

RCT Programme Project SWOT Analysis

Date: 18/06/20

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Service Plans Project

Project SWOT Analysis

REPORT DATE: 21/5/20

Project Title: Service Plans

Key People:

Project Sponsor – Robin Taylor

Prime User – Louise Norie

Project Manager – Yasmine Makin

Portfolio Holders – Cllrs John Ward and Paul Follows

SECTION A: PROJECT STRENGTHS WEAKNESSES OPPORTUNITIES AND THREATS

Strengths
Relative political stability of administration + recent period of visible cross-party working
Relatively few existing strategic commitments or 'old promises' to be publicly de-commissioned or backtracked on
Existing review and organisational change programmes to build on: Scrutiny including budget review; customer services review; climate change plan; Business Transformation programme.
Weaknesses
Overcommitting and not clearly prioritising, with the effect of reducing outcome quality, strategic attention, timeliness of delivery or organisational resilience
Uncertainty over pre-covid strategic agenda so starting from a strategically weak position
Residual perception of Waverley as inward-looking
Opportunities
Fundamentally reviewing and as necessary reshaping the Council's strategic position and direction
Meaningful public conversation and engagement – co-production of services?
Close 'reality gap' between budget and corporate strategy to create a costed plan for the Council
Threats
Severe budget situation
Uncertainty about effects of pandemic on local economic and social capital
Forced policy change by central government

Project SWOT Analysis

REPORT DATE: 21/5/20

Project Title: People and Staff

Key People:

Project Sponsor – Robin Taylor

Prime User – Sally Kipping

Project Manager – Tamsin McLeod

Portfolio Holders – Cllrs John Ward and Paul Follows

SECTION A: PROJECT STRENGTHS WEAKNESSES OPPORTUNITIES AND THREATS

Strengths
Positive feedback on approach taken and guidance issued by HR team over covid situation
Existing programme of wellbeing underway (we plan to expand on this)
Good relationships and lines of communication between unions, staff and members.
A key selling point of the Council's employment offer is flexible working – we are well-placed to build on this
Period of intensive work to enable home working, improve IT capacity and remote meeting attendance via zoom
Well established governance structures, including Joint Consultative Committee, Management Board, SMT and Managers' Group
Emergency staff redeployment in the early weeks of the Council's response to the Covid-19 pandemic demonstrated flexibility / agility amongst many Waverley staff
Integrated, well-resourced and proactive HR team following a relatively up to date and ambitious HR strategy
Weaknesses
Mental health issues amongst existed pre-covid. These will have worsened, despite a focused programme of support.
Uncertainty over Burys project / lack of flexibility within existing building
Short timescales to ensure and enable the safe return of staff to the office
Opportunities
Opportunity to fundamentally review ways of working / modernise
Potential for a smaller footprint of HQ – financial and place-shaping benefits?
Catalyst for accelerating existing change plans: performance management; staff travel; internal talent management; L&D etc
Opportunity to look at alternative models of service delivery and ways of working including collaboration with other local authorities, greater use of technology, outsourcing
Threats
Uncertainty of pace, scale and nature of government relaxation of lockdown restrictions
Lack of PPE
Severity of budget situation / uncertainty of govt funding situation / likely recession.
Staff are resistant to the change in working practices during the recovery phase and post Covid

Agile working and IT Project

Discussed with Cllr Clark at DA/Portfolio Holder mtg 18/5

S.W.O.T Analysis

Strengths:

- Liberty Create software procured and training underway
- First draft of applications to build (leading towards a CRM-esque product)

Weaknesses:

- Killer question answers required to determine IT infrastructure and staff capability

Opportunities:

- Significant savings to be realised to support existing Business Transformation projects
- Behavioural change of staff due to Covid19 lockdown means new skills and ways of working have been established
- Project could help support Council's Climate Change ambitions

Threats:

- Release of lockdown might encourage old ways of working to be established
- Decisions which significantly support the Climate change ambitions may be more costly than decisions with more limited climate change impacts

Governance & Decision Making Project

Project SWOT Analysis

REPORT DATE: 21/5/20

Project Title: Governance and Decision-Making

Key People:

Project Sponsor – Robin Taylor

Prime User – Fiona Cameron

Project Manager – Fotini Vickers

Portfolio Holders – Cllrs John Ward and Paul Follows

SECTION A: PROJECT STRENGTHS WEAKNESSES OPPORTUNITIES AND THREATS

Strengths
Existing Governance Review group, waiting in the wings to be reconvened and re-scoped as a vehicle for governance change – no need to start from scratch
Genuine appetite amongst administration for a new approach to governance and decision-making?
Short/Medium term issues of transition to Zoom remote meetings etc substantially if not completely bedded in so can now turn attention to MT / LT governance change
Weaknesses
Starting point is not lean - some governance structures and processes are perhaps unnecessarily complicated (planning, scrutiny, exceptions added to scheme of delegation). Some, if not all, of this process and tradition is held dear.
Too much time spent on running transactional processes, too little time spent on value-adding and checking work. Too many mistakes.
Lack of member trust in officers has led to overly complicated checks, processes and documented exceptions. 'Process load' is high and doesn't achieve the control it is meant to.
A fundamental governance review requires investment of officer time. Is there sufficient resource?
Opportunities
Reset button on Governance?
Remote attendance potentially widens opportunities for democratic participation and public engagement
Increased devolution / partnership working?
Simplified, transparent governance arrangements have the potential to save time for all officers, by streamlining decision-making without reducing member oversight, making clear which decisions go to Members and why, setting the conditions for officers delivering the customer-facing services.
Threats
Forced local government reorganisation?

Future Office Requirements Project

Not required as this is a mature project.

Project SWOT Analysis

REPORT DATE: 06.06.20

Project Title: Finance

Project Team:

Project Sponsor – Peter Vickers

Project Lead – Rosie Plaistowe-Melham

Project Manager – Tamsin Mcleod

Portfolio Holder – Mark Merryweather

SECTION A: PROJECT STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS

Strengths
Officers and Members have a detailed understanding of the council's finances and service costs.
The Finance team has sufficient capacity, experience and capability to financially model covid-19 impact, monitor the finances and support the recovery programme.
The council has a significant level of discretion on what services are delivered, quantity, demographic and method.
The council has a lot of scope to corporately challenge traditional thinking and values to reshape services and break down service silos and duplication.
The council is only just beginning its digital transformation journey to deliver transactional and administrative efficiencies.
Already planned to lose the £2m business rates support within base budget in next 3 years.
The covid-19 pandemic has facilitated a seismic shift in corporate culture away from office based service delivery and tested service capacity and demand.
Diverse political membership has offered opportunities to call on expertise regardless of affiliation, but possibly not under stress going forward.
Weaknesses
There are limited reserves and capital receipts in context of the estimated magnitude of the revenue deficit and financial impact of actions required to restructure to a lower cost base.
Diverse political membership and the democratic process will make service reduction/restructure decisions difficult to achieve a lower cost base.
Strong officer and political leadership will be needed to identify and override service self interest.
There is limited time to achieve financial payback on the cost of making service changes.
Staff demographic makes the cost of head count reduction challenging to achieve financial payback.
Staffing represents half the gross cost and virtually all of the service delivery capacity.
Significant/material contract costs are locked in for long periods, variations will require long payback timescales.
IT infrastructure and property related costs are a significant element in the budget and have limited scalability.
Significant service changes will require public consultation which takes time and resources.
The MTFP has a pre-covid-19 deficit of £5m with a high dependency on transformation and property investment to close the budget gap.
The council is over dependant upon car parking and council tax income which are sensitive to the economic situation.
The BSWG review didn't identify any further opportunities below what is already in the MTFP which are under threat
Opportunities
Lower interest rates will enable the council to capitalise longer term payback restructuring costs and borrow to finance the capitalisation, requiring Central Government permission.

Property investment market will be significantly different post covid-19 with opportunities to purchase viable property being sold under financial distress.

Unique opportunity to reposition the council's role in the wider public service economy and redefine its relationship with the public.

Explore what we can do to underpin the local economy to drive resident & business wealth and underpin our tax & commercial income.

Threats

No idea what the new environment will look like: local economy, government funding, cost demands

Unintended consequences of service reductions will be financially difficult to mitigate.

Cost shunting between agencies will be inevitable and difficult to avoid.

Local Authority partnership working will take time to set up and will not necessarily deliver savings in the medium term, short to medium term objective will have to focus on pooling capacity to provide resilience.

PWLB investment borrowing consultation will restrict the ability to pursue the investment strategy to generate income.

May need the available reserves to invest in property to generate a return due to low yields in a long term economic depression.

Outcome of government finance support and fair funding review may not provide any additional financial support at 2nd tier level.

Government reorganisation, although this will override the recovery if Waverley starts a process to amalgamate into a other form of entity.

HMG may regulate our options on F&Cs and PWLB may be tightened up to stop us investing in residential, which would limit commercial decisions.

Corporate Projects Review Project

Project SWOT Analysis

REPORT DATE: 8 JUNE 2020

Project Title: Corporate Projects

Project Sponsor – Kelvin Mills

Project Manager – Fotini Vickers

Portfolio Holder – Cllr Merryweather

SECTION A: PROJECT STRENGTHS WEAKNESSES OPPORTUNITIES AND THREATS

Strengths
Opportunity to save money <ul style="list-style-type: none">• This review of the projects is taking place early in the financial year so we may have the ability to change project priorities without too much impact• Ability to help close the budget deficit for 2020/21• Some projects can still be delivered with no or minimal impact to the General Fund e.g. those that are externally/grant funded or those that are delivered under a development agreement.
People <ul style="list-style-type: none">• Project Managers are fully aware of the challenges now being faced and will understand corporate role• Project will potentially enable resources to be designated to 'new corporate projects'• Strong motivated project team supported by clear political leadership• Clear objectives set for project
Weaknesses
Time <ul style="list-style-type: none">• Short timescales to evaluate the projects• A number of projects are already underway and ongoing• May take time to agree the assessment criteria which will slow the delivery of this project
Other processes that may overlap <ul style="list-style-type: none">• Some Corporate projects might be reviewed under different work streams, potentially causing duplication or gaps• Difficulty in assessing corporate priorities of individual projects before the Council Corporate priorities are reviewed and updated post-Covid• Political pressure from wider Council could impact on decisions being made• Some projects will have to continue for contractual / legal reasons although they are not a priority
Money <ul style="list-style-type: none">• Stopping / pausing projects could impact external funding already received• Potential money saved is insufficient to materially affect in-year budget deficit• Stopping/pausing an Invest to save project that may be financially positive in the short term, may impact income generation or capital savings in the medium/longer term
People <ul style="list-style-type: none">• Project managers may be defensive of their own projects
Opportunities
Review processes and council priorities <ul style="list-style-type: none">• Seizing the opportunities of the already implemented responses to the pandemic, particularly in relation to climate change• Re-prioritisation of projects in line with new priorities that emerged as a result of the transition period that Covid19 "imposed" on us• Engage members in the process of prioritising projects generating greater political alignment and awareness
Threats
Covid19 impact sustained for longer than anticipated which could result in: <ul style="list-style-type: none">• Providers requiring additional expenditure or extra time to deliver projects• Further loss of income for the council

<ul style="list-style-type: none"> • Intended end users/stakeholders may have changing priorities/needs to when a project was initiated
Political threat <ul style="list-style-type: none"> • Negative public reaction to projects paused or stopped • Reputational risk for the council • Central Government could change
Human resource and contract implications <ul style="list-style-type: none"> • Pausing a project could require work to be re-commissioned at higher rates • Providers may no longer be operating • Commitments to external providers/funders have already been made that means the project cannot be changed
Money <ul style="list-style-type: none"> • External funding sources may no longer be available if projects are postponed

SECTION B: SUMMARY

The reprioritisation of the corporate project list allows the Council to realign itself post-Covid. It gives the potential to not only save money to help close the budget deficit but attribute funds to new priorities that positively impact the Waverley community. It is a core strand of RCT Programme and carries strong political support. It is one that could deliver savings in this budget year helping to close the in-year budget deficit. Councillors and members of the public will see the material benefits of the project in their community.

Housing Project

Project Title: Housing HRA Recovery

Project Sponsor: Hugh Wagstaff

SWOT Analysis

(in no particular order)

STRENGTHS	WEAKNESS
<ul style="list-style-type: none"> • Financial reserve • Strong leadership and Team management • Top quartile rent collection • Professional and qualified team, reactive to change and challenge • Good relationship with tenants – customer focus • Healthy capital budget • Local knowledge of communities and homes • Contract management • Clear, adhered to processes • Good performance reflected in KPIs monitoring • Positive relationship with Council Members and communities • Positive relationship with Homes England and Chartered Institute of Housing • Continuous staff development • Positive contribution to reduce carbon objective 	<ul style="list-style-type: none"> • Backlog of responsive repairs (contractor change and covid-19 crisis) • Delay in capital spend • Ability to recruit technical staff • Lack of confidence in housing management IT systems • Indications that customer may not always be put first ie complaints
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • New ways to engage with tenants/ deliver services (digitising service eg online forums and videos conferencing) • Efficient “bundle“ of works • Flexible working hours extending service hours • Responsive and adaptable teams • Maximise use of Income Analytics software • To future proof housing management IT systems • Develop current staff for technical roles • Full implementation of new housing management team to be proactive more than reactive (smaller patch sizes) 	<ul style="list-style-type: none"> • Ongoing lockdown restricting access to homes • Ongoing pandemic impact on economy • Unable to recovery rent arrears • Unable to deliver H&S works – result in accident, claim • Delay in new homes development • Unable to let homes and applicants unable to move in due covid-19 • Unable to take legal action against breaches in tenancy • Housing IT systems company acquired by others • Legal action from tenants for right to repair • Poor customer satisfaction / unmet expectations • Disrepair of homes reduced assets

<ul style="list-style-type: none">• Relationship with CIH and Homes England• New ways for working reduce carbon footprint	<ul style="list-style-type: none">• Uncertainty of central government policies on all aspects of social housing• Poor internal and external communication in rapidly changing environment
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Project SWOT Analysis of Economic Development within Waverley Borough Council

REPORT DATE: 19/06/20

Project Title: Economic Recovery Project

Project Team: Project Lead – Catherine Knight/Gill Dally, Project Sponsor – Zac Ellwood, Project Manager – Adam Holt, Portfolio Holder – Cllr Townsend

SECTION A: PROJECT STRENGTHS WEAKNESSES OPPORTUNITIES AND THREATS

Strengths
Experienced and efficient team with recognised history of effective business support
Strong and long term partnerships with local chambers of commerce, Business South/Enterprise First and EM3 LEP, neighbouring authorities (including town and parish councils)
Executive committed to Economic Development in the borough
Property Investment Board
Effective Comms channels through website & newsletters
Links with Waverley Training Services providing training and apprenticeships throughout Surrey and border areas
Weaknesses
Lack of team capacity and resources for wider economic development projects (1.4 FTE)
Lack of focus on Key Account Management and proactive investment support from SCC
No comprehensive database for communications, project work etc.
No formal channel for cross-service team working internally e.g. business rates, planning, property, parks & countryside, env. health, licensing, culture etc
Limited capacity for investigating funding opportunities, writing bids/expressions of interest
Opportunities
Improved cross-service work streams
Proactively seeking funding and identifying opportunities in new government policies e.g. trade deals.
Working with Property Investment Board and commercial agents
Improved business data and market research
Set priorities and KPIs for Surrey CC key account manager
Expand Comms through business specific Facebook and Twitter accounts
Threats (ED Team – internal practices)
Reduced funding from Government, SCC and other bodies as all face budgetary pressures
Significant contraction in the local economy, business rates and council tax base
Reduced capacity of other service teams to engage with ED team due to capacity/resources
Possibility of future lockdowns and knock-on impact – e.g. family commitments, illness etc
Brexit
UK wide sharp recession

Economic Recovery Project – External

Project SWOT Analysis of Waverley as a place for business

REPORT DATE: 19/0620

Project Title: Economic Recovery Project

Project Team: Project Lead – Catherine Knight/Gill Dally, Project Sponsor – Zac Ellwood, Project Manager – Adam Holt, Portfolio Holder – Cllr Townsend

SECTION A: PROJECT STRENGTHS WEAKNESSES OPPORTUNITIES AND THREATS

Strengths
Strong recognition from Executive that economic development fundamental to recovery
Adopted Local Plan
Growth of housing and businesses at Dunsfold Aerodrome
Extensive natural capital
Skilled Workforce
Tourism Industry
Well-established Chambers of Commerce
Weaknesses
Membership of Chambers of Commerce limited
High numbers (91%) of small and micro businesses difficult to communicate effectively across all these sectors
High house prices greatly exceeding local salaries
High numbers of outward commuting skilled professionals
High dependency on limited range of key business sectors
Rural Road network and limited public transport
Opportunities
Potential growth of certain key sectors e.g. local green technology companies, land based businesses (including food production), IT sector etc.
More residents working from home – potential benefit to local economy
Potential for more companies to be attracted to relocate from densely populated cities to more rural areas
Increased investment in residential property in terms of home improvements – bigger local spend, planning applications etc.
Increased numbers of staycations
Tap into innovation in identified growth sectors, including upskilling and education
Threats
Sharp recession. Estimated 30% of businesses might not reopen (FSB) – threat to employment, mental health, well-being
Reduced demand/need for larger commercial space through increased working from home
Potential for increase in crime and anti-social behaviour
Potential Mismatch between employee skills and market demand
Uncertainty surrounding Brexit. Increase in tariffs to export, and loss of EU funding programmes, and change in immigration rules following Government policy after EU withdrawal
Interruption in children's education creating a disadvantaged generation.
Predicted severe % impact on employment sectors in Waverley including retail and service industries

Community Resilience Project

The SWOTs are to be completed by external partners and collated by WBC during June 2020. The template, developed with the portfolio-holder, which has been distributed is shown here for information. It has been sent to existing organisations and specific C-19 response groups.

COVID-19 and Community Resilience

Questionnaire on the Impact of COVID-19 on Voluntary, Community and Faith Sector Organisations

The Coronavirus has brought new challenges and opportunities to the voluntary, community and faith sector. The response to the virus has been amazing, and invaluable in helping residents in Waverley get through these difficult times.

The Council would like to find out how the pandemic has been affecting your organisation and what you feel the future may hold. We would be grateful if you could take a few minutes to complete this short questionnaire. This vital information will help the council evaluate the success of the community involvement in the response to COVID-19: what worked well, what hasn't worked so well and how your organisation sees the future as we start to come out of lockdown.

The results will help create the Council's long-term plan for community engagement and partnering that builds on the successful measures implemented during the pandemic. As part of this, we are also working with colleagues at the County Council and in Health.

Please return your completed form to: communities@waverley.gov.uk by **12 noon on Wednesday 10 June 2020**.

Questionnaire

Section A

1. What type of service does your organisation provide (eg COVID specific, older people, mental health)?
2. What geographical area in Waverley does your organisation support (eg village specific, say Milford, or borough-wide)?
3. What size is your organisation? (write yes beside answer)
Income of less than £10,000 - Income of £10,001 to £100,000 - Income of £100,001 and above -

Section B

Please provide as much detail as possible to the following four points.

Strengths – eg commitment of our 5 staff, strong community connections with the Parish Council who helped source PPE.
Weaknesses – eg Poor IT with staff not able to work from home initially and took 2 weeks to set this up, 70% of our volunteers are over 70 so suddenly couldn't help as they were self-isolating.
Opportunities – eg 10 new volunteers have come forward who want to continue to help over the summer, built a new relationship with local printer who will help print flyers at reduced cost in future.
Threats – eg reduced funding, will need to reduce client numbers by half as they won't be able to socially distance in our building, staff worried about returning to work

Section C

If there is anything else you would like to say about your organisation's experience over the past couple of months and how it feels about the future, please write below.

A large, empty rectangular box with a thin black border, intended for a questionnaire.

Email your completed questionnaire to communities@waverley.gov.uk by 12 noon on **Wednesday 10 June 2020.**