

Service Plan 2022-2025 (rolling 3 years)		Head of Service:	David Allum
		Strategic Director:	Annie Righton
Service:	Business Transformation	Portfolio Holders:	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. The delivery progress is monitored on quarterly basis as part of the Corporate Performance Report reviewed by Senior Management Team, O&S Committees and Executive.

Service Profile

The Business Transformation Service is made up of five services areas:

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

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

Ongoing Service Delivery - reviewed annually

Outcome 1.		Customer satisfaction perceptions are improved by encouraging and fostering a culture of positive customer services across Council Services						
		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 (Discretionary / Legal or Regulatory)	D/S*	Success is measured / demonstrated by
SP22/25 BT1.1	Continue to deliver a comprehensive training plan to skill up Customer Services Officers to respond to multi-disciplinary service requests is in place and effective	Within existing budgets	30/06/2022	31/03/2024 Ongoing	Customer Services Manager (HB)	The CSC will lack resilience	D	Percentage of enquiries dealt with at first contact
SP22/25 BT1.2	Collect and report on the agreed suite of performance indicators	Within existing budgets	30/06/2022	31/03/2024 Ongoing	Customer Services Manager (HB)	An absence of data will hinder a drive to improve	D	Production of information reports
SP22/25 BT1.3	Introduce and deliver career grading for Customer Services Officers	Within existing budgets	01/11/2021	31/03/2024 Ongoing	Customer Services Manager (HB)	Staff retention rates will be negatively impacted	D	Career grading scheme being operational and effective

Outcome 2.		An effective support service function is provided to all Council departments and stakeholders						
		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	D/S*	Success is measured / demonstrated by
SP22/25 BT2.1	Provide effective and efficient post, scanning and print services to all service areas including the hybrid mail solution	Within existing budgets	01/11/2021	31/03/2024 Ongoing	Customer Services Manager (HB)	Delays in print and post services can contribute to lower user satisfaction with the service provided	D	Internal user experience
SP22/25 BT2.2	Continue to procure and contract manage mobile and landline services	Within existing budgets	01/11/2021	31/03/2024 Ongoing	Customer Services Manager (HB)	By monitoring delivery and market movements we can reduce costs	D	Budget increases required

Service Team: Facilities **Team Leader: Steve Holt - Facilities Manager**

Ongoing Service Delivery - reviewed annually

Outcome 3.		An effective support infrastructure is provided to Members and Staff						
		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	D/S*	Success is measured / demonstrated by

SP22/25 BT3.1	Ensure safety and security arrangements and systems are effective especially if new tenants are occupying the building	Within existing budgets	01/11/2021	31/03/2024 Ongoing	Facilities Manager (SH)	There is an increased risk of user safety being compromised	D	User experience
SP22/25 BT3.2	Ensure use of web-cast equipment and other Council Chamber and Member based facilities are maximised and effective	Additional hardware/software is likely to be required. Estimated costs are in the region of £20k	01/11/2021	31/03/2024 Ongoing	Facilities Manager (SH)	Reputational damage can be sustained if there are interruptions to the smooth running of the democratic process	D	Number of equipment failure instances
SP22/25 BT3.3	Effectively manage the Council's fleet ensuring maximum use from the asset and compliance with the climate emergency plan	Replacement vehicles will be needed over the life of this Plan. Estimated costs of £50k.	01/11/2021	31/03/2024 Ongoing	Facilities Manager (SH)	Inefficient use of assets and a failure to meet carbon emission targets	D	User experience
SP22/25 BT3.4	Deliver additional cleaning to the housing estate as resourced by Covid funding	COMF funding as agreed of £75k	01/11/2021	31/03/2022	Facilities Manager (SH)	The COMF funding will have to be returned	D	Client feedback
SP22/25 BT3.5	Ensure high standards for cleaning of the Burys as evidenced by the outcome of an internal survey	Within existing budgets	01/11/2021	31/03/2024 Ongoing	Facilities Manager (SH)	Reputational damage can be created by poor premises conditions	D	Internal surveys

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	D/S*	Success is measured / demonstrated by
SP22/25 BT4.1	Continue to provide cost effective cleaning services to the Housing Department and Godalming Town Council. Cease the contract with Farnham Town Council.	Within existing budgets	01/11/2021	Exit the Farnham contract by 30/6/22	Facilities Manager (SH)	The Housing Department will have low satisfaction levels and may have to procure a more expensive alternative	D	Client feedback

Service Team: IT **Team Leader: Linda Frame - IT Manager**

Ongoing Service Delivery - reviewed annually

Outcome 5. The IT infrastructure is maintained and improved which supports the activity of the Council

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	D/S*	Success is measured / demonstrated by
SP22/25 BT5.1	Design and deliver a capital investment programme which will maintain and enhance the IT infrastructure and applications.	As per individual capital bids for 2022/2023	01/04/2022	31/03/2023	IT Manager (LF)	The integrity of the IT systems may be compromised	D	Delivery of capital programme
SP22/25 BT5.2	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	01/11/2021	31/03/2024 Ongoing	IT Manager (LF)	If adequate support is not in place this will lead to inefficient practice amongst service users	D	Vacancy rate
SP22/25 BT5.3	Ensure support systems and back up arrangements are in place to minimise service disruption including for staff now working remotely	Within existing budget	01/11/2021	31/03/2024 Ongoing	IT Manager (LF)	Service failure can lead to significant disruption, dissatisfaction and cost	D	Internal user experience
SP22/25 BT5.4	Create and develop an infrastructure providing maximum protection from cyber attacks	Additional capital and revenue budget may be required	01/11/2021	31/03/24 Ongoing	Cyber Officer (HD)	Service failure can lead to significant disruption, dissatisfaction and cost	D	Instances of successful cyber attacks
SP22/25 BT5.5	Complete DR installation at the Memorial Hall	An additional capital bid for 2022/2023 may be required	01/04/2022	30/06/2022	Infrastructure Manager (JH)	Service failure can lead to significant disruption, dissatisfaction and cost	D	Completion of work
SP22/25 BT5.6	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	01/11/2021	31/03/2024 Ongoing	IT Manager (LF)	Members ability to operate effectively will be compromised	D	Member feedback

Outcome 6. Service areas are enabled to evolve and improve their service offer by facilitating business development.

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	D/S*	Success is measured / demonstrated by
SP22/25 BT6.1	Respond to post Covid working patterns generated by the new office environment by supplying remote workers with the appropriate IT equipment	Annual capital bids will be required. Estimated at £50k pa in 2022/2023	01/11/2021	31/03/2023	IT Manager (LF)	Remote workers will not be operating to maximum effectiveness	D	Internal user feedback

Team Projects - Multi-year

Outcome 7. The Customer Service Project is supported to develop the technological solutions to achieve review outcomes								
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	D/S*	Success is measured / demonstrated by
SP22/25 BT7.1	Provide and facilitate the solutions needed to maximise channel shift, automation and a corporate customer services team	Further capital bids may be needed to support this line of activity	01/11/2021	30/12/2024 Ongoing	IT Manager (LF)/Business Transformation Manager (WC)	This work is vital to the delivery of the customer service review objectives	D	Number of low code solutions launched

Service Team: Property and Engineering **Team Leader: Nick Laker - Property and Engineering Manager**

Ongoing Service Delivery - reviewed annually

Outcome 8. 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	D/S*	Success is measured / demonstrated by
SP22/25 BT8.1	Ensure the corporate asset database is up to date, accurate and meets all health and safety requirements.	Within existing budgets	01/11/2021	31/03/2024 Ongoing	Property and Engineering Manager (NL)	The potential of a serious health and safety breach and significant cost implications	S	Number of incidents recorded
SP22/25 BT8.2	Ensure all fire risk assessments are carried out to all corporate buildings including pavilions.	Within existing budgets	01/11/2021	31/03/2024 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.	S	Number of incidents recorded
SP22/25 BT8.3	Manage building maintenance and improvement works to Pavilions	Capital bid of £165k made	01/04/2021	31/03/2023	Property and Engineering Manager (NL)	The Pavilions will not be useable without repair work been carried out	S	Pavilions being brought back into use.
SP22/25 BT8.4	Maintain an effective staff resource to provide a technical competent and responsive service.	Within existing budgets	01/11/2021	31/03/2024 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	D	Vacancy rates
SP22/25 BT8.5	Provide detailed and accurate performance management data to evidence the effectiveness of the inspection regime.	Within existing budgets	01/11/2021	31/03/2024 Ongoing	Property and Engineering Manager (NL)	Corporate decision makers will not have the information they need to scrutinise the effectiveness of the function	D	Feedback from decision makers

Outcome 9. 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	D/S*	Success is measured / demonstrated by
SP22/25 BT9.1	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	Within existing budgets	01/11/2021	31/03/2024 Ongoing	Property and Engineering Manager (NL)	Increased chances of flooding	S	Number of incidents recorded

SP22/25 BT9.2	Ensure appropriate inspection and maintenance arrangements are in place to maximise flood prevention.	Within existing budgets	01/11/2021	31/03/2024 Ongoing	Property and Engineering Manager (NL)	Increased chances of flooding	S	Number of incidents recorded
SP22/25 BT9.3	Continue to provide an out of hours flood response service.	Within existing budgets	01/11/2021	31/03/2024 Ongoing	Property and Engineering Manager (NL)	Reputational damage if residents are unable to access advice	S	Service delivered

Team Projects - Multi-year

Outcome 10.	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	D/S*	Success is measured / demonstrated by
SP22/25 BT10.1	Consult with Towns and Parishes about the future management of bus shelters	Consultation can be done within existing budgets	01/04/2022	30/09/2022	Strategic Director (AR)/Head of Business Transformation (DA)	The Council will continue to have responsibility for the management and maintenance of these assets	D	Consultation completed

Service Team: Business Transformation **Team Leader: Wendy Cooper - Business Transformation Manager**

Team Projects - All projects overseen by the team are listed below

Outcome 11.	The corporate Business Transformation Programme is completed on time and delivers the required cashable savings							
	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	D/S*	Success is measured / demonstrated by
SP22/25 BT11.1	The initial Business Transformation Programme (BT1) is scheduled to complete by March 2023. A second Programme (BT2) should be agreed by April 2022.	Individual projects may require bespoke resources and these will be set out in the PID.	01/04/2022	31/03/2025	Business Transformation Manager (WC)	The medium term financial plan will not be delivered	D	Savings achieved

Outcome 12.	Business Transformation Programme - Carry out a review of Agency Spend							
	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	D/S*	Success is measured / demonstrated by
SP22/25 BT12.1	To review agency spend to ensure the Council is getting value for money from its staffing budgets	Within existing budgets	01/11/2021	31/03/2023	Business Transformation Manager (WC)	Although cashable savings are not anticipated poor practice and inefficient spend, if identified, should not perpetuate	D	Deliverables set out in PID achieved

Outcome 13.	Business Transformation Programme - Service Reviews are completed.							
	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	D/S*	Success is measured / demonstrated by
SP22/25 BT13.1	Complete the review of Planning Services operating model, structures and processes to deliver a more modern and efficient and making strong use of technology	Within existing budgets	01/04/2022	31/03/2023	Business Transformation Manager (WC)	The medium term financial plan will not be delivered	D	Deliverables set out in PID achieved
SP22/25 BT13.2	Ensure the savings identified during the Building Control review are delivered	Within existing budgets	01/11/2021	30/03/2022	Business Transformation Manager (WC)	The medium term financial plan will not be delivered	D	Savings achieved

SP22/25 BT13.3	With the relevant service manager comprehensively review Licensing, structures and processes to deliver a more modern and efficient and making strong use	Within existing budgets	01/11/2021	31/03/2023	Business Transformation Manager (WC)	The medium term financial plan will not be delivered	D	Deliverables set out in PID achieved
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Outcome 14.	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							
	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	D/S*	Success is measured / demonstrated by
SP22/25 BT14.1	As part of BT2 implement Wave 2 of the Customer Services Review	Within existing budgeted	01/04/2022	31/03/2023	Business Transformation Manager (WC) / Head of Business Transformation (DA)	Projected cashable savings will not be delivered thus impacting on budget planning	D	Number of services covered by the CSC

Outcome 15	Business Transformation Programme - The Enforcement and Inspection is delivered							
	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	D/S*	Success is measured / demonstrated by
SP22/25 BT15.1	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	Within existing budgets	01/11/2021	31/03/2023	Business Transformation Manager (WC)	The medium term financial plan will not be delivered	D	Deliverables set out in the PID achieved

Outcome 16.	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							
	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/ 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	D/S*	Success is measured / demonstrated by
SP22/25 BT16.1	Complete the office move and seek to market the released space	Within existing budgets	01/11/2021	31/03/2022	Head of Business Transformation (DA) / Business Transformation Manager (WC)	We will not confirm our foot-print requirements for the future	D	Reduction in office foot-print

Corporate compliance

Outcome 17.	Standing Corporate Compliance Actions							
	Corporate Priority: ALL							
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
SP22/25 BT17.1	All Performance Agreement Meetings are completed by the target date, staff targets are set and L&D identified.	Within existing budgets, support of HR Team needed	March	May	Head of Service	Staff performance and personal development is compromised and morale affected.	D	Objective achieved
SP22/25 BT17.2	Service Plans are reviewed and budget implications fed into budget process.	Dependent on outcome of review, support of the Policy & Performance Officer	August	January	Head of Service	Corporate Strategy objectives will not be achieved.	D	The Service Plans proposals are prepared and presented to the OS and Executive

SP22/25 BT17.3	Complete budget preparation in line with agreed timetable.	Within existing budgets, support of Finance Team needed	August	January	Head of Service	Legal obligations are jeopardised.	D	Budget adopted by Full Council.
SP22/25 BT17.4	The Corporate Risk Register is reviewed and updated quarterly in accordance with the agreed timetable.	Dependent on outcome of review, support from the Procurement Officer	Quarterly		Head of Service	Risk Register is not kept up to date and risks are not identified sufficiently to protect the organisation.	S	HoS has updated the register
SP22/25 BT17.5	Internal Audit Recommendations are actioned in line with agreed timescales.	Within existing budgets, support from the Internal Audit Manager	Ongoing		Head of Service	Organisation is put at risk.	D	no outstanding recommendations
SP22/25 BT17.6	Annual Review of Employee Risk Assessments.	Within existing budgets, support from Emergency Planning Officer	April	July	Head of Service	Employees' health is potentially put at risk and the organisation fails to comply with the H&S regulations.	S	All employees to have completed their relevant risk assessments. Measured by annual audit via H&S team.
SP22/25 BT17.7	Annual Business Continuity Plans Review.	Within existing budgets, support from Emergency Planning Officer	January	February	Head of Service	Unable to provide vital services in an emergency situation.	S	Each Service to review their business continuity plan annually. Measured by annual test of plans against most likely business continuity events
SP22/25 BT17.8	Make sure that Accessibility regulations are adhered to – ensure all documents that appear on the Waverley website (owned by the service) are created in an accessible format and make available accessibility training to staff where appropriate. Make sure that Equality Impact Assessments are carried out by teams as appropriate.	Within existing budgets, support from Corporate Equality Group	Ongoing		Head of Service	Visually impaired website readers will be excluded from accessing documents. Failure to comply with the legislation puts the organisation at risk of being fined.	S	All documents published on our website to be accessible - checked quarterly by Website Team
SP22/25 BT17.9	HoS to ensure that all staff within the service are aware of the current Safeguarding Policy for Children and Adults- updated2020.docx process and procedures including the Safeguarding referral process and that any issues are dealt with in a prompt manner. Where required make sure that key members of staff complete appropriate training recommended by Waverley's Safeguarding Board.	Within existing budgets, support from Safeguarding Board	Ongoing		Head of Service	Failure to discharge our responsibility under the Care Act 2014 and Children Act 2004, and potentially putting lives and wellbeing of our residents and staff at risk.	S	Safeguarding Policy regularly refreshed and updated; staff and members know how to make a safeguarding referral to Surrey County Council's Children and Adult Services Training programme implemented and rolled out to all staff and members.
SP22/25 BT17.10	Information management - data is deleted in accordance with the data retention schedule.	Within existing budgets, support from Data Protection Officer and Information Governance representatives	Ongoing		Head of Service	Failure to comply with the legislation puts the organisation at risk of being fined. Over retention of information is costly in terms of storage and access.	S	The teams can demonstrate that data outside of the retention period gets logged and safely disposed off

Last update: 05/01/2022 11:11

*D/S - Discretionary / Statutory