

## Service Plan Template 2015/16

<b>Service:</b>	<b>Head of Service:</b>	<b>Robin Taylor</b>	
<b>Policy &amp; Governance</b>	<b>Director:</b>	<b>Paul Wenham</b>	
	<b>Portfolio Holders / Committee Chair:</b>	<b>Cllr Robert Knowles - Policy &amp; Governance</b> <b>Cllr Stefan Reynolds - Member Support and Communications</b> <b>Cllr Simon Inchbald - Licensing</b>	

### 1. Service Plan Overview 2015/16

Policy and Governance is comprised of 5 teams: Democratic Services; Licensing; Legal Services; Corporate Policy; and Communications and PR. In 2015/16 the Policy and Governance Service will:

1. Support democratic, transparent, informed and high quality decision-making by Waverley's Elected Councillors (**Democratic Services**);
2. Properly and effectively license pubs, clubs, shops, taxis, street vendors, charity collectors and others in Waverley so that the objectives of the Licensing Act 2003 are upheld (**Licensing**);
3. Provide high quality advice to ensure the Council acts lawfully and transparently and search and provide vital information to house and property buyers in Waverley (**Legal Services and Land Charges**);
4. Ensure Waverley has a clear vision, robust plans and policies and an effective performance management culture. (**Corporate Policy**); and
5. Ensure that information about our services reaches the right people at the right time in the most accurate, efficient and cost-effective way (**Communications and PR**).

Each of the five teams within the service will continue to work together to ensure that Waverley Borough Council:

- **Develops plans**, policies, services and proposals that are ambitious but achievable, innovative but lawful;
- **Makes decisions** in the right way, at the right time, in the right place; and
- **Shares information** about itself, its decisions and its services with the public and others.

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### 2. Focus for the coming year – Action Plan

Desired outcome / Objective		Democratic Services. Support democratic, transparent, informed and high quality decision-making by Waverley's Elected Councillors.				
Ref	Action(s)	Timescales / Deadlines	Lead Officer	Resource Implications Cap/Rev	Corporate Plan Priority?	Success Criteria/Performance Measures/Targets
PG/1	Fully implement and embed Modern.Gov, the Council's new Electronic Agenda Management System.	By 31 March 2016.	Emma McQuillan, Democratic Services Manager	Officer time.	Value for Money  Understanding our residents' needs	<ul style="list-style-type: none"> <li>• Modern.Gov project plan in place.</li> <li>• Modern.Gov delivered to time, cost and quality,</li> <li>• Full utilisation of system report management element.</li> </ul>
PG/2	Deliver high quality committee reports, minutes and agendas.	Ongoing.	Emma McQuillan, Democratic Services Manager	Officer time.	Value for Money  Understanding our residents' needs	<ul style="list-style-type: none"> <li>• Quality log created and kept by Democratic Services Team.</li> <li>• Number of errors on error log reduces.</li> <li>• Customer survey undertaken for committee meeting attendees (members, public, staff). Results analysed, shared, acted upon.</li> </ul>
PG/3	Manage the pre and post election programme, ensuring a smooth transition and effective induction process for new Councillors.	Main Councillor induction programme delivered in May 2015.  Ongoing training	Emma McQuillan, Democratic Services Manager	Additional revenue costs of £6,000 to cover costs of Councillor induction programme.	Value for Money  Understanding our residents' needs	<ul style="list-style-type: none"> <li>• Induction programme developed and delivered from May 2015 onwards.</li> <li>• Programme of member training going is based on a Cllr Training Needs Analysis</li> </ul>

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		programme throughout 2015-16.				
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Desired outcome / Objective		Licensing. Properly and effectively license pubs, clubs, shops, taxis, street vendors, charity collectors and others in Waverley so that the objectives of the Licensing Act 2003 are upheld.				
Ref	Action(s)	Timescales / Deadlines	Lead Officer	Resource Implications Cap/Rev	Corporate Plan Priority?	Success Criteria/Measures
PG/4	Continue to deliver the Council's new planned Licensing compliance inspection programme.	Ongoing.	Emma McQuillan, Democratic Services Manager	Officer time.	Leisure and Lives  Understanding our Residents' Needs  Environment	<ul style="list-style-type: none"> <li>240 planned compliance check visits are undertaken annually and emerging results are shared and acted upon if necessary.</li> </ul>
PG/5	Complete Licensing back office process and systems review.	By 31 March 2016.	Emma McQuillan, Democratic Services Manager	Officer time.	Value	<ul style="list-style-type: none"> <li>Process and systems review undertaken in partnership with IT and any changes identified and progressed.</li> </ul>
PG/6	Make changes to improve performance and customer focus in the Council's licensing of Hackney Carriages and Private Hire Vehicles.	By 31 March 2016.	Emma McQuillan, Democratic Services Manager	Officer time.  Any capital or revenue implications of digital knowledge tests will be considered separately as part of the business	Leisure and Lives  Understanding our Residents' Needs  Environment	<ul style="list-style-type: none"> <li>Improve communications with taxi drivers through a newsletter and liaison panel</li> <li>Implement a taxi driver points system to improve quality and support regulatory decision-making.</li> <li>Options for digital knowledge test for new applicants has been</li> </ul>

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				case review.		investigated and considered.
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Desired outcome / Objective		Legal Services and Land Charges. Provide high quality advice to ensure the Council acts lawfully and transparently and search and provide vital information to house and property buyers in Waverley.				
Ref	Action(s)	Timescales / Deadlines	Lead Officer	Resource Implications Cap/Rev	Corporate Plan Priority?	Success Criteria/Measures
PG/7	Ensure high quality internal and external legal advice is provided to Council staff and elected members to support the delivery of corporate objectives	Ongoing.	Daniel Bainbridge, Borough Solicitor	Officer time.	All	<ul style="list-style-type: none"> <li>Advice is timely and accurate.</li> </ul>
PG/8	Analyse and plan for the potential outcomes of the Government's Land Charges review.	By 31 March 2016.	Daniel Bainbridge, Borough Solicitor	Officer time.	All	<ul style="list-style-type: none"> <li>Potential outcomes from the Government's Land Charges review analysed and action required agreed.</li> </ul>
PG/9	Maintain key land charges turnaround times.	Ongoing.	Daniel Bainbridge, Borough Solicitor	Officer time.	Value Understanding our Residents' Needs	<ul style="list-style-type: none"> <li>Over a 12-month period, the average turnaround time for full searches is 10 working days and does not at any point exceed 15 working days.</li> </ul>
PG/10	Provide a timely and effective response to FOI requests and ensure good progress is made against the information risk management agenda	Ongoing.	Daniel Bainbridge, Borough Solicitor	Officer time.	Value Understanding our Residents' Needs	<ul style="list-style-type: none"> <li>FOI statutory deadlines are met.</li> <li>Information Governance strategy is in place. Action plan is progressed.</li> </ul>

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Desired outcome / Objective		Corporate Policy. Ensure Waverley has a clear vision, robust plans and policies and an effective performance management culture				
Ref	Action(s)	Timescales / Deadlines	Lead Officer	Resource Implications Cap/Rev	Corporate Plan Priority?	Success Criteria/Measures
PG/11	Project-manage the development and publication of the Corporate Plan 2015-18	October 2015.	Louise Norie. Corporate Policy Manager	Officer time.	All	<ul style="list-style-type: none"> <li>Corporate plan produced in line with agreed timetable</li> </ul>
PG/12	Implement a management framework at Waverley to ensure consistency and excellence across the Council.	Ongoing.	Louise Norie. Corporate Policy Manager	Officer time.	All	<ul style="list-style-type: none"> <li>Management framework published</li> </ul>
PG/13	Manage the Council's participation in the national graduate development programme and its apprenticeship programme.	Apprenticeship intake – annually by calendar year end.  Graduate intake – September annually.	Louise Norie. Corporate Policy Manager	Officer time.	All	<ul style="list-style-type: none"> <li>Graduates recruited. Graduates experience high quality placements and the Council gets maximum value out of them.</li> <li>Apprentices learn effectively and Waverley benefits from their input</li> </ul>
PG/14	Manage the Council's Citizens Panel and use the opinion data arising from it to support decision-making.	Ongoing.	Louise Norie. Corporate Policy Manager	Officer time.	Understanding our Residents' Needs	<ul style="list-style-type: none"> <li>Citizen Panel membership is refreshed. Surveys are run. The Council uses the results to inform policy and decision-making.</li> </ul>
PG/15	Provide accurate, timely and useful performance information to enable Councillors and others to scrutinise Council	Ongoing	Louise Norie. Corporate Policy Manager	Officer time.	All	<ul style="list-style-type: none"> <li>Quarterly reports to Overview and Scrutiny Committees and the Executive have been reviewed to ensure they</li> </ul>

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	performance and make informed decisions.					continue to meet the needs and expectations of Councillors.
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Desired outcome / Objective		Communications & PR. Ensure that information about our services reaches the right people at the right time in the most accurate, efficient and cost-effective way.				
Ref	Action(s)	Timescales / Deadlines	Lead Officer	Resource Implications Cap/Rev	Corporate Plan Priority?	Success Criteria/Measures
<b>PG/16</b>	Oversee the development of a structured and planned approach to communications.	Ongoing	Michelle Morley, Communications & PR Manager	Officer time.	Value  Understanding our Residents' Needs	<ul style="list-style-type: none"> <li>Customers receive useful and timely information about Council Services by the channel that suits them best.</li> </ul>
<b>PG/17</b>	Enhance signage and branding at Key Waverley sites to provide useful information to Waverley's customers and promote civic pride in the Borough.	By 31 March 2016.	Michelle Morley, Communications & PR Manager	Officer time.	Understanding our Residents' Needs	<ul style="list-style-type: none"> <li>Replacement signage is produced in line with branding and design guidelines and clearly identifies who customers can call if they have any concerns.</li> </ul>
<b>PG/18</b>	Create and deliver an internal communications strategy to ensure staff are informed and engaged.	By 31 March 2016.	Michelle Morley, Communications & PR Manager	Officer time.	Value	<ul style="list-style-type: none"> <li>An internal communications activity is agreed. Existing activity is rationalised, extended and improved.</li> </ul>
<b>PG/19</b>	Develop and publish 'Making Waves', the Council's magazine, ensuring that it is	3 editions per year.	Michelle Morley, Communications & PR Manager		All	<ul style="list-style-type: none"> <li>3 issues of Making Waves are printed and distributed to all residents and business in Waverley and</li> </ul>

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	interesting, informative and cost effective.					<p>are available on our web site.</p> <ul style="list-style-type: none"> <li>All customers and community groups who choose to subscribe, receive regular copies of the Council's new electronic newsletter.</li> </ul>
<b>PG/20</b>	Re-design, re-launch and embed the Council's public web site and staff intranet.	By 31 March 2016.	Michelle Morley, Communications & PR Manager	Within existing budget	All	<ul style="list-style-type: none"> <li>The website works well on all platforms, including mobile devices and tablets.</li> <li>The website is user-friendly and easy to navigate.</li> <li>The staff intranet supports effective team working and knowledge sharing.</li> </ul>