

Service Plan 2019-2022

Head of Service:	Robin Taylor
Strategic Director:	Tom Horwood
Portfolio Holders:	Cllr Julia Potts, Cllr Ged Hall

Service: **Policy and Governance**

Service Profile 2019-22

Policy and Governance is comprised of 6 teams: Democratic Services; Legal Services; Human Resources; Corporate Policy; Communications and Engagement; and Elections. The Head of Policy and Governance is also the Council's Monitoring Officer.

The Service exists to:

1. Support democratic, transparent, informed and high quality decision-making by Waverley's Elected Councillors (Democratic Services);
2. 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);
3. Promote a positive and committed staff culture, develop and retain talented staff and ensure Waverley is able to compete effectively in the employment market and be seen as an attractive employer in the local community (Human Resources);
4. Ensure Waverley has a clear vision, robust plans and policies and an effective performance management culture (Corporate Policy);
5. Ensure that information about Waverley's services reaches the right people at the right time in the most accurate, efficient and cost-effective way (Communications and Engagement);
6. Prepare for, organise and conduct all types of elections, polls and referendums held in the Waverley Borough (Elections); and
7. Maintain high standards of governance and ethical conduct (Monitoring Officer Function).

Service Team: Corporate Policy

Team Leader: Louise Norie - Corporate Policy Manager

Business As Usual

Outcome 1. The Council has a Corporate Strategy in place, underpinned by an effective performance management framework and culture						
Corporate Priority: <i>Prosperity, People, Place</i>						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action

PG 1.1	<i>Support effective performance management</i> Ensure that the Council's Performance Management Framework delivers accurate and timely information to decision-makers and key stakeholders	Within existing budgets	01/04/19	31/03/22	Policy and Performance Officer (NC)	Performance doesn't improve
PG 1.2	<i>Support effective policy development</i> Ensure that the Council takes a robust and consistent approach to policy development, including clear and documented review and version control processes for strategies, policies and procedures.	Within existing budgets	01/04/19	31/03/22	Policy and Performance Officer (NC)	Poor or inconsistent policy-making
PG 1.3	<i>Support effective project management</i> Ensure that the Council has, and consistently uses, an up to date Project Management Framework, including common protocols and templates, which drives the delivery of all projects to the required standard of quality, cost and time.	Within existing budgets	01/04/19	31/03/22	Policy and Performance Officer (NC)	Scope creep, non delivery, lack of focus.

Outcome 2. Scrutiny at Waverley is done really well, adding value and improving policy development and decision-making						
Corporate Priority: <i>Prosperity, People, Place</i>						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
PG 2.1	<i>Provide policy support to O&S Committees</i> Provide excellent scrutiny policy support to all four O&S committees to deliver an ambitious, valuable and responsive scrutiny programme that supports organisational policy development and good decision making.	Establishment budget is for 1 full time Scrutiny Policy officer. The current second scrutiny policy officer is not part of the establishment and relies on one-off financial contribution from the Finance team.	01/04/19	31/03/22	Policy Officer (Scrutiny)	Scrutiny through committees is ineffectual.
PG 2.2	<i>Provide policy support on O&S projects and working groups</i> Drive O&S task and finish groups by drafting scopes, coordinating officer input, and researching and producing relevant supporting documents.		01/04/19	31/03/22	Policy Officer (Scrutiny)	Task and finish groups would achieve low quality outcomes.
PG 2.3	<i>Develop a positive scrutiny culture</i> Foster positive relationships with Scrutiny Chairs, Vice Chairs, Portfolio Holders and service managers to ensure Scrutiny functions well and supports the Council in making good decisions.		01/04/19	31/03/22	Policy Officer (Scrutiny)	Scrutiny objectives would not be achieved satisfactorily.

Outcome 3. Customer complaints are dealt with effectively and that the council learns from them.						
Corporate Priority: Choose from Prosperity, People, Place						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
PG 3.1	<i>Support colleagues in responding to customer complaints</i> Work with colleagues to ensure all complaints are handled in accordance with Council's corporate complaints policy in a timely and sensitive manner.	Within existing budgets	01/04/19	31/03/20	Corporate Complaints Officer	Waverley's reputation is damaged.
PG 3.2	<i>Learn from customer complaints</i> Quarterly monitoring of complaints and lessons learnt is carried out with the help of Complaints Administrators and reported to Management Board and Councillors.	Within existing budgets	01/04/19	31/03/20	Corporate Complaints Officer	Lessons are not learnt and services don't improve.
Outcome 4. The principles of equality and diversity are embedded into the Council's policy development and decision-making processes						
Corporate Priority: Choose from Prosperity, People, Place						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
PG 4.1	<i>Take a corporate lead on equality and diversity</i> Coordinate the Corporate Equality Group which provides the necessary challenge over equality issues and ensures that the Council is aware of the need to have 'due regard' to the provisions of the Equality Act 2010 in their decision making.	Within existing budgets	01/04/19	31/03/20	Corporate Policy Manager	Non compliance and not benefitting from diversity
PG 4.1	<i>Assess the equality impact of new policies and initiatives</i> Champion the need for Equality Impact Assessments to be undertaken when policies are being developed and provide effective corporate policy support on them	Within existing budgets	01/04/19	31/03/20	Corporate Policy Manager	EQIAs not routinely or properly done

Service Team: Communications and Engagement **Team Leader: Harri Robinson - Communications and Engagement**

Business As Usual

Outcome 5. The Council achieves the vision and objectives set out within its new public communications and engagement strategy 2018-2023						
Corporate Priority: <i>Choose from Prosperity, People, Place</i>						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
PG 5.1	<p><i>Keep residents informed and promote civic pride in Waverley</i> Ensure that information about Waverley's services reaches the right people at the right time in the most accurate, efficient and cost-effective way, using a variety of channels: (1) Traditional media; (2) Social Media; (3) TV and radio; and (4) direct communications with stakeholders including Town and Parish Councils.</p>	Within existing budgets.	01/04/19	31/03/20	Communications and Engagement Manager (HR)	Residents not kept informed
PG 5.2	<p>Take a planned, targeted and evidence-based approach to communications. Work within an agreed annual forward plan focused on priority corporate objectives, signed off by senior management and Portfolio Holders.</p>	Within existing budgets.	01/04/19	31/03/20	Communications and Engagement Manager (HR)	communications activity is reactive and haphazard
PG 5.3	<p><i>Do more digital but not exclusively digital</i> Utilise new digital technology, including social media channels and the Council's website, to connect effectively with Waverley's residents whilst continuing to ensure we provide high quality face-to-face and other traditional channels of communication for those who don't want to connect with us online.</p>	Within existing budgets.	01/04/19	31/03/20	Communications and Engagement Manager (HR)	We don't meet customer needs or offer the channels they want to use
PG 5.4	<p><i>Engage with Waverley's residents and customers</i> Listen, meet, survey, consult and engage with Waverley's communities - using the information provided to inform, shape and improve the Council's services.</p>	Within existing budgets.	01/04/19	31/03/20	Communications and Engagement Manager (HR)	Residents' perspectives do not influence decision-making
PG 5.5	<p><i>Be more commercial</i> Market and promote our paid-for and statutory services and sell advertising space in the Your Waverley magazine to create income.</p>	Within existing budgets.	01/04/19	31/03/20	Communications and Engagement Manager (HR)	Larger budget gap

Service Team: Democratic Services / Monitoring Officer function	Team Leader: Robin Taylor / Fiona Cameron - Democratic Services Manager
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Business As Usual

Outcome 6. The Council's decision-making is democratic, transparent, and informed and councillors are supported to function effectively						
Corporate Priority: <i>Prosperity, People, Place</i>						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
PG 6.1	Support committee meetings Provide effective democratic support to all Council committees and key internal committees.	Within existing budgets.	01/04/19	31/03/20	Democratic Services Manager (FC)	Non compliance
PG 6.2	Facilitate good scrutiny Work with Policy colleagues to deliver a Scrutiny programme that Councillors are fully engaged with.	Within existing budgets.	01/04/19	31/03/20	Democratic Services Manager (FC)	Scrutiny doesn't add value
PG 6.3	Use IT to save money and be more efficient Continue to develop functionality of Modern.Gov to increase efficiencies in working practices.	Within existing budgets.	01/04/19	31/03/20	Democratic Services Manager (FC)	Increased costs
PG 6.4	Encourage use of Mod.Gov amongst staff and councillors Continue to promote and support use of iPads by staff and Councillors to reduce printing costs and increase the efficiency of democratic support processes.	Within existing budgets.	01/04/19	31/03/20	Democratic Services Manager (FC)	Increased costs
PG 6.5	Provide effective support to the Mayor Support the Mayor and Deputy Mayor in their civic and ceremonial roles by providing effective secretarial support and coordinating a range of visits, events and activities.	Within existing budgets.	01/04/19	31/03/20	Democratic Services Manager (FC)	Mayor not supported / impact on community events etc.

Outcome 7. The Council functions properly, with high standards of governance and ethical conduct						
Corporate Priority: <i>Prosperity, People, Place</i>						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
PG 7.1	Provide advice and guidance Support councillors and officers to identify and deal appropriately with any potential conflicts of interests to ensure democratic and transparent decision-making.	Within existing budgets.	01/04/19	31/03/22	Head of Policy and Governance (Monitoring Officer) (RT)	
PG 7.2	Resolve any complaints and questions about council procedure and conduct Respond to complaints made to the Monitoring Officer or questions that arise with respect to Councillors' Codes of Conduct, aiming to resolve matters and ensure any lessons are learnt.	Within existing budgets.	01/04/19	31/03/22	Head of Policy and Governance (Monitoring Officer) (RT)	

PG 7.3	<i>Ensure our governance protocols remain fit for purpose and efficient</i> Work with the Standards Committee to continue to monitor the effectiveness of the Council's Constitution and Scheme of Delegation to ensure they enable quick, transparent democratic processes.	Within existing budgets.	01/04/19	31/03/22	Head of Policy and Governance (Monitoring Officer) (RT)	Non compliance / lack of confidence in the Council's approach
PG 7.4	<i>Support councillors through training on ethics and standards</i> Provide training on Councillor standards to the new Waverley Council and to Towns and Parish Councils.	Within existing budgets.	08/05/19	30/06/19	Head of Policy and Governance (Monitoring Officer) (RT)	
PG 7.5	<i>Appoint and consult as appropriate Independent Persons to the Council</i> Manage appointment of Independent Persons as part of Surrey Authorities Independent Persons consortium.	Within existing budgets.	01/04/19	31/07/19	Democratic Services Manager (FC)	
PG 7.6	<i>Keep all registers of interest up to date</i> Ensure Waverley and Town and Parish Councils' Councillors' interests are properly recorded following the May 2019 elections.	Within existing budgets.	08/05/19	30/06/19	Democratic Services Manager (FC)	

Team Projects

Outcome 8.	Deliver an excellent programme of Councillor Learning and Development					
	Corporate Priority: <i>Prosperity, People, Place</i>					
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
PG 8.1	<i>Achieve Charter Mark Status in Elected Member Development</i> Develop and deliver a new programme of Councillor Learning and Development, as part of progress towards achieving the South East Employers Charter for Elected Member Development	Within existing budgets.	01/04/19	31/03/20	Democratic Services Manager (FC)	Elected Members not fully supported
PG 8.2	<i>Induct, inform and support new and returning members</i> Deliver an Induction Programme for Councillors following elections in May 2019.	Within existing budgets.	08/05/19	31/12/19	Democratic Services Manager (FC)	

Service Team: Elections	Team Leader: Tracey Stanbridge - Senior Manager - Elections and Corporate Projects
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Business As Usual

Outcome 9.	The Council prepares for, organises and conducts all types of elections, polls and referendums held in the Waverley borough.					
	Corporate Priority: <i>Choose from Prosperity, People, Place</i>					

Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
PG 9.1	Conduct fair and transparent elections Complete preparations for and conduct of combined Borough and Town/Parish elections.	Within existing budgets with specific elections expenses recharged as appropriate.	01/04/19	31/05/19	Senior Manager - Elections and Corporate Projects (TS)	Non compliance
PG 9.2	Prepare for and deliver Police & Crime Commissioner elections, Surrey County Council elections and UK Parliamentary General Election.		01/04/19	31/03/22	Senior Manager - Elections and Corporate Projects (TS)	
PG 9.3	Canvass Prepare for and conduct annual voter registration canvass process.		01/04/19	13/12/19	Senior Manager - Elections and Corporate Projects (TS)	
PG 9.4	Conduct fair and transparent referendums, polls and ballots Prepare for and conduct all neighbourhood planning referendums, By-Elections and 'Business Improvement District' ballots as required.		01/04/19	31/03/22	Senior Manager - Elections and Corporate Projects (TS)	

Outcome 10.	The Electoral Register is maintained					
	Corporate Priority: <i>Choose from Prosperity, People, Place</i>					
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
PG 10.1	Maintain the electoral register Deliver the electoral registration service for the Borough	Within existing budgets.	01/04/19	31/03/22	Senior Manager - Elections and Corporate Projects (TS)	Non compliance

Team Projects						
Outcome 11.	Undertake electoral / community governance reviews					
	Corporate Priority: <i>Choose from Prosperity, People, Place</i>					

Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
PG 11.1	Review polling places in the Borough Prepare for and conduct Borough wide polling places review including consultation process and assessment of any alternative polling places identified.	Within existing budgets.	01/04/19	31/01/20	Senior Manager - Elections and Corporate Projects (TS)	Non-compliance with legislation

Service Team: Human Resources

Team Leader: Katy Meakin - HR Manager

Business As Usual

Outcome 12.	Waverley's HR function is built on solid foundations (Priority 1 of the Council's new HR Strategy 2018-2023)					
Corporate Priority: <i>Choose from Prosperity, People, Place</i>						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
PG 12.1	Monitor and analyse HR data Develop an evidence based approach to HR by formulating monthly, quarterly and annual employment reports which share key workforce data and analyses trends in order to address current and future challenges for our services.	Within existing budgets.	01/04/19	31/03/22	HR Manager (KM)	HR strategic direction is undermined by unwieldy, unclear or inefficient processes
PG 12.2	Improve the efficiency of our payroll function Utilising our HR and payroll system iTrent to improve the input and analysis of data in order to provide a cohesive automated service.	Within existing budgets.	01/04/19	31/03/22	HR Manager (KM)	
PG 12.3	Empower managers to manage effectively using self-service tools Develop a self service approach to HR by training the HR team and managers to use our HR and Payroll systems to input, update and manage data about their teams.	Within existing budgets.	01/04/19	31/03/22	HR Manager (KM)	
PG 12.4	Manage documents and data digitally Install an automated HR document management system which allows all employee files to become paperless and integrates with our payroll system.	Within existing budgets.	01/04/19	31/03/22	HR Manager (KM)	
PG 12.5	Review and improve team processes Collate data for HR, payroll, recruitment, L&D, and employee relations. Based on the statistical analysis, measure the performance of the HR team and make adjustments to working policy, process and practice.	Within existing budgets.	01/04/19	31/03/22	HR Manager (KM)	

PG 12.6	<i>Develop the HR team to ensure they reach their full professional potential</i> Team to be fully trained and competent in the correct skills and expertise to provide timely and accurate advice at all times.	Within existing budgets.	01/04/19	31/03/22	HR Manager (KM)	Recruitment and retention issues / negative impact on customer service and support
PG 12.7	<i>Build strong professional HR relationships and networks</i> Network with the Local Government Association, Surrey HR Partnership and South East Employers by advising on employment related projects and benchmarking surveys to ensure we are at the forefront of best practice and working collaboratively with our communities.	Within existing budgets.	01/04/19	31/03/22	HR Manager (KM)	Not benefitting from others' knowledge and best practice

Outcome 17.	We attract, recruit and nurture staff talent (Priority 2 of the Council's new HR Strategy 2018-2023)					
Corporate Priority: Choose from Prosperity, People, Place						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
PG 17.1	<i>Streamline and improve our recruitment processes</i> Review recruitment procedures and systems internally and externally to create a lean pro-active service which reduces re-advertising, vacancy rates and time to recruit.	Within existing budgets.	01/04/19	31/03/22	HR Manager (KM)	Recruitment retention processes are inefficient
PG 17.2	<i>Identify skills gaps and grow internal talent to plug these</i> Identify how to manage skills gap trends and growing our own talent within the business to ensure we have transferrable skills and career opportunities.	Within existing budgets.	01/04/19	31/03/22	HR Manager (KM)	We over rely on external talent / lack of resilience
PG 17.3	<i>Plan and deliver apprenticeship and graduate programmes</i> Support a wider group of development opportunities for apprentices, graduates, work experience and internships which in turn aims to improve our recruitment and retention.	Within existing budgets.	01/04/19	31/03/22	HR Manager (KM)	Lack of longer term succession planning / benefitting from fresh perspectives
PG 17.4	<i>Respond to the HR implications of Brexit</i> Review and react to the wider political, economic and social issues including the elections and Brexit.	Within existing budgets.	01/04/19	31/03/22	HR Manager (KM)	non compliance / opportunity costs

Outcome 18.	We retain, recognise and reward staff effectively and appropriately (Priority 3 of the Council's new HR Strategy 2018-2023)					
Corporate Priority: Choose from Prosperity, People, Place						

Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
PG 18.1	<i>Understand and respond to our gender pay gap</i> Analyse and address where appropriate our Gender Pay Gap differences on an annual basis in preparation for the statutory duty to report our statistics at the end of the financial year.	Within existing budgets.	01/04/19	31/03/22	HR Manager (KM)	Lack of competitiveness in the market place / impact on budget / higher than desired turnover / loss of organisational knowledge
PG 18.2	<i>Make sure our pay structure is fit for purpose and appropriate</i> Review how our pay structure can be adapted and funded within the Medium Term Financial Plan and alongside the annual Joint Negotiating Committee in conjunction with the end of the financial year.	Within existing budgets.	01/04/19	31/03/22	HR Manager (KM)	
PG 18.3	<i>Provide competitive staff benefits</i> Review and develop the existing benefits scheme to ensure it is clear, flexible and competitive.	Within existing budgets.	01/04/19	31/03/22	HR Manager (KM)	
PG 18.4	<i>Support and promote positive mental health and well-being</i> Develop our Time to Change pledge and Wellbeing Charter at each committee meeting to reflect the trends and challenges in our workforce, locally and nationally.	Within existing budgets.	01/04/19	31/03/22	HR Manager (KM)	
PG 18.5	<i>Reward results, not presentism</i> Promote a remote working performance based culture in line with current technology and flexible working practices.	Within existing budgets.	01/04/19	31/03/22	HR Manager (KM)	

Outcome 19.	Staff and elected members learn and develop the skills, knowledge and experience they need to achieve their full potential (Priority 4 of the Council's new HR Strategy 2018-2023)					
Corporate Priority: <i>Choose from Prosperity, People, Place</i>						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
PG 19.1	<i>Provide an effective corporate framework for managing staff performance</i> Review of our annual Performance Agreement and 1:1 meeting framework, setting and achievement of SMART objectives to ensure its usage is relevant for each forthcoming financial year starting in April.	Within existing budgets.	01/04/19	31/03/22	HR Manager (KM)	Staff do not develop and learn, impacting on recruitment and retention and also the ability of the
PG 19.2	<i>Ensure staff identify and access the development opportunities they need</i> By the end of 2019 develop and online on-boarding process for staff within their first year of employment to improve training and understanding of development opportunities available.	Within existing budgets.	01/04/19	31/03/22	HR Manager (KM)	

PG 19.3	<i>Consult all staff on their views</i> Undertake a Staff Survey in June 2019 and ensure the Council responds to all actions arising from the Investors In People inspection.	Within existing budgets.	01/04/19	31/03/22	HR Manager (KM)	organisation to deliver against its objectives
PG 19.4	<i>Create career pathways and develop leadership capacity</i> Creation of clear capabilities, career pathways and leadership skills for managers and those developing their roles in the business.	Within existing budgets.	01/04/19	31/03/22	HR Manager (KM)	

Service Team: Legal Services **Team Leader: Daniel Bainbridge - Borough Solicitor**

Business As Usual

Outcome 20.	High quality and timely dedicated legal advice supports the council's delivery of services and strategic projects and ensures the Council acts lawfully, transparently and ethically					
	Corporate Priority: Choose from Prosperity, People, Place					
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
PG 20.1	<i>Provide high quality and timely legal advice</i> Work with officer and Members to identify, plan and budget for legal support in order to support key corporate priorities and ensure the Council acts lawfully, transparently and ethnically.	Instructions met by existing budgets through re-charges or costed as part of larger project budgets as required	01/04/19	31/03/22	Borough Solicitor (DB)	Non compliance / reputational damage / costs / strategic risk
PG 20.2	<i>Identify the need for and commission external legal advice and support as required.</i> Work in partnership with other Surrey authorities to replace existing Surrey Framework with a series of new framework agreements.		01/04/19	31/03/22	Borough Solicitor (DB)	
PG 20.3	<i>Support the delivery of vital local infrastructure through planning agreements</i> Work closely with colleagues in planning to coordinate Community Infrastructure Levy (CIL) and Section 106 agreements to ensure local development is supported with appropriate infrastructure.		01/04/19	31/03/22	Borough Solicitor (DB)	

Outcome 21.	Maintain high performance in turning around land charges search requests					
	Corporate Priority: Choose from Prosperity, People, Place					

Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
PG 21.1	<i>Deliver a high quality land charges service to customers</i> Process customer requests, ensuring all searches are properly conducted in line with legislative and other requirements.	Within existing budgets.	01/04/19	31/03/22	Legal Business Manager (LA)	Non compliance / reputational damage / costs / strategic risk
PG 21.2	<i>Deliver a timely land charges service</i> Over a 12-month period, the average turnaround time for full searches is 7 working days and does not at any point exceed 10 working days.	Within existing budgets.	01/04/19	31/03/22	Legal Business Manager (LA)	

Outcome 22.	Lead and manage the Council's approach to Information Governance, ensuring it is fully compliant					
Corporate Priority: <i>Choose from Prosperity, People, Place</i>						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
PG 22.1	<i>Comply with the 2018 Data Protection Act</i> Ensure the Council effectively and efficiently manages and governs data in line with the new Act.	Within existing budgets.	01/04/19	31/03/22	Borough Solicitor (DB) / Data Protection Officer (AF)	Non compliance / reputational damage / costs / strategic risk
PG 22.2	<i>Respond to Freedom of Information Requests</i> Ensure FOI requests are properly processed within the statutory deadlines set	Within existing budgets.	01/04/19	31/03/22	Deputy Borough Solicitor (DB) / Information Rights Coordinator (NP)	

Team Projects						
Outcome 23.	Deliver IT improvements to support efficient working practices and excellent customer service in Legal Services and Land Charges					
Corporate Priority: <i>Choose from Prosperity, People, Place</i>						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
PG 23.1	<i>Freedom of Information system</i> Research, benchmark and implement the prospect of a new IT system for processing Freedom of Information Environmental Information and Data Protection requests [TBC]	To be researched	TBC	TBC	Borough Solicitor (DB)	

PG 23.2	<i>IKEN Case Management System</i> 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.	Within existing budgets.	01/04/19	31/03/20	Legal Business Manager (LA)	Systems not optimal
PG 23.3	<i>Land Charges system</i> Implementation of new Land Charges IT system	Within existing budgets.	01/04/19	31/03/20	Borough Solicitor (DB)	

Service wide or cross cutting projects

Outcome 24. An Employee Engagement Strategy is in place						
Corporate Priority: Choose from Prosperity, People, Place						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
PG 24.1	<i>Develop and implement an Employee Engagement Strategy</i> HR and Communications to jointly develop and implement a strategy for internal staff communications and engagement.	Within existing budgets.	01/04/19	31/03/22	HR Manager (KM) / Communications and Engagement Manager (HR)	Staff not fully engaged which impacts on recruitment and retention and delivery / performance

Outcome 25. Support the delivery of the Waverley Customer Services Review project						
Corporate Priority: Choose from Prosperity, People, Place						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
PG 25.1	<i>Support the delivery of the Waverley customer services review project.</i> Corporate Policy Manager (Louise Norie) to project manage the customer services review project. Communications and Engagement Manager to lead on all Comms, web and social media aspects of the change programme.	TBC	TBC	TBC	Corporate Policy Manager (LN)/ Communications and Engagement Manager (HR)	Review not delivered / customer service approach not improved

Outcome 26. Service business continuity						
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Corporate Priority: *Choose from Prosperity, People, Place*

Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
PG 26.1	<i>Business continuity Planning</i> Ensure the service Business Continuity Plan is up to date and kept under regular revision and that all teams have tested BC arrangements in the event of an incident.	Within existing budgets.	01/04/19	31/03/22	Head of Policy and Governance (RT)	Lack of preparedness / impact on customer service