

Service Plan 2022-2025 (rolling 3 years)		Head of Service:	Robin Taylor
		Strategic Director:	Tom Horwood
Service:	Policy and Governance	Portfolio Holders:	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. The 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			
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 Electoral Services. The Head of Policy and Governance is also the Council's Monitoring Officer.			
The Service exists to:			
<ol style="list-style-type: none"> 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; Conduct an Annual Canvass yearly and publish a revised Register of Electors on 1 December. Ensure the Register of Electors is updated on a monthly basis and new properties added as required. 7. Maintain high standards of governance and ethical conduct (Monitoring Officer Function). 			

Service Team: Corporate Policy	Team Leader: Louise Norie - Corporate Policy Manager
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Ongoing Service Delivery - reviewed annually

Outcome 1. The Council has a Corporate Strategy in place, underpinned by an effective performance management framework and culture								
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
SP22/25PG 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	01/04/22	31/03/2023 Ongoing	Corporate Policy Manager, Policy and Performance Officer	Performance doesn't improve	D	Provision of timely, relevant quarterly performance reports and other information on demand.
SP22/25PG 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	01/04/22	31/03/2023 Ongoing	Corporate Policy Manager, Policy and Performance Officer	Poor or inconsistent policy-making	D	Policies are: up to date; stored correctly with version control information; and reviewed at the correct time.
SP22/25PG 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	01/04/22	31/03/2023 Ongoing	Corporate Policy Manager, Policy and Performance Officer	Scope creep, non delivery, lack of focus.	D	Project management framework and paperwork is consistently used.

Outcome 2. Scrutiny at Waverley is done well, adding value and improving policy development and decision-making								
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	D/S*	Success is measured / demonstrated by
SP22/25PG 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	01/04/22	31/03/2023 Ongoing	Corporate Policy Manager, Scrutiny Officer	Scrutiny is ineffectual and does not add value.	D	Positive feedback from Scrutiny chairs, committee members, Executive members and colleagues.
SP22/25PG 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	01/04/22	31/03/2023 Ongoing	Corporate Policy Manager, Scrutiny Officer	Task and finish groups would achieve low quality outcomes.	D	In-depth projects are commissioned, have clear scope and deliver accordingly.
SP22/25PG 2.3	Develop a positive scrutiny culture Foster positive relationships with Scrutiny Chairs, Vice Chairs, Portfolio Holders and the Executive and senior managers to ensure Scrutiny functions well and supports the Council in making good decisions.	Within existing budgets	01/04/22	31/03/2023 Ongoing	Corporate Policy Manager, Scrutiny Officer	Scrutiny objectives would not be achieved satisfactorily.	D	Constructive recommendations are made by Scrutiny Committees and feed through into policy development.

Outcome 3.	Customer complaints are dealt with effectively and that the council learns from them.							
	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	D/S*	Success is measured / demonstrated by
SP22/25PG 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	01/04/22	31/03/2023 Ongoing	Corporate Policy Manager, Corporate Complaints Officer	Waverley's reputation is damaged and customer expectations are not met	D	KPIs: SP22/25PG2a The % of complaints responded to on time - level 1
SP22/25PG 3.2	Learn from customer complaints Quarterly monitoring of complaints and lessons learnt is carried out with Heads of Service and reported to Management Board and Councillors.	Within existing budgets	01/04/22	31/03/2023 Ongoing	Corporate Policy Manager, Corporate Complaints Officer	Lessons are not learnt and services don't improve.	D	SP22/25PG2b The % of complaints responded to on time - Level 2 Annual MO report on complaints received, lessons learnt and Ombudsman judgements.
SP22/25PG 3.3	Corporate complaints management software system is effective. The database is managed to ensure the information produced is accurate, timely and meets the needs of the organisation.	Within existing budgets	01/04/22	31/03/2023 Ongoing	Corporate Policy Manager, Corporate Complaints Officer	Management of complaints is less efficient	D	New system is in place and functioning
SP22/25PG 3.4	The on-line complaints function interfaces with the Corporate Complaints system The on-line form for complaints is directed to the correct customer service area for a response.	Within existing budgets	01/04/22	31/03/2023 Ongoing	Corporate Policy Manager, Corporate Complaints Officer	Management of complaints is less efficient	D	

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	D/S*	Success is measured / demonstrated by
SP22/25PG 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	01/04/22	31/03/2023 Ongoing	Corporate Policy Manager	Non compliance and not benefiting from diversity	S	All duties under the Equality Act are met.
SP22/25PG 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	01/04/22	31/03/2023 Ongoing	Corporate Policy Manager	EQIAs not routinely or properly done	D	Equality Impact Assessments are undertaken and are considered / discussed by those taking decisions.
SP22/25PG 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	D	Group is in place and continues to deliver its agreed programme of work.

Team Projects - Multi-year

Outcome 5. The Council actively engages with the Local Government Boundary Commission review of Waverley Borough Council								
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	D/S*	Success is measured / demonstrated by
SP22/25PG 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.	D	All opportunities to comment are taken up.
SP22/25PG 5.2	Undertake Community Governance Reviews Including those reviews that are expected to be requested by Waverley's Town and Parish communities in response to the Boundary Commission's review of Borough Boundaries.	Additional staff resources may be necessary depending on how many CGRs are requested (revenue growth proposal)	01/04/2022	31/03/2023	Corporate Policy Manager	Requests for Community Governance Reviews would go unmet	S	CGRs are complete to quality and (statutory) time expectations.

Service Team: Communications and Engagement

Team Leader: Ian Mackie - Interim Communications and Engagement Manager

Ongoing Service Delivery - reviewed annually

Outcome 6. The Council achieves the vision and objectives set out within its Communications and Engagement Strategy 2019-2023								
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	D/S*	Success is measured / demonstrated by

SP22/25PG 6.1	<p>Get the team fundamentals right (strategic objective 1)</p> <p>(i) Develop and follow: communications and engagement protocols; an annual work programme; response time performance targets; and better business processes including a clearer process for internal customers wishing to access support.</p> <p>(ii) Provide a timely, targeted and positive media relations service and ensure key council representatives are trained and briefed prior to interviews.</p> <p>(iii) support the council when dealing with civil emergencies or business continuity issues by issuing advice and support on messages to go out to staff.</p>		01/04/22	31/03/25	Communications and Engagement Manager	Communications and engagement activity is unplanned, unfocused and haphazard which ultimately reduces its impact.	D	Internal and external customer feedback.
SP22/25PG 6.2	<p>Create a corporate narrative (strategic objective 2)</p> <p>Identify what the council wants to achieve and be known for - and put that aspiration into a story that translates to everyone; that has the power to inspire staff, excite partners, attract customers and potential employees and resonate with community influencers and residents.</p>	Within existing budgets.	01/04/22	31/03/25	Communications and Engagement Manager	Messages from the Council have limited impact	D	Internal and external customer feedback.
SP22/25PG 6.3	<p>Develop a proactive and planned approach to communications and engagement (strategic objective 3)</p> <p>Develop and work within an agreed annual forward plan, signed off by the Senior Management Team and the Executive, that prioritises pre-planned targeted engagement activity whilst still allowing time and resource to deal with unexpected events and emergencies.</p>	Within existing budgets.	01/04/22	31/03/25	Communications and Engagement Manager	Communications and engagement activity is unplanned and haphazard which ultimately reduces its impact.	D	Communications activity is planned, not rushed.
SP22/25PG 6.4	<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 consents</p>	Within existing budgets.	01/04/22	31/03/25	Communications and Engagement Manager	The knowledge, talent and resources of staff across the organisation are not utilised.	D	Toolkits and training provided.
SP22/25PG 6.5	<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.	01/04/22	31/03/25	Communications and Engagement Manager	Communications and engagement activity is unplanned and haphazard which ultimately reduces its impact.	D	Best practice and theory continues to inform the Council's approach.
SP22/25PG 6.6	<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.	01/04/22	31/03/25	Communications and Engagement Manager	Messages from the Council are full of jargon, uninspiring and easily forgotten	D	Internal and external customer feedback.

SP22/25PG 6.7	Engage and listen to residents and customers (strategic objective 7) (i) Learning. Use data and demographics to provide us with a broad picture of the borough's population, which will help us to predict their needs and preferred interests and communications channels, as well as giving us the background to ensure any future engagement exercise is representative. (ii) Listening and engaging. The Council will develop a comprehensive programme of public engagement, including the use of listening panels, focus groups and workshops, events, online surveys and public consultations.	Within existing budgets.	01/04/22	31/03/25	Communications and Engagement Manager	The Council tells but it does not listen and learn. Insights from communities, customers and stakeholders are not heard.	D	Quality of communications / Internal and external customer feedback.
SP22/25PG 6.8	Make the most of digital (strategic objective 8) (i) Conduct an internal review of all our channels, including subscription email bulletins, and develop a new social media strategy, supported by a calendar of content, a recruitment of social media staff 'champions' and training to support them to provide content (ii) Review and improve our website to make sure it meets customer needs and encourages channel-shift (iii) identify and actively monitor KPIs regarding our social media reach and email communication.	Within existing budgets.	01/04/22	31/03/25	Communications and Engagement Manager	The Council's approach becomes dated and out of step with changing customer demand and expectations.	D	Reviews take place.
SP22/25PG 6.9	Adopt and promote an ethical approach to communications and engagement (strategic objective 10) Ensure ethics underpin every aspect of our practice, from storing data to the accuracy of our messaging, transparency and trust.	Within existing budgets.	01/04/22	31/03/25	Communications and Engagement Manager	Breach of trust and respect.	D	The messaging is accurate and data stored and processed in accordance with the Data Protection Act

Service Team: Democratic Services / Business Support / Monitoring Officer function	Team Leader: Louise Fleming - Democratic Services and Business Support Manager
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Ongoing Service Delivery - reviewed annually

Outcome 8. The Council's decision-making is democratic, transparent, and informed and councillors are supported to function effectively								
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	D/S*	Success is measured / demonstrated by
SP22/25PG 8.1	Support committee meetings Provide effective democratic support to all Council committees	Within existing budgets.	01/04/22	31/03/23	Democratic Services and Business Support Manager	Non compliance	S	Meetings comply with statutory provisions and decisions are taken in a timely and transparent way.
SP22/25PG 8.2	Facilitate good scrutiny Work with Policy colleagues to deliver a Scrutiny programme that Councillors are fully engaged with.	Within existing budgets.	01/04/22	31/03/23	Democratic Services and Business Support Manager	Scrutiny is ineffectual and does not add value	S	Councillors are engaged and make sound recommendations which are adopted by the Executive.

SP22/25PG 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.	The paperless project will form part of the second phase of the Business Transformation project. It will require at least £30k of additional capital investment and investment of staff time to manage the project, provide learning and development. It will also require the commitment of all councillors to be successful.	01/04/22	31/03/23	Democratic Services and Business Support Manager	Corporate strategy objective not met.	D	Further reduction in print costs and postage costs (budget savings have already been made through partial transition to paperless).
SP22/25PG 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.	01/04/22	31/03/23	Democratic Services and Business Support Manager	Councillors do not have the information and skills required to carry out their roles effectively.	D	Councillors are well informed and have the necessary skills to carry out their roles effectively.
SP22/25PG 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. including the Queen's Platinum Jubilee in 2022.	Queen's jubilee event planning expected to require additional revenue and capital expenditure. TBC.	01/04/22	31/03/23	Democratic Services and Business Support Manager	Mayor not supported / impact on community events and civic pride.	D	The Mayor is supported in his/her civic role and civic events are well run.
SP22/25PG 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.	01/04/22	31/03/23	Democratic Services and Business Support Manager	Inefficient use of resources.	D	Senior officers and SMT are supported in carrying out their roles effectively.

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	D/S*	Success is measured / demonstrated by
SP22/25PG 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.	01/04/22	31/03/23	Head of Policy and Governance (Monitoring Officer)	Non compliance / lack of confidence in the Council's approach	S	Advice provided in a timely way.
SP22/25PG 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.	01/04/22	31/03/23	Head of Policy and Governance (Monitoring Officer)	Non compliance / lack of confidence in the Council's approach	S	The Council's published arrangements (including timescales for responding) are adhere to.
SP22/25PG 9.3	Ensure our governance protocols remain fit for purpose and efficient Work with the Standards and General Purposes 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.	01/04/22	31/03/23	Head of Policy and Governance (Monitoring Officer)	Non compliance / lack of confidence in the Council's approach	D	Reviewed take place

SP22/25PG 9.4	Support councillors through training on ethics and standards Provide training on Councillor standards to Borough Councillors and Officers and to Towns and Parish Councils	Within existing budgets.	01/04/22	31/03/23	Head of Policy and Governance (Monitoring Officer)	Non compliance / lack of confidence in the Council's approach	D	Training provided
SP22/25PG 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.	01/04/22	31/03/23	Head of Policy and Governance (Monitoring Officer)	Non compliance / lack of confidence in the Council's approach	S	IPs appointed and consulted as set out in published arrangements.
SP22/25PG 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.	01/04/22	31/03/23	Head of Policy and Governance (Monitoring Officer)	Non compliance / lack of confidence in the Council's approach	S	Registers are up to date.

Service Team: Elections

Team Leader: Chailey Gibb - Electoral Services Manager

Ongoing Service Delivery - reviewed annually

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	D/S*	Success is measured / demonstrated by
SP22/25PG 10.1	Conduct fair and transparent elections Complete preparations for and conduct of any statutory planned elections and ad hoc elections as required.	Within existing budgets with specific elections expenses recharged as appropriate.	01/04/22	31/03/2023 Ongoing	Electoral Services Manager	Non compliance	S	Elections are held and statutory requirements are met.
SP22/25PG 10.2	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.	Within existing budgets with specific elections expenses recharged as appropriate.	01/04/22	31/03/2023 Ongoing	Electoral Services Manager	Non compliance	S	Elections are held and statutory requirements are met.

Outcome 11.	Maintain the electoral register							
	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	D/S*	Success is measured / demonstrated by
SP22/25PG 11.1	Maintain the electoral register Deliver the electoral registration service for the Borough	Within existing budgets.	01/04/22	31/03/2023 Ongoing	Electoral Services Manager	Non compliance	S	Electoral register is up to date.
SP22/25PG 11.2	Annual Canvass Prepare for and conduct the annual canvass review yearly ensuring all properties are placed in the correct 'Routes'. Ensure engagement with residents through the annual canvass period.	Within existing budgets with specific elections expenses recharged as appropriate.	01/04/22	31/03/2023 Ongoing	Electoral Services Manager	Non compliance	S	Annual Canvass is complete and return rates are high.
SP22/25PG 11.3	Updating the Register of Electors - monthly Ensure the monthly registration process is conducted within the statutory timeable. Engage in data matching with Council tax.	Within existing budgets with specific elections expenses recharged as appropriate.	01/04/22	31/03/2023 Ongoing	Electoral Services Manager	Non compliance	S	Monthly updates take place

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							
	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							

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
SP22/25PG 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	01/04/22	31/03/2023 Ongoing	Electoral Services Manager	Higher costs, less secure data, higher carbon footprint.	D	Annual Canvass is 100% paperless

Service Team: Human Resources | **Team Leader: Sally Kipping - HR Manager**

Ongoing Service Delivery - reviewed annually

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								
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
SP22/25PG 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.	01/04/22	31/03/2023 Ongoing	HR Manager	HR strategic direction is undermined by unwieldy, unclear or inefficient processes.	D	Policies are reviewed according to the planned schedule
SP22/25PG 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.	01/04/22	31/03/2023 Ongoing	HR Manager	HR strategic direction is undermined by unwieldy, unclear or inefficient processes.	D	Review has taken place
SP22/25PG 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.	01/04/22	31/03/2023 Ongoing	HR Manager	HR strategic direction is undermined by unwieldy, unclear or inefficient processes.	D	Forms have been reviewed and automated where necessary
SP22/25PG 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.	01/04/22	31/03/2023 Ongoing	HR Manager	HR strategic direction is undermined by unwieldy, unclear or inefficient processes.	D	Transition from manual input to Itrent self-service
SP22/25PG 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 advise at all times.	Within existing budgets.	01/04/22	31/03/2023 Ongoing	HR Manager	HR strategic direction is undermined by unwieldy, unclear or inefficient processes.	D	Learning and development is provided
SP22/25PG 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.	01/04/22	31/03/2023 Ongoing	HR Manager	HR strategic direction is undermined by unwieldy, unclear or inefficient processes.	D	Relationships are strong and the Council actively engages in networks

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	D/S*	Success is measured / demonstrated by

SP22/25PG 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.	01/04/22	31/03/2023 Ongoing	HR Manager	The Council does not achieve value for money from its most important and biggest asset - staff.	D	HR support provided to Business Transformation reviews
SP22/25PG 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. Review the Council's usage of Midland HR to coordinate payroll.	Within existing budgets.	01/04/22	31/03/2023 Ongoing	HR Manager	The Council does not achieve value for money from its most important and biggest asset - staff.	S	Pay is accurate and timely
SP22/25PG 14.3	Effectively manage employee relations and staff change Maintain a good grip on Employment Relationship, Change and Case Management	Within existing budgets.	01/04/22	31/03/2023 Ongoing	HR Manager	The Council does not achieve value for money from its most important and biggest asset - staff.	D	Internal customer feedback
SP22/25PG 14.4	Review internal and external recruitment procedures and systems Reduce re-advertising, vacancy rates and time to recruit.	Within existing budgets.	01/04/22	31/03/2023 Ongoing	HR Manager	The Council does not achieve value for money from its most important and biggest asset - staff.	D	New KPI: time taken to recruit
SP22/25PG 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.	01/04/22	31/03/2023 Ongoing	HR Manager	The Council does not achieve value for money from its most important and biggest asset - staff.	D	Programme of learning and development is delivered
SP22/25PG 14.6	Undertake planned review of Politically Restricted Posts	Within existing budgets.	01/04/22	31/03/24	HR Manager	The Council does not achieve value for money from its most important and biggest asset - staff.	D	Review undertaken

Outcome 15. Staff are valued, recognised, supported and engaged								
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
SP22/25PG 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. Provide a comprehensive programme of wellbeing activities and workshops.	Within existing budgets.	01/04/22	31/03/2023 Ongoing	HR Manager	Lack of competitiveness in the market place / impact on budget / higher than desired turnover / loss of organisational knowledge	D	Scheduled programme of wellbeing activities is delivered
SP22/25PG 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. This work will include leading on a piece of work relating to Performance Management and Leadership in a hybrid working culture within the Where Work Happens culture stream.	Within existing budgets.	01/04/22	31/03/2023 Ongoing	HR Manager	Lack of competitiveness in the market place / impact on budget / higher than desired turnover / loss of organisational knowledge	D	New frameworks for performance management and leadership in a hybrid environment are designed and delivered

SP22/25PG 15.3	Continue to support Equality Diversity and Inclusion initiatives at Waverley. Including the introduction of the Active Citizenship pilot.	Within existing budgets.	01/04/22	31/03/2023 Ongoing	HR Manager	Lack of competitiveness in the market place / impact on budget / higher than desired turnover / loss of organisational knowledge	D	Active citizenship pilot is up and running
SP22/25PG 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.	01/04/22	31/03/2023 Ongoing	HR Manager	Lack of competitiveness in the market place / impact on budget / higher than desired turnover / loss of organisational knowledge	D	Review undertaken
SP22/25PG 15.5	Review and develop the existing benefits scheme to ensure it is clear, flexible and in line with staff requirements.	Within existing budgets.	01/04/22	31/03/2023 Ongoing	HR Manager	Lack of competitiveness in the market place / impact on budget / higher than desired turnover / loss of organisational knowledge	D	Review undertaken
SP22/25PG 15.6	Introduce a plan to recognise the differences in our gender pay gap	Within existing budgets.	01/04/22	31/03/23	HR Manager	Lack of competitiveness in the market place / impact on budget / higher than desired turnover / loss of organisational knowledge	S	Plan in place

Outcome 16. Professional development opportunities are made available to all staff to maximise professionalism, potential and talent								
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
SP22/25PG 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.	01/04/22	31/03/2023 Ongoing	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.	D	Utilisation of levy (£)
SP22/25PG 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.	01/04/22	31/03/2023 Ongoing	HR Manager (SK)		D	Review undertaken
SP22/25PG 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.	01/04/22	31/03/2023 Ongoing	HR Manager (SK)		D	New KPI: satisfaction of employees with induction / onboarding processes
SP22/25PG 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.	01/04/22	31/03/2023 Ongoing	HR Manager (SK)		D	Programme delivered
SP22/25PG 16.4	Undertake an assessment of the L&D module on iTrent	Within existing budgets.	01/04/22	31/03/2023 Ongoing	HR Manager (SK)		D	Assessment undertaken

Ongoing Service Delivery - reviewed annually

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								
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
SP22/25PG 17.1	Provide high quality and timely in-house and legal advice and commission external support as required. 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	01/04/22	31/03/23	Borough Solicitor	Non compliance / reputational damage / costs / strategic risk	D	New KPI: legal instructions / case turnaround times
SP22/25PG 17.2	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.		01/04/22	31/03/23	Borough Solicitor		D	S106 and CIL agreements completed
SP22/25PG 17.3	Undertake a review of external legal spend Ensure the Council is getting value for money for its external legal spend and that it has the optimum balance between internal and external support.		01/04/22	31/03/23	Borough Solicitor		D	Review undertaken. Any identified savings or efficiencies realised.

Outcome 18. Return to 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	D/S*	Success is measured / demonstrated by
SP22/25PG 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.	01/04/22	31/03/24	Legal Business Manager	Non compliance / reputational damage / costs / strategic risk	S	External customer feedback.
SP22/25PG 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.	01/04/22	31/03/24	Legal Business Manager		D	KPI: SP22/25PG5ab % of Local Land Charge searches responded to within 10 working days

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	D/S*	Success is measured / demonstrated by

SP22/25PG 19.1	Comply with the Data Protection Act 2018 Ensure the Council effectively and efficiently manages and governs data in line with the Act. Review of the Information Governance Strategy and preparation of an action plan used to ensure its delivery.	Within existing budgets. Involvement of all colleagues throughout the council	01/04/22	31/03/24	Borough Solicitor / Data Protection Officer	Non compliance / reputational damage / costs / strategic risk	S	Legal compliance. ICO judgements. KPI: SP22/25PG4b % of Data Protection Subject Access Requests responded to within 1 calendar month
SP22/25PG 19.2	Undertake a comprehensive organisation-wide review of data held by the Council (including personal data) Ensure all data held is either held or destroyed in line with data retention schedules.	Anticipated additional capital expenditure c£50k	01/04/22	31/03/24	Borough Solicitor / Data Protection Officer			Review undertaken. Data retention or destruction in line with schedules.
SP22/25PG 19.3	Respond to Freedom of Information Requests Ensure FOI requests are properly processed within the statutory deadlines set	Within existing budgets.	01/04/22	31/03/24	Borough Solicitor / Data Protection Officer		S	KPI: SP22/25PG3b % of FOI and EIR requests responded to within statutory timescale

Team Projects - Multi-year

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	D/S*	Success is measured / demonstrated by
SP22/25PG 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.	01/04/22	31/03/24	Legal Business Manager	Inadequate systems resulting in service failures, inefficient practices, user/customer dissatisfaction and cost.	D	New KPI: legal instructions / case turnaround times
SP22/25PG 20.2	Land Charges system Implementation of new Land Charges IT system	Within existing budgets.	01/04/22	31/03/22	Borough Solicitor / Data Protection Officer		D	System migration complete

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	D/S*	Success is measured / demonstrated by
SP22/25PG 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	01/04/22	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	D	Review undertaken
SP22/25PG 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	01/04/22	31/03/22	Head of Policy and Governance		D	Service KPIs in place for all functions and regularly monitored
SP22/25PG 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	01/04/22	31/03/24	Head of Policy and Governance		D	Processes revised to enable self-service

Outcome 22. The Council's business transformation programme is properly supported by HR, legal, democratic, communications 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	D/S*	Success is measured / demonstrated by
SP22/25PG 22.1	Actively engage with the Council's business transformation programme and ensure that HR, legal, democratic, communications and corporate policy issues are identified early and allocated the necessary time and resources to be worked through.	Within existing budgets	01/04/22	31/03/24	Head of Policy and Governance	Time, cost or quality implications for the business transformation programme	D	Business Transformation project plans and governance arrangements include HR, legal, democratic, communications and corporate policy dimensions

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	D/S*	Success is measured / demonstrated by
SP22/25PG 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	01/04/22	31/03/23	Human Resources Manager	Non-compliance, higher than desired turnover, loss of organisational knowledge, and strategic risk.	D	Advice, guidance and direction is given as necessary
SP22/25PG 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	01/04/22	31/03/23	Communications and Engagement Manager	Communications and engagement actively is unstructured, unfocused and haphazard, ultimately reducing its impact.	D	Comms activity is effective

SP22/25PG 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	01/04/22	31/03/23	Borough Solicitor	Non-compliance / reputational damage / cost / strategic risk	D	Support is provided
SP22/25PG 23.4	Support the Council's Emergency Response - Democratic Services Continue to support hybrid public meetings and to take action as necessary to mitigate where possible, and in line with risk assessments, the risks of covid for those who need to attend.	Within existing budgets	01/04/22	31/03/23	Democratic Services Manager	The Council's approach to becomes dated and out of step with changing demand and expectations.	D	Meetings take place and those attending understand any precautionary measures
SP22/25PG 23.5	Support the Council's Emergency Response - Electoral Services Plan for safe, democratic and effective elections and referendums, taking account of the potential impact of Coronavirus at that time. Plan for a safe and effective annual canvass process.	Within existing budgets	01/04/22	31/03/23	Electoral Services Manager	Non-compliance / lack of confidence in the Councils approach / strategic risk	D	A plan is in place for each poll setting out what actions will be taken in response to the covid situation.

Outcome 24.	The Policy and Governance Service provides support and advice with regards to collaboration activity with Guildford Borough Council.							
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
SP22/25PG 24.1	Provide advice and support in support of the collaboration between Waverley and Guildford Borough Councils. Work with colleagues at Guildford Borough Council to provide advice and support in respect of the various HR, Communications, Legal and Democratic workstreams of the Guildford/Waverley collaboration initiative.	Whilst some workstreams will be supported by in-house provision, there will be some need for additional resource and/or backfill and/or external advice. Costs and approach TBC.	01/04/22	TBC	Head of Service	HR, Communications, Legal and Democratic dimensions of any collaboration activity not properly support.	D	Any collaboration activity is delivered to time, cost, quality

Corporate compliance

Outcome 25.	Standing Corporate Compliance Actions are achieved							
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 BT25.1	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 BT25.2	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 BT25.3	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 BT25.4	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 BT25.5	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 BT25.6	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 BT25.7	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 BT25.8	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 BT25.9	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 BT25.10	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

*D/S - Discretionary /
Statutory

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