

Service Plan 2023-2026 (rolling 3 years)		Executive Head of Service:	Susan Sale
		Joint Strategic Director:	Ian Doyle
Service:	Legal and Democratic Services	Portfolio Holders:	to be confirmed
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"> • Business and civic support • Democratic and committee services, including O&S support • Elections • GDPR • Information security, governance • Legal • Monitoring Officer Function 			

Service Team: Democratic Services / Overview & Scrutiny Support	Team Leader: Fiona Cameron - Interim Democratic Services Manager
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Ongoing Service Delivery - reviewed annually

Outcome 1.	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
SP23/26 LD1.1	Support committee meetings Provide effective democratic support to all Council committees, working groups, and relevant management boards.	Within existing budgets.	01/04/23	Ongoing	Democratic Services Manager	Non compliance with statutory provisions	S	Meetings comply with statutory provisions and decisions are taken in a timely and transparent way.
SP23/26 LD1.2	Provide support to O&S committees and develop a positive scrutiny culture Provide excellent scrutiny support to O&S committees to deliver an ambitious and responsive scrutiny programme that supports policy development and good decision-making; foster positive relationships with Scrutiny and Executive leadership, and JMT to ensure scrutiny functions well and positively supports the work of the Council. (NB incorporates Outcome 1, LD1.1, LD1.2 and LD1.3).	Within existing budgets.	01/04/23	Ongoing	Democratic Services Manager	Scrutiny is ineffectual and does not add value	S	Councillors are engaged and make sound recommendations which are adopted by the Executive.
SP23/26 LD1.3	Use IT to save money and be more efficient Continue to develop functionality of Modern.Gov to increase efficiencies in internal working practices and to reduce our reliance on paper by largely phasing out printed agendas and reports by December 2023, continuing and enhancing suitable arrangements where appropriate.	Within existing budgets.	01/04/23	Ongoing	Democratic Services 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).

SP23/26 LD1.4	Deliver a programme of Councillor Learning and Development Deliver a Councillor induction programme following the 2023 Borough elections to support councillors in their community representative and leadership roles and council committee responsibilities; provide a programme of ongoing individual and group learning and development opportunities.	Within existing budgets.	01/04/23	Ongoing	Democratic Services 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.
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Service Team: Business and Civic Support	Team Leader: Becky Noke, Business Support Team Manager							
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Ongoing Service Delivery - reviewed annually

Outcome 2

Corporate Priority:

SP23/26 LD2.1	Provide dynamic 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 King's Coronation.	Within existing budgets.	01/04/23	31/03/24	Executive Support Team Leader	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.
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SP23/26 LD2.2	Provide dynamic business support to the Council Leaders, Deputy Leaders and the Joint Management Team of Waverley and Guildford. Ensure the newly created independent Executive 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.	01/04/23	31/03/24	Executive Support Team Leader	Inefficient use of resources.	D	Senior officers and JMT are supported in carrying out their roles effectively.
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Service Team: Monitoring Officer Function	Team Leader: Susan Sale, Executive Head of Legal & Democratic Services and Monitoring Officer							
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Outcome 3

The Council functions properly, with high standards of governance and ethical conduct

Corporate Priority: Open, democratic and participative governance

	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 LD3.1								
SP23/26 LD3.2	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.	01/04/23	31/03/24	Executive Head of Legal & Democratic Services (Monitoring Officer)	Non compliance / lack of confidence in the Council's approach	S	Advice provided in a timely way.
SP23/26 LD3.3	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.	01/04/23	31/03/24	Executive Head of Legal & Democratic Services (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.

SP23/26 LD3.4	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.	01/04/23	31/03/24	Executive Head of Legal & Democratic Services (Monitoring Officer)	Non compliance / lack of confidence in the Council's approach	D	Reviewed take place
SP23/26 LD3.5	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.	01/04/23	31/03/24	Executive Head of Legal & Democratic Services (Monitoring Officer)	Non compliance / lack of confidence in the Council's approach	D	Training provided
SP23/26 LD3.6	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.	01/04/23	31/03/24	Executive Head of Legal & Democratic Services (Monitoring Officer)	Non compliance / lack of confidence in the Council's approach	S	IPs appointed and consulted as set out in published arrangements.
SP23/26 LD3.7	Keep all registers of interest up to date Ensure Waverley and Town and Parish Councils' Councillors' interests are properly recorded	Within existing budgets.	01/04/23	31/03/24	Executive Head of Legal & Democratic Services (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 4. 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
SP23/26 LD4.1	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.
SP23/26 LD4.2	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 5. 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

SP23/26 LD5.1	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.
SP23/26 LD5.2	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.
SP23/26 LD5.3	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 6.	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
SP23/26 LD6.1	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

Ongoing Service Delivery - reviewed annually

Outcome 7.	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
SP23/26 LD7.1	Provide high quality and timely in-house and legal advice, commission external support as required and review staffing resources 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	30/06/23	Deputy Borough Solicitor	Non compliance / reputational damage / costs / strategic risk	D	New KPI: legal instructions / case turnaround times
SP23/26 LD7.2	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	31/03/24	Deputy Borough Solicitor		D	S106 and CIL agreements completed
SP23/26 LD7.3	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 in conjunction with the review of staffing resources.		01/04/22	30/06/23	Deputy Borough Solicitor		D	Review undertaken. Any identified savings or efficiencies realised.

Outcome 8.	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
SP23/26 LD8.1	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	Nina Wahlberg - Land Charges Team Leader	Non compliance / reputational damage / costs / strategic risk	S	External customer feedback.
SP23/26 LD8.2	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	Nina Wahlberg - Land Charges Team Leader		D	KPI: SP22/25PG5ab % of Local Land Charge searches responded to within 10 working days

Team Projects - Multi-year

Outcome 9.	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
SP23/26 LD9.1	<i>IKEN Case Management System</i> 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	Deputy Borough Solicitor	Inadequate systems resulting in service failures, inefficient practices, user/customer dissatisfaction and cost.	D	New KPI: legal instructions / case turnaround times
SP23/26 LD9.2	<i>Land Charges system</i> Implementation of new Land Charges IT system	Within existing budgets.	01/04/22	TBC	Land Charges Team Leader		D	System migration complete

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 LD10.1	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 Legal & Democratic Services	Staff performance and personal development is compromised and morale affected.	D	Objective achieved
SP23/26 LD10.2	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 Legal & Democratic Services	Corporate Strategy objectives will not be achieved.	D	The Service Plans proposals are prepared and presented to the OS and Executive
SP23/26 LD10.3	Complete budget preparation in line with agreed timetable.	Within existing budgets, support of Finance Team needed	August	January	Executive Head of Legal & Democratic Services	Legal obligations are jeopardised.	D	Budget adopted by Full Council.
SP23/26 LD10.4	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 Legal & Democratic Services	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 LD10.5	Internal Audit Recommendations are actioned in line with agreed timescales.	Within existing budgets, support from the Internal Audit Manager	Ongoing		Executive Head of Legal & Democratic Services	Organisation is put at risk.	D	no outstanding recommendations
SP23/26 LD10.6	Annual Review of Employee Risk Assessments.	Within existing budgets, support from Emergency Planning Officer	April	July	Executive Head of Legal & Democratic Services	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 LD10.7	Annual Business Continuity Plans Review.	Within existing budgets, support from Emergency Planning Officer	January	February	Executive Head of Legal & Democratic Services	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 LD10.8	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 Legal & Democratic Services	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 LD10.9	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		Executive Head of Legal & Democratic Services	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 LD10.10	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 Legal & Democratic Services	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

Last update: 25/05/2023 15:07