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| <b>Service Plan 2021-2024</b> |                                | <b>Head of Service:</b>    | David Allum      |
|                               |                                | <b>Strategic Director:</b> | Annie Righton    |
| <b>Service:</b>               | <b>Business Transformation</b> | <b>Portfolio Holders:</b>  | Cllr Peter Clark |

This Service Plan is a rolling three year programme of both business as usual and project activity. It is reviewed annually to ensure it is consistent with and reflects the Council's priorities and the Medium Term Financial Plan. It has also been prepared within the context of the Covid pandemic which has had an impact on the timing of some projects due to staffing and resourcing implications. From time to time Service Plans will also be subject to review by councillors and officers as a result of the need to reprioritise resources to react to changing circumstances or opportunities.

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| <b>Service Profile</b>  |
| The Customer and Corporate Services are made up of five services areas:   |
| <b>Business Transformation</b> - There core function is to transform and improve Council's services through delivery of Business Transformation Plan and a suit of projects within it.  |
| <b>IT</b> - The IT team maintain our core systems and infrastructure as well as supporting service teams in business development and functional improvement projects.   |
| <b>Customer Services</b> - The Team provide front line customer services and a back office administration function (including scanning, post and print services).   |
| <b>Facilities Management (Cleaning &amp; Security)</b> - The Facilities Team manage our central headquarters directly and support staff in satellite buildings. They also provide an internal and external cleaning service to a number of clients. |
| <b>Property and Engineering (Drainage, Street Furniture, Corporate Property, Asset Management)</b> - The Team maintain our corporate assets and provide technical expertise and project management across all council services.                     |

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| <b>Service Team: Business Transformation</b> | <b>Team Leader: Wendy Cooper - Business Transformation Manager</b> |
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**Business As Usual - Annual**

| <b>Outcome 1.</b> | <b>The corporate Business Transformation Programme is completed on time and delivers the required cashable savings</b>  |   |            |            |                                      |  |
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|                   | <b>Corporate Priority:</b> 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                  |
| SP21/24BT1.1      | The Business Transformation Programme has 10 work streams designed to deliver £1m of cashable savings over a three year period. It is vital that the project is appropriately managed | A capital bid of £50k has been made for 2021/2022 | 01/04/2020 | 31/03/2023 | Business Transformation Manager (WC) | The medium term financial plan will not be delivered |

**Team Projects - All projects overseen by the team are listed in the Corporate and Service Projects section below**

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| <b>Service Team: Customer Service</b> | <b>Team Leader: David Allum - Head of Business Transformation</b> |
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**Business As Usual - Annual**

| <b>Outcome 2.</b> | <b>Customer satisfaction perceptions are improved by encouraging and fostering a culture of positive customer services across Council Services</b> |   |            |                       |   |  |
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|                   | <b>Corporate Priority:</b> 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  |
| SP21/24BT2.1      | Continue to work and engage with service area team leaders to enhance consistency and positive practice across the Council                         | Within existing budgets                   | 01/04/2020 | 31/03/2024<br>Ongoing | Head of Customer and Business Transformation (DA) | Inconsistency and variable levels of service are more likely to be experienced by customers. The action will be required whilst the existing delivery model perpetuates. |
| SP21/24BT2.2      | Design a programme of mystery shopping to enhance good practice and eradicate poor practice  | Within existing budgets                   | 01/04/2021 | 31/03/2022            | Customer Services Manager (HB)                    | Inconsistency and variable levels of service are more likely to be experienced by customers  |
| SP21/24BT2.3      | Maintain dialogue with Project Group members and Team Leaders throughout the customer services review project implementation phase.                | Within existing budgets                   | 01/04/2020 | 31/03/2024<br>Ongoing | Head of Business Transformation (DA)              | Staff disengagement could act as a barrier to the development of this service area   |

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| <b>Service Team: Facilities</b> | <b>Team Leader: Steve Holt - Facilities Manager</b> |
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| <b>Business As Usual - Annual</b> |
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| Outcome 3.   | An effective support infrastructure is provided to Members and Staff   |  |            |                       |                         |   |
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| Corporate Priority: 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   |
| SP21/24BT3.1   | Ensure safety and security arrangements and systems are effective  | Within existing budgets                          | 01/04/2020 | 31/03/2024<br>Ongoing | Facilities Manager (SH) | There is an increased risk of user safety being compromised   |
| SP21/24BT3.2   | Ensure use of web-cast equipment and other Council Chamber and Member based facilities are maximised and effective | Additional £6k for video conferencing capability | 01/07/2020 | 31/03/2021            | Facilities Manager (SH) | Reputational damage can be sustained if there are interruptions to the smooth running of the democratic process |
| SP21/24BT3.3   | Effectively manage the Council's fleet ensuring maximum use from the asset.  | Within existing budgets                          | 01/01/2021 | 31/03/2024<br>Ongoing | Facilities Manager (SH) | Continuing with the inefficient model of managing the fleet in 3 separate service areas.                        |
| SP21/24BT3.4   | Ensure high standards for cleaning of the Burys as evidenced by the outcome of the internal survey                 | Within existing budgets                          | 01/04/2020 | 31/03/2024<br>Ongoing | Facilities Manager (SH) | Reputational damage can be created by poor premises conditions  |

| Outcome 4.   | A profitable external cleaning service is provided  |   |            |                       |                         |   |
|--|---|---|------------|-----------------------|-------------------------|---|
| Corporate Priority: 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   |
| SP21/24BT4.1   | Continue to provide cost effective cleaning services to the Housing Department which generate improved satisfaction ratings as compared to previous providers | Within existing budgets                   | 01/04/2020 | 31/03/2024<br>Ongoing | Facilities Manager (SH) | The Housing Department will have low satisfaction levels and may have to procure a more expensive alternative |

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| <b>Service Team: IT</b> | <b>Team Leader: Linda Frame - IT Manager</b> |
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| <b>Business As Usual - Annual</b> |
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| Outcome 5.   | The IT infrastructure is maintained and improved which supports the activity of the Council  |  |            |                       |                 |  |
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| Corporate Priority: 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  |
| SP21/24BT5.1   | Design and deliver a capital investment programme which will maintain and enhance the IT infrastructure and applications.                                | Capital bids of £150k made for 2021/2022                         | 01/04/2021 | 31/03/2022            | IT Manager (LF) | The integrity of the IT systems may be compromised   |
| SP21/24BT5.2   | Recruit and retain the staff resource to provide service users with the advice and support they require to derive maximum benefit from IT infrastructure | Within existing budget   | 01/04/2020 | 31/03/2024<br>Ongoing | IT Manager (LF) | If adequate support is not in place this will lead to inefficient practice amongst service users |
| SP21/24BT5.3   | Ensure support systems and back up arrangements are in place to minimise service disruption.   | Within existing budget   | 01/04/2020 | 31/03/2024<br>Ongoing | IT Manager (LF) | Service failure can lead to significant disruption, dissatisfaction and cost                     |
| SP21/24BT5.4   | Ensure Members are provided and supported with appropriate technology to enable them to discharge their duties effectively                               | Capital bids will be needed according to demand and requirements | 01/04/2020 | 31/03/2024<br>Ongoing | IT Manager (LF) | Members ability to operate effectively will be compromised                                       |

| <b>Outcome 6.</b>  | <b>Service areas are enabled to evolve and improve their service offer by facilitating business development.</b> |   |            |            |  |  |
|--|--|---|------------|------------|--|--|
| <b>Corporate Priority:</b> 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                                    |
| SP21/24BT6.1   | Complete the implementation of a new core system for Building Control, Planning and potentially Land Charges.    | Within existing budget                    | 01/04/2020 | 31/03/2022 | IT Manager (LF)/Business Transformation Officer (RM) | Service areas will not benefit from optimum system support             |
| SP21/24BT6.2   | Implement programme for incremental movement to externally based services beginning with Exchange and SharePoint | Within existing budgets                   | 01/04/2020 | 30/06/2021 | IT Manager (LF)                                      | The Council's infrastructure will not be based on the optimum platform |

### Team Projects - Multi-year

| <b>Outcome 7.</b>   | <b>The Customer Service Project is supported to develop the technological solutions to achieve review outcomes</b>       |  |            |            |  |  |
|---|--|--|------------|------------|--|--|
| <b>Corporate Priority:</b> 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  |
| PR19BT7.1   | Provide and facilitate the solutions needed to maximise channel shift, automation and a corporate customer services team | Significant capital bids have been made to support this line of activity | 01/04/2019 | 30/12/2023 | IT Manager (LF)/Business Transformation Manager (WC) | This work is vital to the delivery of the customer service review objectives |

### Service Team: Customer Services

**Team Leader: Helen Bower - Customer Services Manager**

### Business As Usual - Annual

| <b>Outcome 8.</b>  | <b>An effective support service function is provided to all Council departments and stakeholders</b>                      |   |            |                       |                                |  |
|--|---|---|------------|-----------------------|--------------------------------|--|
| <b>Corporate Priority:</b> A sense of responsibility by all for our environment, promoting biodiversity, championing the green economy and protecting our planet /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  |
| SP21/24BT8.1   | Provide effective and efficient post, scanning and print services to all service areas including the hybrid mail solution | Within existing budgets   | 01/04/2020 | 31/03/2024<br>Ongoing | Customer Services Manager (HB) | Delays in print and post services can contribute to lower user satisfaction with the service provided  |
| SP21/24BT8.2   | Continue to procure and contract manage mobile and landline services  | A capital bid for £50k for new hardware has been made for 2021/2022 | 01/04/2020 | 31/03/2024<br>Ongoing | Customer Services Manager (HB) | By monitoring delivery and market movements we can reduce costs  |
| SP21/24BT8.3   | Draft and implement a Customer Services Strategy including policies, service standards and performance measures           | Within existing budget  | 01/03/2021 | 30/06/2021            | Customer Services Manager (HB) | Without a sound strategic and policy platform the service is unlikely to reach its potential and respond to the core requirements of stakeholders. |

| <b>Outcome 9.</b>   | <b>Customer satisfaction by is improved by delivering effective customer service</b>        |   |            |                       |                                |   |
|---|---|---|------------|-----------------------|--------------------------------|---|
| <b>Corporate Priority:</b> 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   |
| SP21/24BT9.1  | Ensure the customer services team provide a good service to external and internal customers | Within existing budgets                   | 01/10/2020 | 31/03/2024<br>Ongoing | Customer Services Manager (HB) | This will negatively impact on the reputation of the Council                                  |
| SP21/24BT9.2  | Absorb the functions from the phase 2 transition into the Customer Services Team            | Within existing budget                    | 01/02/2021 | 31/03/2023            | Customer Services Manager (HB) | The projected savings may not be realised   |
| SP21/24BT9.3  | Design a training programme to ensure customer service officers become multi-skilled        | Within existing budgets                   | 01/04/2021 | 31/03/2023            | Customer Services Manager (HB) | This would impact on the customer experience and make the projected savings harder to realise |

## Business As Usual - Annual

| Outcome 10. Corporate buildings are safe through effective management of assets   |   |   |            |                       |                                       |  |
|---|---|---|------------|-----------------------|---------------------------------------|--|
| Corporate Priority: A sense of responsibility by all for our environment, promoting biodiversity, championing the green economy and protecting our planet /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  |
| SP21/24BT10.1   | Ensure the corporate asset database is up to date, accurate and meets all health and safety requirements.         | Within existing budgets                   | 01/04/2020 | 31/03/2024<br>Ongoing | Property and Engineering Manager (NL) | The potential of a serious health and safety breach and significant cost implications  |
| SP21/24BT10.2   | Ensure all fire risk assessments are carried out to all corporate buildings including pavilions.                  | Within existing budgets                   | 01/04/2020 | 31/03/2024<br>Ongoing | Property and Engineering Manager (NL) | There will be an increased chance of a fire and a greater chance of casualties as a result of any fire, if appropriate measures and controls are not in place. |
| SP21/24BT10.3   | Maintain an effective staff resource to provide a technical competent and responsive service.                     | Within existing budgets                   | 01/04/2020 | 31/03/2024<br>Ongoing | Property and Engineering Manager (NL) | Any failure to effectively manage assets will increase the potential of health and safety breaches and/or reactive maintenance costs                           |
| SP21/24BT10.4   | Provide detailed and accurate performance management data to evidence the effectiveness of the inspection regime. | Within existing budgets                   | 01/04/2020 | 31/03/2024<br>Ongoing | Property and Engineering Manager (NL) | Corporate decision makers will not have the information they need to scrutinise the effectiveness of the function  |

| Outcome 11. Flood incidents are minimised by monitoring, maintaining and managing watercourses within the borough   |   |   |            |                       |                                       |  |
|---|---|---|------------|-----------------------|---------------------------------------|--|
| Corporate Priority: A sense of responsibility by all for our environment, promoting biodiversity, championing the green economy and protecting our planet /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                          |
| SP21/24BT11.1   | Continue to work effectively with our key partners (Surrey CC, Environmental Agency and Local Flood Groups) in providing a collaborative approach and solution to water management. | Within existing budgets                   | 01/04/2020 | 31/03/2024<br>Ongoing | Property and Engineering Manager (NL) | Increased chances of flooding                                |
| SP21/24BT11.2   | Ensure appropriate inspection and maintenance arrangements are in place to maximise flood prevention.   | Within existing budgets                   | 01/04/2020 | 31/03/2024<br>Ongoing | Property and Engineering Manager (NL) | Increased chances of flooding                                |
| SP21/24BT12.3   | Continue to provide an out of hours flood response service.   | Within existing budgets                   | 01/04/2020 | 31/03/2024<br>Ongoing | Property and Engineering Manager (NL) | Reputational damage if residents are unable to access advice |

## Team Projects - Multi-year

| Outcome 12. The strategy for the maintenance of Waverley owned bus shelters is reviewed and agreed.    |   |  |            |            |  |   |
|--|---|--|------------|------------|--|---|
| Corporate Priority: 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   |
| PR20BT12.1   | Consult with Towns and Parishes about the future management of bus shelters | Consultation can be done within existing budgets | 01/01/2020 | 31/03/2022 | Strategic Director (AR)/Head of Business Transformation (DA) | The Council will continue to have responsibility for the management and maintenance of these assets |

**Corporate & Service Level Projects (Service wide or cross cutting projects) - Multi-year**

| <b>Outcome 13. Business Transformation Programme - The review of Staff Business Travel CPR19-1 is completed and savings achieved</b>  |  |  |            |            |                                      |  |
|---|--|--|------------|------------|--------------------------------------|--|
| <b>Corporate Priority:</b> A sense of responsibility by all for our environment, promoting biodiversity, championing the green economy and protecting our planet /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                  |
| PR19BT13.1  | To review staff business travel arrangements, out of pocket travel expenses (such as mileage allowances and rates), identifying alternative cheaper arrangements in support of climate change. | There is a possibility of external legal fees to support a robust change of employment terms and conditions - if a case for change is approved | 01/10/2019 | 30/06/2021 | Business Transformation Manager (WC) | The medium term financial plan will not be delivered |

| <b>Outcome 14. Business Transformation Programme - Service Reviews are completed.</b>                         |   |   |            |            |                                      |  |
|---|---|---|------------|------------|--------------------------------------|--|
| <b>Corporate Priority:</b> 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                  |
| PR19BT14.1  | With the relevant service manager comprehensively review Planning Services operating model, structures and processes to deliver a more modern and efficient and making strong use of technology CPR19-2 | Within existing budgets                   | 01/01/2021 | 30/03/2022 | Business Transformation Manager (WC) | The medium term financial plan will not be delivered |
| PR19BT14.2  | With the relevant service manager comprehensively review Building Control operating model, structures and processes to deliver a more modern and efficient and making strong use of technology CPR19-3  | Within existing budgets                   | 01/11/2019 | 31/08/2021 | Business Transformation Manager (WC) | The medium term financial plan will not be delivered |
| PR20BT14.3  | With the relevant service manager comprehensively review Licensing, structures and processes to deliver a more modern and efficient and making strong use of technology CPR19-5                         | Within existing budgets                   | 01/04/2021 | 30/03/2022 | Business Transformation Manager (WC) | The medium term financial plan will not be delivered |

| <b>Outcome 15. Business Transformation Programme - Customer Services Programme - The corporate customer services project is delivered, achieving key objectives including cashable savings and improved satisfaction with Council services</b>      |  |   |            |            |   |   |
|---|--|---|------------|------------|---|---|
| <b>Corporate Priority:</b> A sense of responsibility by all for our environment, promoting biodiversity, championing the green economy and protecting our planet /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   |
| PR18BT15.1  | Lead the Corporate Review and co-ordinate the work carried out by the individual work-streams.   | Capital submission submitted for £150k for 2019/2020 and a further £100k in 2020/2021 | 01/09/2018 | 31/03/2022 | Business Transformation Manager (WC) / Head of Business Transformation (DA) | Projected cashable savings will not be delivered thus impacting on budget planning                                      |
| PR19BT15.2  | Engage effectively with partner organisations to deliver cross boundary solutions where the business case can be proven  | Potentially additional investment may be required                                     | 01/04/2019 | 31/03/2022 | Business Transformation Manager (WC)  | Any missed opportunity may result in unnecessary additional cost and poorer accessibility from the customer perspective |
| PR19BT15.3  | Lead the Channel Shift work-stream and in conjunction with other service areas (e.g. IT) develop options and solutions which can deliver on the business plan objectives | On overall capital bid has been submitted for the Customer Service work programme     | 01/04/2019 | 31/03/2023 | Business Transformation Manager (WC)  | Cashable savings are envisaged. If these are not realised it could impact on the overall budget position.               |

| <b>Outcome 16</b> | <b>Business Transformation Programme - The Enforcement and Inspection CPR19-7 is delivered</b>  |   |            |            |                                      |  |
|-------------------|---|---|------------|------------|--------------------------------------|--|
|                   | <b>Corporate Priority:</b> A sense of responsibility by all for our environment, promoting biodiversity, championing the green economy and protecting our planet /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                  |
| PR19BT16.1        | With the relevant service managers comprehensively review enforcement and inspection activities and individual services operating model, structures and processes to recommend for delivery an alternative delivery model with a focus on being more modern and efficient and making use of technology. | Within existing budgets                   | 01/11/2020 | 31/03/2022 | Business Transformation Manager (WC) | The medium term financial plan will not be delivered |

| <b>Outcome 17.</b> | <b>Business Transformation Programme - Design and implement a future office working environment in the medium term post Covid and in the long term for any new office building CPR19-8</b>   |   |            |            |   |  |
|--------------------|--|---|------------|------------|---|--|
|                    | <b>Corporate Priority:</b> A sense of responsibility by all for our environment, promoting biodiversity, championing the green economy and protecting our planet /A financially sound Waverley, with infrastructure and services fit for the future/ Effective strategic planning and development management which supports the planning and infrastructure needs of local communities |   |            |            |   |  |
| Ref. No.           | Actions / Outputs  | Reference any additional resources needed | Start Date | End Date   | Lead Officer  | Impact of not completing the action  |
| PR20BT17.1         | Design/implement a revised office environment to reflect the post Covid requirements and building towards any long term re-location  | Within existing budgets                   | 01/01/2021 | 30/06/2021 | Head of Business Transformation (DA) / Business Transformation Manager (WC) | If options are not identified we will have or find the resources to maintain the ever increasing costs associated with The Burys |

Last update: 17/03/2021 14:06