

Service Plan 2023-2026 (rolling 3 years)		Executive Head of Service:	Nicola Haymes
		Joint Strategic Director:	Annie Righton
Service:	Communications and Customer Services	Portfolio Holders:	Clr Paul Follows, Clr 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. From time to time Service Plans will 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 the Joint Management Team, O&S Committees and Executive.			
Service Profile			
<ul style="list-style-type: none"> • Communications and engagement • Complaints, Ombudsman • Customer services, • Digital Services • Freedom of Information • ICT and business systems 			
Service Team: Communications and Engagement		Team Leader: Ian Mackie - Communications and Engagement Manager	

Ongoing Service Delivery - reviewed annually

Outcome 1. 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
SP23/26 CCS1.1	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.		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.
SP23/26 CCS1.2	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.	01/04/22	31/03/25	Communications and Engagement Manager	Messages from the Council have limited impact	D	Internal and external customer feedback.
SP23/26 CCS1.3	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.	01/04/22	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.

SP23/26 CCS1.4	<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.
SP23/26 CCS1.5	<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.
SP23/26 CCS1.6	<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.
SP23/26 CCS1.7	<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.	01/04/22	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.
SP23/26 CCS1.8	<p>Make the most of digital (strategic objective 8)</p> <p>(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</p> <p>(ii) Review and improve our website to make sure it meets customer needs and encourages channel-shift</p> <p>(iii) identify and actively monitor KPIs regarding our social media reach and email communication.</p>	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.
SP23/26 CCS1.9	<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.	01/04/22	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: Complaints	Team Leader: Louise Norie - Corporate Policy Manager
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Ongoing Service Delivery - reviewed annually

Outcome 2.	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
SP23/26 CCS2.1	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	31/03/2024 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
SP23/26 CCS2.2	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	31/03/2024 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.
SP23/26 CCS2.3	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	31/03/2024 Ongoing	Corporate Policy Manager, Corporate Complaints Officer	Management of complaints is less efficient	D	New system is in place and functioning

Service Team: Customer Services	Team Leader: Helen Bower - Customer Services Manager
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Ongoing Service Delivery - reviewed annually

Outcome 3.	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
SP23/26 CCS3.1	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
SP23/26 CCS3.2	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

Outcome 4.	An effective support service function is provided to all Council departments and stakeholders							
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Ref. No.	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.							
SP23/26 CCS4.1	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

SP23/26 CCS4.2	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
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Service Team: Digital **Team Leader: Vacant**
Ongoing Service Delivery - reviewed annually

Outcome 5. An effective digital offering that supports both residents and council departments								
Corporate Priority: High quality public services accessible for all/ Local, open, participative government								
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
SP23/26 CCS5.1	Provide an effective website provision that acts as the "front door" for residents and customers to the council	Within existing budgets	01/04/23	31/03/2025 Ongoing	Henry Ascoli	Customers are not able to easily access information about the council and this causes increased contact into the council adding pressure to services	D	Click through rates demonstrate customers are finding information linked to searches A reduction in avoidable contact into the council
SP23/26 CCS5.2	Ensure staff have the support and training required to maintain service webpages including meeting accessibility requirements	Within existing budgets	01/04/23	31/03/2025 Ongoing	Henry Ascoli	Web pages become out of date and provide customers within inaccurate information	D	Web pages are reviewed within defined time frames for accuracy
SP23/26 CCS5.3	Develop and implement a policy of "digital first" customer journeys across the council	May require additional budget bid	01/04/23	31/03/2025 Ongoing	Nicola Haymes/Henry Ascoli	The council could miss opportunities to improve customer experience and achieve efficiencies in processes	D	Digital options are considered as the first default for any changes within the council

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

Outcome 6. 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
SP23/26 CCS6.1	Design and deliver a capital investment programme which will maintain and enhance the IT infrastructure and applications.	As per individual capital bids for 2023/2024	01/04/2023	31/03/2024	IT Manager (LF)	The integrity of the IT systems may be compromised	D	Delivery of capital programme
SP23/26 CCS6.2	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
SP23/26 CCS6.3	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
SP23/26 CCS6.4	Ensure an infrastructure is in place that provides 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
SP23/26 CCS6.5	Complete DR installation at the Memorial Hall	An additional capital bid for 2022/2023 may be required	01/04/2022	30/04/2023	Infrastructure Manager (JH)	Service failure can lead to significant disruption, dissatisfaction and cost	D	Completion of work
SP23/26 CCS6.6	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 7. 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
SP23/26 CCS7.1	Support hybrid working arrangements by supplying remote workers with the appropriate IT equipment	Annual capital bids will be required.	01/11/2021	31/03/2024 Ongoing	IT Manager (LF)	Remote workers will not be operating to maximum effectiveness	D	Internal user feedback

Service Team: Freedom of Information		Team Leader: Vacant						
Ongoing Service Delivery - reviewed annually								
Outcome 8.	Freedom of information requests are effectively undertaken within the organisation							
Corporate Priority: High quality public services accessible for all/ Local, open, participative government								
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
SP23/26 CCS8.1	Respond to Freedom of Information Requests - Ensure FOI requests are properly processed within the statutory deadlines set	Within existing budgets.	01/04/2022	31/03/2024	Executive Head of Communications & Customer Services / Information Rights Coordinator		S	KPI:SP22/25PG3b % of FOI and EIR requests responded to within statutory timescale

Team Projects - Multi-year

Outcome 9.	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
SP23/26 CCS9.1	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

Outcome 10.	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
SP23/26 CCS10.1	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

Corporate compliance

Outcome 10.	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
SP23/26 CCS10.1	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	Executive Head of Communications and Customer Service	Staff performance and personal development is compromised and morale affected.	D	Objective achieved
SP23/26 CCS10.2	Service Plans are reviewed and budget implications fed into budget process.	Dependent on outcome of review, support of the Policy & Performance Officer	August	January	Executive Head of Communications and Customer Service	Corporate Strategy objectives will not be achieved.	D	The Service Plans proposals are prepared and presented to the OS and Executive

SP23/26 CCS10.3	Complete budget preparation in line with agreed timetable.	Within existing budgets, support of Finance Team needed	August	January	Executive Head of Communications and Customer Service	Legal obligations are jeopardised.	D	Budget adopted by Full Council.
SP23/26 CCS10.4	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		Executive Head of Communications and Customer 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
SP23/26 CCS10.5	Internal Audit Recommendations are actioned in line with agreed timescales.	Within existing budgets, support from the Internal Audit Manager	Ongoing		Executive Head of Communications and Customer Service	Organisation is put at risk.	D	no outstanding recommendations
SP23/26 CCS10.6	Annual Review of Employee Risk Assessments.	Within existing budgets, support from Emergency Planning Officer	April	July	Executive Head of Communications and Customer 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.
SP23/26 CCS10.7	Annual Business Continuity Plans Review.	Within existing budgets, support from Emergency Planning Officer	January	February	Executive Head of Communications and Customer 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
SP23/26 CCS10.8	Make sure that Accessibility regulations are adhered to – ensure that all content including all documents that appear on the Waverley website (owned by the service) or any other sub sites created for projects 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		Executive Head of Communications and Customer 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
SP23/26 CCS10.9	EHoS 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		Executive Head of Communications and Customer 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.
SP23/26 CCS10.10	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		Executive Head of Communications and Customer 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: 17/02/2023 10:14

*D/S - Discretionary / Statutory