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| Service Plan 2021-2024 | | Head of Service: | Robin Taylor |
| | | Strategic Director: | Tom Horwood |
| Service: | Policy and Governance | Portfolio Holders: | Cllr John Ward, Cllr Paul Follows |

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.

Service Profile

Policy and Governance is comprised of 6 teams: Democratic Services and Business Support; Legal Services and Land Charges; 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 and ensure excellent business support is provided (Democratic Services and Business Support);
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

| Outcome 1. | The Council has a Corporate Strategy in place, underpinned by an effective performance management framework and culture | | | | | |
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| Ref. No. | Actions / Outputs | Reference any additional resources needed | Start Date | End Date | Lead Officer | Impact of not completing the action |
| PG 1.1 | Support effective performance management Ensure that the Council's Performance Management Framework delivers accurate and timely information to decision-makers and key stakeholders. | Within existing budgets | 01/04/21 | 31/03/2024 Ongoing | Corporate Policy Manager | Performance doesn't improve |
| PG 1.2 | Support effective policy development 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 | 01/04/21 | 31/03/2024 Ongoing | Corporate Policy Manager | Poor or inconsistent policy-making |
| PG 1.3 | Support effective project management 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 | 01/04/21 | 31/03/2024 Ongoing | Corporate Policy Manager | Scope creep, non delivery, lack of focus. |

| Outcome 2. Scrutiny at Waverley is done well, adding value and improving policy development and decision-making | | | | | | |
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| Corporate Priority: Open, democratic and participative governance | | | | | | |
| Ref. No. | Actions / Outputs | Reference any additional resources needed | Start Date | End Date | Lead Officer | Impact of not completing the action |
| PG 2.1 | Provide policy support to O&S Committees Provide excellent scrutiny policy support to O&S committees to deliver an ambitious, valuable and responsive scrutiny programme that supports organisational policy development and good decision-making. | Within existing budgets | 01/04/21 | 31/03/2024 Ongoing | Corporate Policy Manager | Scrutiny is ineffectual and does not add value. |
| PG 2.2 | Provide policy support on O&S projects and working groups Drive O&S task and finish groups by drafting scopes, coordinating officer input, and researching and producing relevant supporting documents. | Within existing budgets | 01/04/21 | 31/03/2024 Ongoing | Corporate Policy Manager | Task and finish groups would achieve low quality outcomes. |
| PG 2.3 | Develop a positive scrutiny culture 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 | 01/04/21 | 31/03/2024 Ongoing | Corporate Policy Manager | Scrutiny objectives would not be achieved satisfactorily. |

| Outcome 3. Customer complaints are dealt with effectively and that the council learns from them. | | | | | | |
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| Corporate Priority: Open, democratic and participative governance / the value and worth of all residents, with opportunities for all, regardless of race, age, disability, religion, gender or sexual orientation, income or wealth / high quality public services accessible for all | | | | | | |
| Ref. No. | Actions / Outputs | Reference any additional resources needed | Start Date | End Date | Lead Officer | Impact of not completing the action |
| PG 3.1 | Support colleagues in responding to customer complaints 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 | 01/04/21 | 31/03/2024 Ongoing | Corporate Policy Manager | Waverley's reputation is damaged and customer expectations are not met |
| PG 3.2 | Learn from customer complaints 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 | 01/04/21 | 31/03/2024 Ongoing | Corporate Policy Manager | Lessons are not learnt and services don't improve. |
| PG 3.3 | Develop and implement a new corporate complaints management software system Utilise low code software solution | Within existing budgets | 01/08/20 | 31/03/22 | Corporate Policy Manager | Management of complaints is less efficient |

| Outcome 4. The principles of equality and diversity are embedded into the Council's policy development and decision-making processes | | | | | | |
|--|---|---|------------|-----------------------|------------------------------|--|
| Corporate Priority: The value and worth of all residents, with opportunities for all, regardless of race, age, disability, religion, gender or sexual orientation, income or wealth / high quality public services accessible for all | | | | | | |
| Ref. No. | Actions / Outputs | Reference any additional resources needed | Start Date | End Date | Lead Officer | Impact of not completing the action |
| PG 4.1 | Take a corporate lead on equality and diversity 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 | 01/04/21 | 31/03/2024 Ongoing | Corporate Policy Manager | Non compliance and not benefiting from diversity |
| PG 4.2 | Assess the equality impact of new policies and initiatives 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 | 01/04/21 | 31/03/2024 Ongoing | Corporate Policy Manager | EQIAs not routinely or properly done |
| PG 4.3 | Lead specific initiatives to promote and celebrate equality and diversity Work with staff and councillors to deliver the race equality focus group action plan and to promote the active citizenship programme. | Within existing budgets | 01/08/20 | 31/03/22 | Human Resources Manager (SK) | Lack of internal and external engagement on diversity issues |

Team Projects - Multi-year

| Outcome 5. The Council actively engages with the Local Government Boundary Commission review of Waverley Borough Council | | | | | | |
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| Corporate Priority: Open, democratic and participative governance | | | | | | |
| Ref. No. | Actions / Outputs | Reference any additional resources needed | Start Date | End Date | Lead Officer | Impact of not completing the action |
| PG 5.1 | Actively engage, as the key stakeholder, with the Local Government Boundary Commission's review of Waverley Borough Council's ward boundaries (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. | Within existing budgets. | 10/11/20 | 15/02/22 | Corporate Policy Manager | The LGBC's review and their conclusions and recommendations do not take account of the Council's perspective, ideas and requirements. |

| Outcome 6. The Council responds to the anticipated Government White Paper on Devolution and works with authorities across Surrey to explore options for change | | | | | | |
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| Corporate Priority: Open, democratic and participative governance | | | | | | |
| Ref. No. | Actions / Outputs | Reference any additional resources needed | Start Date | End Date | Lead Officer | Impact of not completing the action |
| PG 6.1 | Review and respond to the anticipated White Paper on Devolution and work with authorities across Surrey to explore options for change. | Within existing budgets. | 01/08/20 | 31/03/23 | Corporate Policy Manager | Waverley's voice is not heard. |

Service Team: Communications and Engagement
Team Leader: Ian Mackie - Interim Communications and Engagement Manager
Business As Usual - Annual

| Outcome 7. The Council achieves the vision and objectives set out within its Communications and Engagement Strategy 2019-2022 | | | | | | |
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| Corporate Priority: Open, democratic and participative governance | | | | | | |
| Ref. No. | Actions / Outputs | Reference any additional resources needed | Start Date | End Date | Lead Officer | Impact of not completing the action |
| PG 7.1 | Get the team fundamentals right (strategic objective 1) (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 | Within existing budgets. | 01/04/21 | 31/03/24 | Communications and Engagement Manager | Communications and engagement activity is unplanned, unfocused and haphazard which ultimately reduces its impact. |
| PG 7.2 | Create a corporate narrative (strategic objective 2) 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. | Within existing budgets. | 01/04/21 | 31/03/24 | Communications and Engagement Manager | Messages from the Council have limited impact |
| PG 7.3 | Develop a proactive and planned approach to communications and engagement (strategic objective 3) 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. | Within existing budgets. | 01/04/21 | 31/03/24 | Communications and Engagement Manager | Communications and engagement activity is unplanned and haphazard which ultimately reduces its impact. |

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| PG 7.4 | <p>Advise and support colleagues on how to effectively communicate and engage (strategic objective 4)</p> <p>(i) Provide staff with toolkits and templates to create simple posters and press releases which will be quality-checked before publication and press releases</p> <p>(ii) Recommend quality external support, when this is required, for photography, videography and graphic design.</p> <p>(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</p> | Within existing budgets. | 01/04/21 | 31/03/24 | Communications and Engagement Manager | The knowledge, talent and resources of staff across the organisation are not utilised. |
| PG 7.5 | <p>Develop a scientific approach to communications and engagement (strategic objective 5)</p> <p>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> | Within existing budgets. | 01/04/21 | 31/03/24 | Communications and Engagement Manager | Communications and engagement activity is unplanned and haphazard which ultimately reduces its impact. |
| PG 7.6 | <p>Make time for creative and human communications (strategic objective 6)</p> <p>(i) Focus on real people and real stories to ensure messages stand out and can be re-told</p> <p>(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.</p> <p>(iii) Continue to cater for those who prefer to receive traditional, paper-based content.</p> | Within existing budgets. | 01/04/21 | 31/03/24 | Communications and Engagement Manager | Messages from the Council are full of jargon, uninspiring and easily forgotten |
| PG 7.7 | <p>Engage and listen to residents and customers (strategic objective 7)</p> <p>(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.</p> <p>(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.</p> | Within existing budgets. | 01/04/21 | 31/03/24 | Communications and Engagement Manager | The Council tells but it does not listen and learn. Insights from communities, customers and stakeholders are not heard. |
| PG 7.8 | <p>Make the most of digital (strategic objective 8)</p> <p>(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</p> <p>(ii) Review and improve our website to make sure it meets customer needs and encourages channel-shift</p> | Within existing budgets. | 01/04/21 | 31/03/22 | Communications and Engagement Manager | The Council's approach becomes dated and out of step with changing customer demand and expectations. |
| PG 7.9 | <p>Develop a more commercial approach to communications and engagement (strategic objective 9)</p> <p>(i) Support the marketing and promotion of our paid-for and statutory services</p> <p>(ii) Sell at least £3,000 worth of advertising space in each edition of the Your Waverley magazine to generate income for the council.</p> | Within existing budgets. | 01/04/21 | 31/03/24 | Communications and Engagement Manager | Lower income. |
| PG 7.10 | <p>Adopt and promote an ethical approach to communications and engagement (strategic objective 10)</p> <p>Ensure ethics underpin every aspect of our practice, from storing data to the accuracy of our messaging, transparency and trust.</p> | Within existing budgets. | 01/04/21 | 31/03/24 | Communications and Engagement Manager | Breach of trust and respect. |

Business As Usual - Annual

| Outcome 8. | The Council's decision-making is democratic, transparent, and informed and councillors are supported to function effectively | | | | | |
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| | Corporate Priority: Open, democratic and participative governance | | | | | |
| Ref. No. | Actions / Outputs | Reference any additional resources needed | Start Date | End Date | Lead Officer | Impact of not completing the action |
| PG 8.1 | Support committee meetings Provide effective democratic support to all Council committees and key internal committees. | Within existing budgets. | 01/04/21 | 31/03/24 | Democratic Services and Business Support Manager | Non compliance |
| PG 8.2 | Facilitate good scrutiny Work with Policy colleagues to deliver a Scrutiny programme that Councillors are fully engaged with. | Within existing budgets. | 01/04/21 | 31/03/24 | Democratic Services and Business Support Manager | Scrutiny is ineffectual and does not add value |
| PG 8.3 | Use IT to save money and be more efficient Continue to develop functionality of Modern.Gov to increase efficiencies in working practices. Reduce our reliance on paper by largely phasing out printed agendas and reports by December 2022, continuing and enhancing suitable arrangements where appropriate. | Within existing budgets. | 01/04/21 | 31/12/22 | Democratic Services and Business Support Manager | Increased costs |
| PG 8.4 | Deliver a programme of Councillor Learning and Development 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. | 01/04/21 | 31/03/24 | Democratic Services and Business Support Manager | Councillors do not have the information and skills required to carry out their roles effectively. |
| PG 8.5 | Provide effective business support to the Mayor Support the Mayor and Deputy Mayor in their civic and ceremonial roles by providing effective business support and coordinating a range of visits, events and activities. | Within existing budgets. | 01/04/21 | 31/03/24 | Democratic Services and Business Support Manager | Mayor not supported / impact on community events |
| PG 8.6 | Provide effective business support to the Council Leader, Deputy Leader and the Senior Management Team Ensure the newly created business support team works effectively and consistently so that the senior councillors and officers they support are able to carry out their duties effectively. | Within existing budgets. | 01/04/21 | 31/03/24 | Democratic Services and Business Support Manager | Inefficient use of resources. |
| Outcome 9. | The Council functions properly, with high standards of governance and ethical conduct | | | | | |
| | Corporate Priority: Open, democratic and participative governance | | | | | |
| Ref. No. | Actions / Outputs | Reference any additional resources needed | Start Date | End Date | Lead Officer | Impact of not completing the action |
| PG 9.1 | Provide advice and guidance Support councillors and officers to identify and deal appropriately with any potential conflicts of interests to ensure democratic and transparent decision-making. | Within existing budgets. | 01/04/21 | 31/03/2024 Ongoing | Head of Policy and Governance (Monitoring Officer) | Non compliance / lack of confidence in the Council's approach |
| PG 9.2 | Resolve any complaints and questions about council procedure and conduct Respond to complaints made to the Monitoring Officer or questions that arise with respect to Councillors' Codes of Conduct, aiming to resolve matters and ensure any lessons are learnt. | Within existing budgets. | 01/04/21 | 31/03/2024 Ongoing | Head of Policy and Governance (Monitoring Officer) | |
| PG 9.3 | Ensure our governance protocols remain fit for purpose and efficient Work with the Standards Committee to monitor the effectiveness of the Council's Constitution, Scheme of Delegation and arrangements for responding to Standards complaints on an ongoing basis to ensure they enable quick, transparent democratic processes. | Within existing budgets. | 01/04/21 | 31/03/2024 Ongoing | Head of Policy and Governance (Monitoring Officer) | |

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| PG 9.4 | Support councillors through training on ethics and standards Provide training on Councillor standards to the new Waverley Council and to Towns and Parish Councils. | Within existing budgets. | 01/04/21 | 31/03/2024 Ongoing | Head of Policy and Governance (Monitoring Officer) |
| PG 9.5 | Appoint and consult as appropriate Independent Persons to the Council 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. | 01/04/21 | 31/03/2024 Ongoing | Head of Policy and Governance (Monitoring Officer) |
| PG 9.6 | Keep all registers of interest up to date Ensure Waverley and Town and Parish Councils' Councillors' interests are properly recorded | Within existing budgets. | 01/04/21 | 31/03/2024 Ongoing | Head of Policy and Governance (Monitoring Officer) |

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

Business As Usual - Annual

| Outcome 10. | 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 | | | | | |
| Ref. No. | Actions / Outputs | Reference any additional resources needed | Start Date | End Date | Lead Officer | Impact of not completing the action |
| PG 10.1 | Conduct fair and transparent elections Complete preparations for and conduct of any elections as required. | Within existing budgets with specific elections expenses recharged as appropriate. | 01/04/21 | 31/03/2024 Ongoing | Electoral Services Manager | Non compliance |
| PG 10.2 | Canvass Prepare for and conduct annual voter registration canvass process. | | 01/04/21 | 31/03/2024 Ongoing | Electoral Services Manager | |
| PG 10.3 | Conduct fair and transparent referendums, polls and ballots Prepare for and conduct all neighbourhood planning referendums, By-Elections and 'Business Improvement District' ballots as required. | | 01/04/21 | 31/03/2024 Ongoing | Electoral Services Manager | |

| Outcome 11. | Maintain the electoral register | | | | | |
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| | Corporate Priority: Open, democratic and participative governance | | | | | |
| Ref. No. | Actions / Outputs | Reference any additional resources needed | Start Date | End Date | Lead Officer | Impact of not completing the action |
| PG 11.1 | Maintain the electoral register Deliver the electoral registration service for the Borough | Within existing budgets. | 01/04/21 | 31/03/2024 Ongoing | Electoral Services Manager | Non compliance |

Team Projects - Multi-year

| Outcome 12. | 100% of door-to-door electoral canvassing activity is paperless, ensuring better data protection, lower costs and lower carbon footprint | | | | | |
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| | Corporate Priority: Open, democratic and participative governance / a sense of responsibility by all for our environment, promoting biodiversity, championing the green economy and protecting our planet | | | | | |
| Ref. No. | Actions / Outputs | Reference any additional resources needed | Start Date | End Date | Lead Officer | Impact of not completing the action |
| PG 12.1 | Move to a 100% paperless process for door-to-door canvassing Equipment, training and instructions to be provided to all canvassers | Within existing budgets | 01/04/21 | 31/03/24 | Electoral Services Manager | Higher costs, less secure data, higher carbon footprint. |

Business As Usual - Annual

| Outcome 13. Waverley's HR function is built on solid foundations including digitised policy and process, an evidence-based approach and self-service | | | | | | |
|---|--|---|------------|-----------------------|--------------|---|
| Corporate Priority: The value and worth of all residents, with opportunities for all, regardless of race, age, disability, religion, gender or sexual orientation, income or wealth / a sense of responsibility by all for our environment, promoting biodiversity, championing the green economy and protecting our planet. | | | | | | |
| Ref. No. | Actions / Outputs | Reference any additional resources needed | Start Date | End Date | Lead Officer | Impact of not completing the action |
| PG 13.1 | Ensure HR policies are fit-for-purpose and accessible to all Undertake a rolling programme of all HR policies and case management process. | Within existing budgets. | 01/01/21 | 31/03/2024 Ongoing | HR Manager | HR strategic direction is undermined by unwieldy, unclear or inefficient processes. |
| PG 13.2 | Review Fit for Work Policy and Occupational Health processes. Analyse the trends of number of occupational health requests recorded, reason for request, request in relation to amount of time off sick, follow up requests, outcome of sickness. | Within existing budgets. | 01/04/21 | 31/03/2024 Ongoing | HR Manager | |
| PG 13.3 | Automate HR document management and continue to work towards a paperless approach Review all forms to reduce the quantity, merge information, make online or turn into an online-survey. | Within existing budgets. | 01/04/21 | 31/03/24 | HR Manager | |
| PG 13.4 | Use iTrent to improve the input and analysis of data in order to provide a cohesive automated service. Transition to the system with minimal effect on customer service, supporting a training programme to ensure staff are competent. | Within existing budgets. | 01/04/21 | 31/03/24 | HR Manager | |
| PG 13.5 | Continue to support and develop a resilient HR team Ensure the HR team has the correct skills and expertise to provide timely and accurate advice at all times. | Within existing budgets. | 01/04/21 | 31/03/24 | HR Manager | |
| PG 13.6 | Get value for Waverley from partnership working Create strong relationships with The LGA, Surrey HR Partnership and SEE 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. | 01/04/21 | 31/03/24 | HR Manager | |
| Outcome 14. Waverley manages its people resources effectively and efficiently | | | | | | |
| Corporate Priority: High quality public services accessible for all / a financially sound Waverley, with infrastructure and resilient services fit for the future / the health and wellbeing of our communities. | | | | | | |
| Ref. No. | Actions / Outputs | Reference any additional resources needed | Start Date | End Date | Lead Officer | Impact of not completing the action |
| PG 14.1 | Support change and savings programmes at the Council Support the Council's work to achieve a balanced budget by reviewing the delivery levels of some services and/or discontinuing others in order to reduce contract and/or staff costs. | Within existing budgets. | 01/04/20 | 31/03/21 | HR Manager | The Council does not achieve value for money from its most important and biggest asset - staff. |
| PG 14.2 | Provide an accurate and controlled payroll service Maintain a good fiscal grip on pay process ensuring that iTrent is accurate and well maintained of any contractual changes | Within existing budgets. | 01/04/20 | 31/03/21 | HR Manager | |
| PG 14.3 | Effectively manage employee relations and staff change Maintain a good grip on Employment Relationship, Change and Case Management | Within existing budgets. | 01/04/21 | 31/03/24 | HR Manager | |
| PG 14.4 | Review internal and external recruitment procedures and systems Reduce re-advertising, vacancy rates and time to recruit. | Within existing budgets. | 01/04/21 | 31/03/24 | HR Manager | |

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| PG 14.5 | Manage skills gap trends and growing our own talent within the business to ensure we have transferrable skills and career opportunities. 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. | 01/04/21 | 31/03/24 | HR Manager |
| PG 14.6 | Undertake planned review of Politically Restricted Posts | Within existing budgets. | 01/04/21 | 31/03/24 | HR Manager |

| Outcome 15. Staff are valued, recognised, supported and engaged | | | | | | |
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| 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 15.1 | Promote staff and councillor wellbeing Develop our Time to Change pledge and Wellbeing Charter to reflect the trends and challenges in our workforce, locally and nationally. Continue to provide learning and discussion opportunities to support wellbeing. | Within existing budgets. | 01/04/21 | 31/03/24 | HR Manager | Lack of competitiveness in the market place / impact on budget / higher than desired turnover / loss of organisational knowledge |
| PG 15.2 | Develop a modern culture of high performance Promote a remote working performance based culture in line with current technology and flexible working practices. | Within existing budgets. | 01/04/21 | 31/03/24 | HR Manager | |
| PG 15.3 | Continue to support Equality Diversity and Inclusion initiatives at Waverley. Including the introduction of the Active Citizenship pilot. | Within existing budgets. | 01/04/21 | 31/03/24 | HR Manager | |
| PG 15.4 | Review how our pay structure can be adapted and funded within the Medium Term Financial plan. Address the perception of pay across the business and the options of varying our banding and increment process and linking career development plans into pay | Within existing budgets. | 01/04/21 | 31/03/24 | HR Manager | |
| PG 15.5 | Review and develop the existing benefits scheme to ensure it is clear, flexible and in line with staff requirements. | Within existing budgets. | 01/04/21 | 31/03/22 | HR Manager | |
| PG 15.6 | Introduce a plan to recognise the differences in our gender pay gap | Within existing budgets. | 01/04/21 | 31/03/22 | HR Manager | |

| Outcome 16. Professional development opportunities are made available to all staff to maximise professionalism, potential and talent | | | | | | |
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| 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 16.1 | Encourage the use of the Apprenticeship Levy Publish the use of the Levy across the board including management and skills based qualifications. Encourage the message that anyone can be an apprentice in terms of using the levy. | Within existing budgets. | 01/04/21 | 31/03/24 | 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 16.2 | Review of our annual Performance Agreement and 1:1 meeting framework Focus on the setting and achievement of SMART objectives. | Within existing budgets. | 01/04/21 | 31/03/22 | HR Manager (SK) | |
| PG 16.3 | Ensure we provide effective and customer-friendly recruitment Increase the percent of employees who indicate satisfaction or high satisfaction with their induction and on-boarding opportunities as measured in the employee survey. | Within existing budgets. | 01/04/21 | 31/03/24 | HR Manager (SK) | |
| PG 16.4 | Support Management and Leadership development A new programme of workshops on HR skills for managers, review HR scheme of delegation and increase pool of trained managers for HR practices. Continue to support the programme of Senior Management Team leadership workshops. | Within existing budgets. | 01/04/21 | 31/03/24 | HR Manager (SK) | |
| PG 16.4 | Undertake an assessment of the L&D module on iTrent | Within existing budgets. | 01/04/21 | 31/03/24 | HR Manager (SK) | |

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| Business As Usual - Annual |
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| Outcome 17. | 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 | | | | | |
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| | 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 17.1 | Provide high quality and timely legal advice 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 budgets as required | 01/04/21 | 31/03/24 | Borough Solicitor | Non compliance / reputational damage / costs / strategic risk |
| PG 17.2 | Identify the need for and commission external legal advice and support as required. Work in partnership with other Surrey authorities to replace existing Surrey Framework with a series of new framework agreements. | | 01/04/21 | 31/03/24 | Borough Solicitor | |
| PG 17.3 | Support the delivery of vital local infrastructure through planning agreements Work closely with colleagues in planning to coordinate Community Infrastructure Levy (CIL) and Section 106 agreements to ensure local development is supported with appropriate infrastructure. | | 01/04/21 | 31/03/24 | Borough Solicitor | |

| Outcome 18. | Maintain high performance in turning around land charges search requests | | | | | |
|--------------------|---|---|------------|----------|------------------------|---|
| | 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 | Deliver a high quality land charges service to customers Process customer requests, ensuring all searches are properly conducted in line with legislative and other requirements. | Within existing budgets. | 01/04/21 | 31/03/24 | Legal Business Manager | Non compliance / reputational damage / costs / strategic risk |
| PG 18.2 | Deliver a timely land charges service 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. | 01/04/21 | 31/03/24 | Legal Business Manager | |

| Outcome 19. | Lead and manage the Council's approach to Information Governance, ensuring it is fully compliant | | | | | |
|--------------------|--|---|------------|----------|---|---|
| | 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 19.1 | Comply with the Data Protection Act 2018 Ensure the Council effectively and efficiently manages and governs data in line with the Act. | Within existing budgets. | 01/04/21 | 31/03/24 | Borough Solicitor / Data Protection Officer | Non compliance / reputational damage / costs / strategic risk |
| PG 19.2 | Respond to Freedom of Information Requests Ensure FOI requests are properly processed within the statutory deadlines set | Within existing budgets. | 01/04/21 | 31/03/24 | Borough Solicitor / Data Protection Officer | |

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| Team Projects - Multi-year |
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| Outcome 20. | Deliver IT improvements to support efficient working practices and excellent customer service in Legal Services and Land Charges | | | | | |
|--------------------|--|---|------------|----------|------------------------|-------------------------------------|
| | 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 20.1 | IKEN Case Management System 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. | 01/04/21 | 31/03/24 | Legal Business Manager | |

| | | | | | |
|---------|--|--------------------------|----------|----------|---|
| PG 20.2 | Land Charges system Implementation of new Land Charges IT system | Within existing budgets. | 01/04/21 | 31/03/22 | Borough Solicitor / Data Protection Officer |
| PG 20.3 | Prepare for migration of land charges service to Land Registry Cooperate with the government project to migrate all Local Authority Land Charges functions to the Land Registry. | Within existing budgets. | 01/04/21 | 31/03/24 | Borough Solicitor |

Corporate & Service Level Projects (Service wide or cross cutting projects)

| Outcome 21. | Unnecessary demand on the service is reduced, performance metrics are monitored and levels of customer self-service increase | | | | | |
|---|---|---|------------|----------|-------------------------------|---|
| 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 |
| PG 21.1 | Analyse failure demand within the service 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. | Within existing budgets | 01/04/21 | 31/03/24 | Head of Policy and Governance | 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 |
| PG 21.2 | Monitor performance and customer satisfaction within Policy and Governance Review service performance indicators and identify a core set of performance and customer satisfaction indicators to be monitored and managed. | Within existing budgets | 01/04/21 | 31/03/22 | Head of Policy and Governance | |
| PG 21.3 | Promote customer self-service and simplified processes 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. | Within existing budgets | 01/04/21 | 31/03/24 | Head of Policy and Governance | |

| Outcome 22. | The Council's business transformation programme is properly supported by HR, legal, democratic and corporate policy functions | | | | | |
|---|--|---|------------|----------|-------------------------------|--|
| 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 |
| PG 22.1 | 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. | Within existing budgets | 01/04/21 | 31/03/24 | Head of Policy and Governance | Time, cost or quality implications for the business transformation programme |

| Outcome 23. | The Policy and Governance Service supports the Council's emergency response to the Covid-19 pandemic and actively supports any Recovery, Change and Transformation activity | | | | | |
|-------------------------|---|---|------------|----------|---------------------------------------|-------------------------------------|
| 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 23.1 | Support the Council's emergency response - HR Continue to provide vital HR advice, support and guidance to managers and staff on a range of employment topics associated with the emergency situation, including remote working, safety of front line workers, sick leave, self-isolation, caring for dependants, bereavement and wellbeing | Within existing budgets | 01/04/21 | 31/12/21 | Human Resources Manager | |
| PG 23.2 | Support the Council's Emergency Response - Communications and Engagement Coordinate internal and external communications and engagement activity, both at the Waverley level but also as part of the coordinated communications and engagement effort across Surrey and the UK. | Within existing budgets | 02/04/21 | 31/12/21 | Communications and Engagement Manager | |
| PG 23.3 | Support the Council's Emergency Response - Legal Support the Council to deal effectively with a range of legal and contractual challenges arising as a direct result of covid restrictions. | Within existing budgets | 03/04/21 | 31/12/21 | Borough Solicitor | |

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|-----------------------|---|--------------------------------|-----------------|-----------------|------------------------------------|--|
| <p>PG 23.4</p> | <p>Support the Council's Emergency Response - Democratic Services Work in partnership with IT colleagues to support the transition, on a temporary basis, to remote committee meetings by Zoom. Keep those arrangements under review. Plan for a transition to hybrid digital-in person meetings at the appropriate time.</p> | <p>Within existing budgets</p> | <p>04/04/21</p> | <p>31/12/21</p> | <p>Democratic Services Manager</p> | |
| <p>PG 23.5</p> | <p>Support the Council's Emergency Response - Electoral Services Plan for safe, democratic and effective elections in May 2021, taking account of the potential impact of Coronavirus at that time. Plan for a safe and effective annual canvass process.</p> | <p>Within existing budgets</p> | <p>05/04/21</p> | <p>31/05/21</p> | <p>Electoral Services Manager</p> | |

Last updated: 17/03/2021 18:53