<i>31 March 2019</i>	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
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"> <li>• Provide effective democratic support to all council committees and priority internal working groups.</li> <li>• Provide a targeted programme of councillor training and briefings.</li> <li>• Support the Mayor in their civic and ceremonial duties</li> </ul>	Ongoing	Emma McQuillan	Existing staff resources, budgets and IT assets and systems.
	PG 4.2	Prepare for, organise and conduct all types of elections, polls and referendums held in the Waverley borough. <ul style="list-style-type: none"> <li>• Conduct personal indicator refresh process for absent voters as required by and in accordance with legislation.</li> <li>• Preparation for and conduct of annual canvass 2018</li> <li>• 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.</li> <li>• Prepare for all out borough and town/parish elections scheduled for May 2019</li> </ul>	Ongoing	Tracey Stanbridge	Will be resourced in house by elections team within electoral registration budget.  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.
	PG 4.3	Properly and effectively license pubs, clubs, shops, taxis, street vendors, charity collectors and others in Waverley <ul style="list-style-type: none"> <li>• Deliver the planned licensing enforcement and</li> </ul>	Ongoing	Emma McQuillan / Paul Hughes	Existing staff resources, budgets and IT assets and systems.
<i>(Licensing function is under the remit of Community Wellbeing O&amp;S )</i>					

		<p>compliance inspection programme, ensuring that results are shared and acted upon.</p> <ul style="list-style-type: none"> <li>Continue to improve customer focus across all areas of the council's licensing function.</li> </ul>			
	<i>PG 4.4</i>	<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"> <li>Continue to provide dedicated legal advice to support the council's delivery of services and strategic projects.</li> <li>Identify the need for and commission external legal advice and support as required.</li> <li>Provide a timely and effective response to Freedom of Information (FOI) requests</li> <li>Maintain high performance in turning around land charges search requests</li> </ul>	Ongoing	Daniel Bainbridge	Existing staff resources, budgets and IT assets and systems.
	<i>PG 4.5</i>	<p>Ensure Waverley has a clear vision, robust plans and policies and an effective performance management culture</p> <ul style="list-style-type: none"> <li>Promote equality and diversity, ensuring that the equality impact of new policies is considered at the right time.</li> <li>Manage the council's Graduate and Apprenticeship programmes.</li> <li>Provide accurate, timely and useful performance information to enable councillors and others to scrutinise council performance and make informed decisions.</li> <li>Ensure customer complaints are dealt with effectively and that the council learns from them.</li> </ul>	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"> <li>• 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</li> <li>• Support the delivery of Waverley's service priorities by providing communications and PR advice, expertise and support in respect of major projects and initiatives</li> <li>• Communications and PR staff are ready and prepared to support the council's response in the event of an emergency situation.</li> </ul>	Ongoing	Michelle Morley	Existing staff resources, budgets and IT assets and systems.
	PG 4.7	<p>Maintain high standards of governance and ethical conduct</p> <ul style="list-style-type: none"> <li>• Work effectively with the Council's Standards Panel, members, officers, independent persons, and towns and parishes</li> <li>• Provide advice in respect of conflicts of interests and democratic decision-making</li> <li>• Deal with any complaints made to the Monitoring Officer or questions that arise in line with the Member code of conduct</li> <li>• Provide training on member standards</li> <li>• Manage appointment of and consultation with Independent Persons as part of Surrey Authorities IP consortium</li> <li>• Ensure staff and members' interests are properly recorded.</li> </ul>	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.