

Service Plan Annual Outturn Report 2017/18

Value for Money and Customer Service

(01/04/2017 – 31/03/2018)

Finance		Head of Service:	Peter Vickers
Objective: F1. Complete a process review of the Benefit Service to identify and adopt best practice in response to the increasing demand on the capacity of the service from the government's data matching agenda and Universal Credit			
Ref	Action	Annual Status	Comments
F1.1	Agree a project plan with Rushmoor Borough Council's experienced in-house process review team (engaged to provide expert guidance).	100%	<p>The process review of the Benefits Service began in January 2017 with the initiation of the Systems Thinking project. This method has been used successfully at Rushmoor Borough Council and Waverley was able to secure a resource from Rushmoor to assist with the project.</p> <p>The project involved a system redesign which was successfully completed and tested and presented to staff on the 10 October. The new design was then rolled out to the whole team. New customer service standards are being achieved and budget savings have been included in the 2018/19 base budget. Customer survey data is being obtained to ensure quality.</p> <p>The project has succeeded in reducing the new claims turn around times from 17.5 days to 13 days at the end of 2017/18 and change events from 8 to 4 days.</p>
F1.2	Identify team resources and back fill capacity.		
F1.3	Implement project plan.		
F1.4	Complete a post implementation review in Feb/March 2018.		
Objective: F2. Enhance the Council's financial governance by implementing a single electronic purchase ordering process (a recently procured functionality within the Council's financial system) that will standardise purchasing authorisation, scrutiny and compliance.			
Ref	Action	Annual Status	Comments
F2.1	Agree and produce a project implementation plan in consultation with software provider and senior management.	100%	<p>The project to introduce a single electronic purchase ordering process was successfully delivered on target in January 2018. The system provides all budget holders and managers with real time access to expenditure across the transaction cycle and commitment accounting.</p>
F2.2	Identify project resources and assimilate onto the project working group.		
F2.3	Implement project plan and roll out across the Council. Set up a Finance systems user group and service champion network. Conduct a post implementation review		
F2.4	Conduct a post implementation review.		

Corporate & Customer Service		Head of Service	David Allum
Objective: CCS.1			
Deliver a change programme leading to improved customer satisfaction			
Ref	Action	Annual Status	Comments
CCS 1.1	Complete the customer services review, identify the direction of travel required corporately and develop an action plan to respond to the agreed improvements.	100%	The customer service review has been conducted with the assistance of the Customer Service Foresight Group, selected Heads of Service and Directors. The review has been completed and an action plan agreed. The action plan was presented to the Executive in November 2017 and includes a review of Customer Standards, operational processes and improvements to customer on-line transactions and access.
CCS 1.2	Take an active participatory role in the Surrey Customer Care Group.	100%	Attending meetings and hosted event in March 2018.
CCS 1.3	Effectively lead the internal Foresight Customer Service Group.	100%	The Customer Service Foresight Group meets on a monthly basis and is active and effective.
Objective: CCS2			
Ensure the Council has an appropriate asset portfolio to provide an ongoing income stream to support and fund activity			
Ref	Action	Annual Status	Comments
CCS 2.1	Take a lead role in servicing and advising the Investment Advisory Board and ensure that the objectives and aims of the Board are realised.	100%	Investment Board meeting regularly and investment opportunities are being pursued. The Property Investment Strategy was agreed at Council in April.
CCS 2.2	Identify acquisition opportunities leading to economic development opportunities and/or revenue generation.	100%	Four properties have being acquired during the course of 2017/2018 and are now generating income for the Council.
CCS 2.3	Ensure the commercial portfolio delivers the maximum return.	100%	The team monitors the tenancy levels and implements rent reviews when due throughout the year. The portfolio is on course to achieve targets.
Objective CCS3:			
Maintaining and improving the IT infrastructure, services and systems which support the daily activity of the Council to meet its priorities			
Ref	Action	Annual Status	Comments
CCS 3.1	Deliver the 2017/18 Work Programme in line with the targets.	100%	Work Programme has being delivered as revised and agreed by the IT Strategy Group. Some projects have been carried over into 2018/2019, including; the Planning System due to a change in contractor; the aerial gazetteer project due to a difficulty in sourcing a contractor; and the scanning element of employee records.
CCS 3.2	Ensure Public Sector Network (PSN) accreditation is maintained.	100%	Achieved.
CCS 3.3	Successful delivery of the Planning System Project.	65%	The original contract did not proceed due to problems identified during the due diligence process. A new contractor was appointed and they are due to present their proposal in Q1 2018/2019.

Policy & Governance	Head of Service	Robin Taylor
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**Objective PG1:
Make Waverley's service planning, policy development, decision-making and performance management smarter**

Ref	Action	Annual Status	Comments
PG1.1	Refresh and republish Waverley's Corporate Plan, underpinned by SMART targets and actions.	75%	A new Corporate Strategy has been prepared with priorities of People, Place and Prosperity. Two workshops were held with Members in November 2017 and a revised draft incorporating the feedback from these sessions has been considered by Executive members. Two further workshops are planned for June and it is intended that the Strategy will be adopted by Council in July 2018.
PG1.2	Review and update the Council's Constitution and Scheme of Delegation to promote and facilitate swifter and more responsive decision-making at Waverley, without compromising democratic integrity and accountability, transparency or risk management.	100%	The changes to the Constitution and Scheme of Delegation were all completed and agreed by Full Council in the Summer 2017.
PG1.3	Deliver Waverley's Scrutiny Change programme, putting Scrutiny at the heart of the Council's governance processes and ensuring it makes a real difference.	100%	In-depth reviews have been carried out on a variety of subjects across the four O&S Committees during 2017/18 and the work of the committees has added value in terms of both scrutiny and policy development.

**Objective PG2:
Ensure Policy and Governance front line and support service functions are responsive, value-for-money and customer friendly**

Ref	Action	Annual Status	Comments
PG2.1	Develop and implement phase 2 of Waverley's digital strategy to ensure the Council keeps pace with swiftly changing customer expectations and drives a channel shift to engagement via web and key social media platforms.	99%	<p>The council bid for and successfully won external funding to support this process allowing swift progress in upgrading the online forms to make them mobile responsive and easier to complete, to encourage customers to self serve.</p> <p>Outcomes were focused on:</p> <ul style="list-style-type: none"> • Making it easier for customer to interact online • Increased customer satisfaction with council services • Increase in the % of forms being started and submitted • Reduction in phone calls by 10% <p>At the start of the project we identified 122 online forms; 37 were deleted as they were either duplicated or unused.</p> <p>As of March 2018 all new forms went live with the exception of 2 forms which required final sign off.</p>

PG2.2	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.	100%	Improved workflows and reporting (both internal and customer-focused) have been implemented within the IKEN case management system and further functionality will be developed during 2018/19.
PG2.3	Monitor and improve the quality of committee reports, minutes and agendas.	100%	The quality of committee reports, agendas and minutes is monitored continually and is part of the core business objective for the Democratic Services Team to delivery high quality services.
PG2.4	Reduce spending on printing committee agenda papers by encouraging greater use of paperless technologies provided by existing software.	100%	Spending on printing has been reduced, but work is ongoing to promote and support greater use of paperless agendas by managers and elected Members.
PG2.5	Continue to strengthen the performance, resilience and efficiency of the Licensing Service by delivering phase 1 of the Licensing Process and Service Re-design programme.	100%	Complete. The team continues to review its performance to apply further efficiencies and to provide service resilience. From April 2018 the Licencing team has moved to the Environmental Services.

Objective PG3:

Ensure that all aspects of Waverley's brand are professionally, positively and consistently communicated to residents and customers

Ref	Action	Annual Status	Comments
PG3.1	Complete, publish and adhere to Communications and PR standards across all channels of communication and PR, including Waverley's letters, stationery, advertising, publications, uniforms, signs, public notices, web pages, social media content, buildings and vehicle livery and recruitment documentation.	100%	Comprehensive Brand guidelines (including logo guidance) and communications handbook complete, agreed and in place. <ul style="list-style-type: none"> • New photography guide approved and implemented. • Social media pages rebranded • Online recruitment templates in use • New branding in place for the Joint Enforcement Initiative • New ranger vehicles branded

Elections	Head of Service	Robin Taylor
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Objective E2:

Maintaining high standards of governance and ethical standards

Ref	Action	Annual Status	Comments
EL2.1	Finish Individual elector registration process.	100%	The transition to Individual Electoral Registration is complete.

EL2.2	Administer successful combined triple or quadruple combined elections.	100%	Triple elections were successfully conducted in May 2017 for Surrey County Council, a town council by-election for Godalming and a neighbourhood planning referendum for Farnham. A snap General Election was called in April 2017 and conducted on 8 June 2017 together with 2 town council by-elections for Haslemere.
EL2.3	If necessary organise Neighbourhood Plan referenda in 2017/18.	100%	A neighbourhood planning referendum was conducted for Farnham on the 4 May 2017.
EL2.4	Conduct annual canvass 2017.	100%	The revised electoral register was published on 1 December 2017. The final overall response rate for the canvass was 97.52%. All related statutory duties required of the Electoral Registration Officer have been completed. A mobile canvassing pilot project was conducted and its effect and impact has been fully reviewed.

Strategic HR	Head of Service	Robin Taylor
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Objective: SH1
To address key staffing gaps in the organisation

Ref	Action	Annual Status	Comments
SH1.1	Support Heads of Service to address all current and emerging recruitment and retention challenges.	100%	Complete / Ongoing. Benchmarking and analysis undertaken in respect of difficult to recruit posts. Following the recent restructure to create a single integrated HT function, work is undertaken to develop a new "People Strategy" for the Council, which will include a refreshed approach to recruitment, retention and succession planning.
SH1.2	Increase Waverley's visibility and attractiveness in the job market as a high quality employer.	50%	This objective is underway but not yet complete. As noted above (SH1.1), the Council's approach to recruitment, retention and succession planning is currently being review and the work will continue in the new financial year 2018/19.
SH1.3	Utilise new electronic channels to communicate the Council's "Offer" and brand to prospective candidates in key skills groups.		

Objective: SH2.
Deliver workforce developments arising from the Strategic Review

Ref	Action	Annual Status	Comments
SH2.1	Support the delivery of the outcomes from the Strategic Review.	100%	The Strategic Review Action Plan has been concluded with all services having been actively engaged with the process.

Audit	Service Manager	Gail Beaton
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Objective: A1.
Effective Internal Audit service and good relationship with external Auditors

Ref	Action	Annual Status	Comments
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A1.1	Continue to monitor external contractor performance and quality.	100%	As part of monitoring the performance of the contractor, yearly performance measures are reported to the Audit Committee by the Internal Audit Client Manager as part of the Annual Internal Audit Report that is presented to the Audit Committee in July each year. As an example the % of the Audit Plan completed by 31 March, was for 2017/18 100%. Previous years average was 82.6%
A1.2	Provide awareness to staff and members on fraud issues that could affect Waverley, obtaining their cooperation in identifying and dealing with these matters if and when they materialise.	100%	Fraud awareness is provided to all new employees at induction and a backstage article and dedicated page is being developed to provide updates and awareness.