

# Service Plan 2020-2023

Head of Service:	Robin Taylor
Strategic Director:	Tom Horwood
Portfolio Holders:	Cllr John Ward, Cllr Paul Follows

**Service: Policy and Governance**

## Service Profile

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 and policy support for the Overview & Scrutiny Committees (Corporate Policy);
5. Ensure that the council effectively communicates and engages with communities, customers and other stakeholders, ensuring their concerns and ideas are heard and understood by the council (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 - annual

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

<b>PG 1.1</b>	<b>Support effective performance management</b> Ensure that the Council's Performance Management Framework delivers accurate and timely information to decision-makers and key stakeholders.	Within existing budgets	01/04/20	31/03/21	Corporate Policy Manager (LN)	Performance doesn't improve
<b>PG 1.2</b>	<b>Support effective policy development</b> 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	01/04/20	31/03/21	Corporate Policy Manager (LN)	Poor or inconsistent policy-making
<b>PG 1.3</b>	<b>Support effective project management</b> 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	01/04/20	31/03/21	Corporate Policy Manager (LN)	Scope creep, non delivery, lack of focus.

<b>Outcome 2.</b>	<b>Scrutiny at Waverley is done really well, adding value and improving policy development and decision-making</b>					
	<b>Corporate Priority: Open, democratic and participative governance</b>					
<b>Ref. No.</b>	<b>Actions / Outputs</b>	<b>Reference any additional resources needed</b>	<b>Start Date</b>	<b>End Date</b>	<b>Lead Officer</b>	<b>Impact of not completing the action</b>
<b>PG 2.1</b>	<b>Provide policy support to O&amp;S Committees</b> 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.	Within existing budgets	01/04/20	31/03/21	Corporate Policy Manager (LN)	Scrutiny is ineffectual and does not add value.
<b>PG 2.2</b>	<b>Provide policy support on O&amp;S projects and working groups</b> Drive O&S task and finish groups by drafting scopes, coordinating officer input, and researching and producing relevant supporting documents.	Within existing budgets	01/04/20	31/03/21	Corporate Policy Manager (LN)	Task and finish groups would achieve low quality outcomes.
<b>PG 2.3</b>	<b>Develop a positive scrutiny culture</b> 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.	Within existing budgets	01/04/20	31/03/21	Corporate Policy Manager (LN)	Scrutiny objectives would not be achieved satisfactorily.

<b>Outcome 3.</b>	<b>Customer complaints are dealt with effectively and that the council learns from them.</b>					
	<b>Corporate Priority: ALL</b>					
<b>Ref. No.</b>	<b>Actions / Outputs</b>	<b>Reference any additional resources needed</b>	<b>Start Date</b>	<b>End Date</b>	<b>Lead Officer</b>	<b>Impact of not completing the action</b>

<b>PG 3.1</b>	<b><i>Support colleagues in responding to customer complaints</i></b> 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	01/04/20	31/03/21	Corporate Policy Manager (LN)	Waverley's reputation is damaged and customer expectations are not met
<b>PG 3.2</b>	<b><i>Learn from customer complaints</i></b> 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	01/04/20	31/03/21	Corporate Policy Manager (LN)	Lessons are not learnt and services don't improve.

<b>Outcome 4.</b>	<b>The principles of equality and diversity are embedded into the Council's policy development and decision-making processes</b>
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<b>Corporate Priority: the value and worth of all residents, regardless of income, wealth, age, disability, race, religion, gender or sexual orientation</b>
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<b>Ref. No.</b>	<b>Actions / Outputs</b>	<b>Reference any additional resources needed</b>	<b>Start Date</b>	<b>End Date</b>	<b>Lead Officer</b>	<b>Impact of not completing the action</b>
<b>PG 4.1</b>	<b><i>Take a corporate lead on equality and diversity</i></b> 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	01/04/20	31/03/21	Corporate Policy Manager (LN)	Non compliance and not benefitting from diversity
<b>PG 4.2</b>	<b><i>Assess the equality impact of new policies and initiatives</i></b> 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	01/04/20	31/03/21	Corporate Policy Manager (LN)	EQIAs not routinely or properly done

<b>Team Projects - multi year</b>
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<b>Outcome 5.</b>	<b>The Council actively engages with the Local Government Boundary Commission review of Waverley Borough Council</b>
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<b>Corporate Priority: open, democratic and participative governance</b>
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<b>Ref. No.</b>	<b>Actions / Outputs</b>	<b>Reference any additional resources needed</b>	<b>Start Date</b>	<b>End Date</b>	<b>Lead Officer</b>	<b>Impact of not completing the action</b>
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PG 5.1	<p><b>Actively engage, as the key stakeholder, with the Local Government Boundary Commission's review of Waverley Borough Council's ward boundaries</b></p> <p>(i) Provide information and data to the review team;  (ii) Facilitate an active and open discussion locally about ward boundaries and representation and draft a formal consultation response to be considered by the LGBC.</p>	Within existing budgets.	01/04/20	31/03/23	Corporate Policy Manager (LN)	The LGBC's review and their conclusions and recommendations do not take account of the Council's perspective, ideas and requirements.
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<b>Service Team: Communications and Engagement</b>	<b>Team Leader: Harri Robinson - Communications and Engagement Manager</b>
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**Business As Usual - annual**

<b>Outcome 6</b>	<b>The Council achieves the vision and objectives set out within its Communications and Engagement Strategy 2019-2022</b>					
<b>Corporate Priority: protect, support and empower Waverley's communities by changing the way that the council is organised and operates</b>						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
PG 6.1	<p><b>Get the team fundamentals right (strategic objective 1)</b></p> <p>(i) Develop and follow: communications and engagement protocols; an annual work programme; response time performance targets; and better business processes including a clearer process for internal customers wishing to access support.  (ii) Provide a timely, targeted and positive media relations service and ensure key council representatives are trained and briefed prior to interviews.  (iii) support the council when dealing with civil emergencies or business continuity issues by issuing advice and support on messages to go out to staff.</p>	Within existing budgets.	01/04/20	31/03/21	Communications and Engagement Manager (HR)	Communications and engagement activity is unplanned, unfocused and haphazard which ultimately reduces its impact.
PG 6.2	<p><b>Create a corporate narrative (strategic objective 2)</b></p> <p>Identify what the council wants to achieve and be known for - and put that aspiration into a story that translates to everyone; that has the power to inspire staff, excite partners, attract customers and potential employees and resonate with community influencers and residents.</p>	Within existing budgets.	01/04/20	31/03/21	Communications and Engagement Manager (HR)	Messages from the Council are full of jargon, uninspiring and easily forgotten

<p><b>PG 6.3</b></p>	<p><b><i>Develop a proactive and planned approach to communications and engagement (strategic objective 3)</i></b>          Develop and work within an agreed annual forward plan, signed off by the Senior Management Team and the Executive, that prioritises pre-planned targeted engagement activity whilst still allowing time and resource to deal with unexpected events and emergencies.</p>	<p>Within existing budgets.</p>	<p>01/04/20</p>	<p>31/03/21</p>	<p>Communications and Engagement Manager (HR)</p>	<p>Communications and engagement activity is unplanned and haphazard which ultimately reduces its impact.</p>
<p><b>PG 6.4</b></p>	<p><b><i>Advise and support colleagues on how to effectively communicate and engage (strategic objective 4)</i></b>          (i) Provide staff with toolkits and templates to create simple posters and press releases which will be quality-checked before publication and press releases          (ii) Recommend quality external support, when this is required, for photography, videography and graphic design.          (iii) Train and encourage frontline staff to take ownership of creating content for our social media channels, including using smartphones to take photos and videos and gaining the appropriate photo consents</p>	<p>Within existing budgets.</p>	<p>01/04/20</p>	<p>31/03/21</p>	<p>Communications and Engagement Manager (HR)</p>	<p>The knowledge, talent and resources of staff across the organisation are not utilised.</p>
<p><b>PG 6.5</b></p>	<p><b><i>Develop a scientific approach to communications and engagement (strategic objective 5)</i></b>          Embed a more scientific, planned and strategic approach to communications and engagement through the use of: established and tested models; research; targeted and audience-led campaigns; audience testing and evaluation.</p>	<p>Within existing budgets.</p>	<p>01/04/20</p>	<p>31/03/21</p>	<p>Communications and Engagement Manager (HR)</p>	<p>Communications and engagement activity is unplanned and haphazard which ultimately reduces its impact.</p>
<p><b>PG 6.6</b></p>	<p><b><i>Make time for creative and human communications (strategic objective 6)</i></b>          (i) Focus on real people and real stories to ensure messages stand out and can be re-told          (ii) Take advantage of the new methods, technologies and channels used by our target audiences and, in the case of social media, adapt approaches to keep up with ever-changing algorithms so our content is seen.          (iii) Continue to cater for those who prefer to receive traditional, paper-based content.</p>	<p>Within existing budgets.</p>	<p>01/04/20</p>	<p>31/03/21</p>	<p>Communications and Engagement Manager (HR)</p>	<p>Messages from the Council are full of jargon, uninspiring and easily forgotten</p>

<b>PG 6.7</b>	<b><i>Engage and listen to residents and customers (strategic objective 7)</i></b> (i) Learning. Use data and demographics to provide us with a broad picture of the borough's population, which will help us to predict their needs and preferred interests and communications channels, as well as giving us the background to ensure any future engagement exercise is representative. (ii) Listening and engaging. The Council will develop a comprehensive programme of public engagement, including the use of listening panels, focus groups and workshops, events, online surveys and public consultations.	Within existing budgets.	01/04/20	31/03/21	Communications and Engagement Manager (HR)	The Council tells but it does not listen and learn. Insights from communities, customers and stakeholders are not heard.
<b>PG 6.8</b>	<b><i>Make the most of digital (strategic objective 8)</i></b> (i) Conduct an internal review of all our channels and develop a new social media strategy, supported by a calendar of content, a recruitment of social media staff 'champions' and training to support them to provide content (ii) Review and improve our website to make sure it meets customer needs and encourages channel-shift	Within existing budgets.	01/04/20	31/03/21	Communications and Engagement Manager (HR)	The Council's approach becomes dated and out of step with changing customer demand and expectations.
<b>PG 6.9</b>	<b><i>Develop a more commercial approach to communications and engagement (strategic objective 9)</i></b> (i) Support the marketing and promotion of our paid-for and statutory services (ii) Sell at least £3,000 worth of advertising space in each edition of the Your Waverley magazine to generate income for the council.	Within existing budgets.	01/04/20	31/03/21	Communications and Engagement Manager (HR)	Lower income.
<b>PG 6.10</b>	<b><i>Adopt and promote an ethical approach to communications and engagement (strategic objective 10)</i></b> Ensure ethics underpin every aspect of our practice, from storing data to the accuracy of our messaging, transparency and trust.	Within existing budgets.	01/04/20	31/03/21	Communications and Engagement Manager (HR)	Breach of trust and respect.

<b>Service Team: Democratic Services / Monitoring Officer function</b>	<b>Team Leader: Fiona Cameron - Democratic Services Manager</b>
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**Business As Usual - annual**

<b>Outcome 7.</b>	<b>The Council's decision-making is democratic, transparent, and informed and councillors are supported to function effectively</b>					
	<b>Corporate Priority: open, democratic and participative governance; develop a more open, inclusive approach to communications and decision-making</b>					
<b>Ref. No.</b>	<b>Actions / Outputs</b>	<b>Reference any additional resources needed</b>	<b>Start Date</b>	<b>End Date</b>	<b>Lead Officer</b>	<b>Impact of not completing the action</b>

<b>PG 7.1</b>	<b>Support committee meetings</b> Provide effective democratic support to all Council committees and key internal committees.	Within existing budgets.	01/04/20	31/03/21	Democratic Services Manager (FC)	Non compliance
<b>PG 7.2</b>	<b>Facilitate good scrutiny</b> Work with Policy colleagues to deliver a Scrutiny programme that Councillors are fully engaged with.	Within existing budgets.	01/04/20	31/03/21	Democratic Services Manager (FC)	Scrutiny is ineffectual and does not add value
<b>PG 7.3</b>	<b>Use IT to save money and be more efficient</b> Continue to develop functionality of Modern.Gov to increase efficiencies in working practices.	Within existing budgets.	01/04/20	31/03/21	Democratic Services Manager (FC)	Increased costs
<b>PG 7.4</b>	<b>Deliver a programme of Councillor Learning and Development</b> Building on the Councillor induction programme provided in 2019, provide a range of individual and group information, learning and development opportunities to councillors to support them in their community representative, committee and community leadership roles.	Within existing budgets.	01/04/20	31/03/21	Democratic Services Manager (FC)	Councillors do not have the information and skills required to carry out their roles effectively.
<b>PG 7.5</b>	<b>Provide effective support to the Mayor</b> Support the Mayor and Deputy Mayor in their civic and ceremonial roles by providing effective secretarial/PA support and coordinating a range of visits, events and activities.	Within existing budgets.	01/04/20	31/03/21	Democratic Services Manager (FC)	Mayor not supported / impact on community events

<b>Outcome 8. The Council functions properly, with high standards of governance and ethical conduct</b>						
<b>Corporate Priority: open, democratic and participative governance</b>						
<b>Ref. No.</b>	<b>Actions / Outputs</b>	<b>Reference any additional resources needed</b>	<b>Start Date</b>	<b>End Date</b>	<b>Lead Officer</b>	<b>Impact of not completing the action</b>
<b>PG 8.1</b>	<b>Provide advice and guidance</b> 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.	01/04/20	31/03/21	Head of Policy and Governance (Monitoring Officer) (RT)	
<b>PG 8.2</b>	<b>Resolve any complaints and questions about council procedure and conduct</b> 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.	01/04/20	31/03/21	Head of Policy and Governance (Monitoring Officer) (RT)	

<b>PG 8.3</b>	<b>Ensure our governance protocols remain fit for purpose and efficient</b> Work with the Standards Committee to monitor the effectiveness of the Council's Constitution and Scheme of Delegation on an ongoing basis to ensure they enable quick, transparent democratic processes.	Within existing budgets.	01/04/20	31/03/21	Head of Policy and Governance (Monitoring Officer) (RT)	Non compliance / lack of confidence in the Council's approach
<b>PG 8.4</b>	<b>Appoint and consult as appropriate Independent Persons to the Council</b> Manage liaison with Independent Persons as part of Surrey Authorities Independent Persons consortium and consult them as necessary, in line with the Council's arrangements for dealing with standards allegations against elected members.	Within existing budgets.	01/04/20	31/03/21	Head of Policy and Governance (Monitoring Officer) (RT)	
<b>PG 8.5</b>	<b>Keep all registers of interest up to date</b> Ensure Waverley and Town and Parish Councils' Councillors' interests are properly recorded	Within existing budgets.	01/04/20	31/03/21	Head of Policy and Governance (Monitoring Officer) (RT)	

### Team Projects - multi year

<b>Outcome 9.</b>	<b>Councillors are supported to undertake a comprehensive review of the Council's Governance arrangements</b>					
	<b>Corporate Priority: develop a more open, inclusive approach to communications and decision-making</b>					
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
<b>PG 9.1</b>	<b>Provide officer support, guidance and advice to the Governance Review Working Group</b> (i) Support the councillor working group to explore the question of what governance arrangements would best enable Waverley Borough Council to be a 'fairer, balanced and more transparent Council' (ii) Research and develop options and/or proposals for new or revised governance arrangements that are transparent, accountable, inclusive and efficient.	Within existing budgets.	01/04/20	TBC	Head of Policy and Governance (RT) Borough Solicitor (DB) Democratic Services Manager (FC)	The Council's governance arrangements may not be optimised or may not reflect the wishes of councillors.
<b>PG 9.2</b>	<b>Support the development of any conclusions and recommendations for change or continuity in respect of governance.</b> Support the development of reports to the Executive, Standards Committee and Full Council as required.	Within existing budgets.	01/04/20	31/03/23		

<b>Outcome 10.</b>	<b>Committee papers are provided and read electronically, ensuring better data protection, lower costs and lower carbon footprint</b>
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Corporate Priority: take steps towards our aim of becoming a net zero-carbon council by 2030 encouraging carbon reduction and carbon offsetting; a financially sound Waverley, with infrastructure and services fit for the future						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
PG 10.1	<p><b>Identify and resolve any barriers to use of existing Mod.Gov by all councillors and officers to access and use all committee papers electronically.</b></p> <p>Consider technical and non-technical e.g.. Software; hardware; accessibility; training and development; formatting.</p>	TBC	01/04/20	TBC	Democratic Services Manager (FC)	Higher costs, less secure data, higher carbon footprint.
PG 10.2	<p><b>Consideration by Full Council</b></p> <p>Proposals for transition to electronic provision of agenda papers to be considered by Standards Committee and ultimately full Council. Any accessibility issues to be identified and resolved by Equality Impact Assessment.</p>	TBC	01/04/20	31/03/23		

**Service Team: Elections** Team Leader: Louise Stamp - Interim Electoral Services Manager

**Business As Usual - annual**

Outcome 11. The Council prepares for, organises and conducts all types of elections, polls and referendums held in the Waverley borough.						
Corporate Priority: open, democratic and participative governance; take steps towards our aim of becoming a net zero-carbon council by 2030 encouraging carbon reduction and carbon offsetting						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
PG 11.1	<b>Conduct fair and transparent elections</b> Complete preparations for and conduct of any elections as required.	Within existing budgets with specific elections expenses recharged as appropriate.	01/04/20	31/03/21	Electoral Services Manager (LS)	Non compliance
PG 11.2	<b>Canvass</b> Prepare for and conduct annual voter registration canvass process.		01/04/20	31/03/21	Electoral Services Manager (LS)	
PG 11.3	<b>Conduct fair and transparent referendums, polls and ballots</b> Prepare for and conduct all neighbourhood planning referendums, By-Elections and 'Business Improvement District' ballots as required.		01/04/20	31/03/21	Electoral Services Manager (LS)	

**Outcome 12. Maintain the electoral register**

	<b>Corporate Priority: open, democratic and participative governance</b>					
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
PG 12.1	<b>Maintain the electoral register</b> Deliver the electoral registration service for the Borough	Within existing budgets.	01/04/20	31/03/21	Electoral Services Manager (LS)	Non compliance

### Team Projects - multi year

<b>Outcome 13.</b>	<b>100% of door-to-door electoral canvassing activity is paperless, ensuring better data protection, lower costs and lower carbon footprint</b>					
	<b>Corporate Priority: open, democratic and participative governance; take steps towards our aim of becoming a net zero-carbon council by 2030 encouraging carbon reduction and carbon offsetting</b>					
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
PG 13.1	<b>Move to a 100% paperless process for door-to-door canvassing</b> Equipment, training and instructions to be provided to all canvassers	Within existing budgets - tbc	01/04/20	31/03/23	Electoral Services Manager (LS)	Higher costs, less secure data, higher carbon footprint.

### Service Team: Human Resources

**Team Leader: Sally Kipping - HR Manager**

### Business As Usual - annual

<b>Outcome 14.</b>	<b>Waverley's HR function is built on solid foundations (Priority 1 of the Council's HR Strategy 2018-2023)</b>					
	<b>Corporate Priority: ALL</b>					
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
PG 14.1	<b>Monitor and analyse HR data</b> 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.	01/04/20	31/03/21	HR Manager (SK)	

<b>PG 14.2</b>	<b><i>Improve the efficiency of our payroll function</i></b> 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.	01/04/20	31/03/21	HR Manager (SK)	HR strategic direction is undermined by unwieldy, unclear or inefficient processes
<b>PG 14.3</b>	<b><i>Empower managers to manage effectively using self-service tools</i></b> 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.	01/04/20	31/03/21	HR Manager (SK)	
<b>PG 14.4</b>	<b><i>Manage documents and data digitally</i></b> Install an automated HR document management system which allows all employee files to become paperless and integrates with our payroll system.	Within existing budgets.	01/04/20	31/03/21	HR Manager (SK)	
<b>PG 14.5</b>	<b><i>Review and improve team processes</i></b> 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.	01/04/20	31/03/21	HR Manager (SK)	
<b>PG 14.6</b>	<b><i>Develop the HR team to ensure they reach their full professional potential.</i></b> 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.	01/04/20	31/03/21	HR Manager (SK)	Recruitment and retention issues / negative impact on customer service and support
<b>PG 14.7</b>	<b><i>Build strong professional HR relationships and networks</i></b> 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.	01/04/20	31/03/21	HR Manager (SK)	Not benefitting from others' knowledge and best practice

<b>Outcome 15.</b>	<b>We attract, recruit and nurture staff talent (Priority 2 of the Council's HR Strategy 2018-2023)</b>					
	<b>Corporate Priority: ALL</b>					
<b>Ref. No.</b>	<b>Actions / Outputs</b>	<b>Reference any additional resources needed</b>	<b>Start Date</b>	<b>End Date</b>	<b>Lead Officer</b>	<b>Impact of not completing the action</b>
<b>PG 15.1</b>	<b><i>Streamline and improve our recruitment processes</i></b> 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.	01/04/20	31/03/21	HR Manager (SK)	Recruitment retention processes are inefficient
<b>PG 15.2</b>	<b><i>Identify skills gaps and grow internal talent to plug these</i></b> 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.	01/04/20	31/03/21	HR Manager (SK)	We over rely on external talent / lack of resilience

<b>PG 15.3</b>	<b>Plan and deliver apprenticeship and graduate programmes</b> 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.	01/04/20	31/03/21	HR Manager (SK)	Lack of longer term succession planning / benefitting from fresh perspectives
<b>PG 15.4</b>	<b>Respond to the HR implications of Brexit</b> Review and react to the wider political, economic and social issues including the elections and Brexit.	Within existing budgets.	01/04/20	31/03/21	HR Manager (SK)	Non compliance / opportunity costs

<b>Outcome 16.</b>	<b>We retain, recognise and reward staff effectively and appropriately (Priority 3 of the Council's HR Strategy 2018-2023)</b>					
	<b>Corporate Priority: ALL</b>					
<b>Ref. No.</b>	<b>Actions / Outputs</b>	<b>Reference any additional resources needed</b>	<b>Start Date</b>	<b>End Date</b>	<b>Lead Officer</b>	<b>Impact of not completing the action</b>
<b>PG 16.1</b>	<b>Understand and respond to our gender pay gap</b> 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.	01/04/20	31/03/21	HR Manager (SK)	Lack of competitiveness in the market place / impact on budget / higher than desired turnover / loss of organisational knowledge
<b>PG 16.2</b>	<b>Make sure our pay structure is fit for purpose and appropriate</b> 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.	01/04/20	31/03/21	HR Manager (SK)	
<b>PG 16.3</b>	<b>Provide competitive staff benefits</b> Review and develop the existing benefits scheme to ensure it is clear, flexible and competitive.	Within existing budgets.	01/04/20	31/03/21	HR Manager (SK)	
<b>PG 16.4</b>	<b>Support and promote positive mental health and well-being</b> 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.	01/04/20	31/03/21	HR Manager (SK)	
<b>PG 16.5</b>	<b>Reward results, not presentism</b> Promote a remote working performance based culture in line with current technology and flexible working practices.	Within existing budgets.	01/04/20	31/03/21	HR Manager (SK)	

<b>Outcome 17.</b>	<b>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 HR Strategy 2018-2023)</b>					
	<b>Corporate Priority: ALL</b>					

Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
PG 17.1	<b>Provide an effective corporate framework for managing staff performance</b> 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.	01/04/20	31/03/21	HR Manager (SK)	Staff do not develop and learn, impacting on recruitment and retention and also the ability of the organisation to deliver against its objectives
PG 17.2	<b>Ensure staff identify and access the development opportunities they need</b> Develop an online on-boarding process for staff within their first year of employment to improve training and understanding of development opportunities available.	Within existing budgets.	01/04/20	31/03/21	HR Manager (SK)	
PG 17.3	<b>Consult all staff on their views</b> Undertake an annual Staff Survey and ensure the Council responds to all actions arising from the Investors In People inspection.	Within existing budgets.	01/04/20	31/03/21	HR Manager (SK)	
PG 17.4	<b>Create career pathways and develop leadership capacity</b> Creation of clear capabilities, career pathways and leadership skills for managers and those developing their roles in the business.	Within existing budgets.	01/04/20	31/03/21	HR Manager (SK)	

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

**Business As Usual - annual**

Outcome 18.	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: ALL					
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
PG 18.1	<b>Provide high quality and timely legal advice</b> Work with officers 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 ethically.	Instructions met by existing budgets through re-charges or costed as part of larger project	01/04/20	31/03/21	Borough Solicitor (DB)	Non compliance / reputational damage / costs / strategic risk
PG 18.2	<b>Identify the need for and commission external legal advice and support as required.</b> Work in partnership with other Surrey authorities to replace existing Surrey Framework with a series of new framework agreements.		01/04/20	31/03/21	Borough Solicitor (DB)	

<b>PG 18.3</b>	<b>Support the delivery of vital local infrastructure through planning agreements</b> 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.	larger project budgets as required	01/04/20	31/03/21	Borough Solicitor (DB)	strategic risk
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<b>Outcome 19.</b>	<b>Maintain high performance in turning around land charges search requests</b>					
	<b>Corporate Priority: ALL</b>					
<b>Ref. No.</b>	<b>Actions / Outputs</b>	<b>Reference any additional resources needed</b>	<b>Start Date</b>	<b>End Date</b>	<b>Lead Officer</b>	<b>Impact of not completing the action</b>
<b>PG 19.1</b>	<b>Deliver a high quality land charges service to customers</b> Process customer requests, ensuring all searches are properly conducted in line with legislative and other requirements.	Within existing budgets.	01/04/20	31/03/21	Legal Business Manager (LA)	Non compliance / reputational damage / costs / strategic risk
<b>PG 19.2</b>	<b>Deliver a timely land charges service</b> 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.	01/04/20	31/03/21	Legal Business Manager (LA)	Non compliance / reputational damage / costs / strategic risk

<b>Outcome 20.</b>	<b>Lead and manage the Council's approach to Information Governance, ensuring it is fully compliant</b>					
	<b>Corporate Priority: ALL</b>					
<b>Ref. No.</b>	<b>Actions / Outputs</b>	<b>Reference any additional resources needed</b>	<b>Start Date</b>	<b>End Date</b>	<b>Lead Officer</b>	<b>Impact of not completing the action</b>
<b>PG 20.1</b>	<b>Comply with the Data Protection Act 2018</b> Ensure the Council effectively and efficiently manages and governs data in line with the Act.	Within existing budgets.	01/04/20	31/03/21	Borough Solicitor (DB) / Data Protection Officer (AF)	Non compliance / reputational damage / costs / strategic risk
<b>PG 20.2</b>	<b>Respond to Freedom of Information Requests</b> Ensure FOI requests are properly processed within the statutory deadlines set	Within existing budgets.	01/04/20	31/03/21	Deputy Borough Solicitor (DB) / Information Rights Coordinator (SC)	Non compliance / reputational damage / costs / strategic risk

<b>Team Projects - multi year</b>
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<b>Outcome 21.</b>	<b>Deliver IT improvements to support efficient working practices and excellent customer service in Legal Services and Land Charges</b>						
	Corporate Priority: ALL						
<b>Ref. No.</b>	<b>Actions / Outputs</b>	<b>Reference any additional resources needed</b>	<b>Start Date</b>	<b>End Date</b>	<b>Lead Officer</b>	<b>Impact of not completing the action</b>	
<b>PG 21.1</b>	<b><i>IKEN Case Management System</i></b> 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.	01/04/20	31/03/23	Legal Business Manager (LA)	Systems not optimal	
<b>Corporate &amp; Service Level Projects (Service wide or cross cutting projects)</b>							
<b>Outcome 22.</b>	<b>An Employee Engagement Strategy is in place</b>						
	Corporate Priority: ALL						
<b>Ref. No.</b>	<b>Actions / Outputs</b>	<b>Reference any additional resources needed</b>	<b>Start Date</b>	<b>End Date</b>	<b>Lead Officer</b>	<b>Impact of not completing the action</b>	
<b>PG 22.1</b>	<b><i>Develop and implement an Employee Engagement Strategy</i></b> HR and Communications to jointly develop and implement a strategy for internal staff communications and engagement.	Within existing budgets.	01/04/20	31/03/23	HR Manager (SK) / Communications and Engagement Manager (HR)	Staff not fully engaged which impacts on recruitment and retention and delivery / performance	
<b>Outcome 23.</b>	<b>Unnecessary demand on the service is reduced and levels of customer self-service increase</b>						
	Corporate Priority: a financially sound Waverley, with infrastructure and services fit for the future						
<b>Ref. No.</b>	<b>Actions / Outputs</b>	<b>Reference any additional resources needed</b>	<b>Start Date</b>	<b>End Date</b>	<b>Lead Officer</b>	<b>Impact of not completing the action</b>	

<p><b>PG 23.1</b></p>	<p><b>Analyse failure demand within the service</b> Review processes, policies and approaches across all functions within the service that create unnecessary demand due to processes being too complex, information not being fully available or easy to understand.</p> <p><b>Promote customer self-service and simplified processes</b> Support customers of the service to, wherever possible, access the information they need online and to be able to use that information to support them in their management or decision-making role.</p>	<p>Within existing budgets</p>	<p>01/04/20</p>	<p>31/03/23</p>	<p>Head of Policy and Governance (RT)</p>	<p>Scarce resource is allocated to providing support that is only needed to due to overly complex processes, lack of clarity or lack of self-service options</p>
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<p><b>Outcome 24.</b></p>	<p><b>The Council's business transformation programme is properly supported by HR, legal, democratic and corporate policy functions</b></p>					
<p><b>Corporate Priority: a financially sound Waverley, with infrastructure and services fit for the future</b></p>						
<p>Ref. No.</p>	<p>Actions / Outputs</p>	<p>Reference any additional resources needed</p>	<p>Start Date</p>	<p>End Date</p>	<p>Lead Officer</p>	<p>Impact of not completing the action</p>
<p><b>PG 24.1</b></p>	<p>Actively engage with the Council's business transformation programme and ensure that HR, legal, democratic, and corporate policy issues are identified early and allocated the necessary time and resources to be worked through.</p>	<p>Within existing budgets</p>	<p>01/04/20</p>	<p>31/03/23</p>	<p>Head of Policy and Governance (RT)</p>	<p>Time, cost or quality implications for the business transformation programme</p>

Last updated: 24/01/20 09:47