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| Service Plan 2023-2026 (rolling 3 years) | | Executive Head of Service: | Robin Taylor |
| | | Strategic Director: | Ian Doyle |
| Service: | Organisational Development | 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 | | | |
| The service exists to be a hub for change, strategy and improvement. | | | |
| It is comprised of the following functions: | | | |
| <ul style="list-style-type: none"> • Climate change • Human Resources • Learning and Development • Payroll • Organisational development/Business Transformation • Strategy, Policy and performance • Programme assurance • Risk management, business continuity | | | |
| Service Team: Sustainability | | Team Leader: Fotini Vickers- Sustainability Manager (SW) | |

Ongoing Service Delivery - reviewed annually

| Outcome 1. | Ensure the impact of the organisation's activities on the environment is reduced / minimised | | | | | | | |
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| Corporate priority: A sense of responsibility by all for our environment, promoting biodiversity, championing the green economy and protecting our planet / 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 |
| SP23/26 OD1.1 | Monitor and manage energy use Monitor energy use within the council's building, services and contracted services and produce the annual Greenhouse Gas Emissions Report and monitor progress against our energy efficiency and carbon reduction targets and identify actions to achieve further reductions. | Officer Time | 01/04/23 | 31/03/2026 | Sustainability Manager | Failure to meet energy efficiency targets. | S | GHG report produced. Energy use reduced and targets met. |
| SP23/26 OD1.2 | Engage with and support the Leisure Services Team in the development of the new Cranleigh Leisure Centre to ensure that its carbon footprint is minimised and makes a significant contribution to the Council's carbon reduction target. | Officer Time | 01/04/23 | 31/03/26 | Sustainability Manager | Failure to meet energy efficiency targets. | D | Support for team provided |
| SP23/26 OD1.3 | Engage with and support the Estates and Leisure Services Teams to ensure that carbon reduction and sustainability measures are built into all retrofitting schemes | Officer Time | 01/04/23 | 31/03/26 | Sustainability Manager | Failure to meet energy efficiency targets. | D | Support for team provided |

Team Projects - Multi-year

| Outcome 2. | Develop and implement initiatives to promote sustainable transport and reduction of use of natural resources | | | | | | | |
|--|--|---|------------|----------|------------------------|---|------|---------------------------------------|
| Corporate priority: A sense of responsibility by all for our environment, promoting biodiversity, championing the green economy and protecting our planet / 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 |
| SP23/26 OD2.1 | Progress the short term actions in the Carbon Neutrality Action Plan Work with all services across Waverley Borough Council, Surrey County Council, Town and Parish Councils and with the wider community to enable them to progress the short term actions in the Carbon Neutrality Action Plan. (CNAP) | Officer Time, Support from all Services | 01/04/23 | 31/03/26 | Sustainability Manager | Failure to identify ways that the council can reduce our carbon emissions and fulfil the commitment the Council has made to be carbon neutral by 2030 | D | Reporting annual progress of the CNAP |

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|---------------|--|---------------------------------|------------|--|------------------------|---|---|--|
| SP23/26 OD2.2 | Continue to deliver the Council's Electric Vehicle (EV) Strategy Deliver the agreed strategy. Work with Car Park Team to identify additional car parks used by commuters and businesses that are suitable for the installation of fast chargers and continue the roll out of EV chargers. Prepare business case and seek external funding. CNAP - T5 | Officer Time | 01/04/23 | 31/03/26 | Sustainability Manager | Failure to provide charging facilities for customers and promote the use of environmentally friendly vehicles. CNAP - T5 | D | By reporting increased number of EV charger installations to MB and Executive |
| SP23/26 OD2.3 | Explore further opportunities for solar energy generation in car parks Work with Parking Services to investigate the viability of installing solar canopies in Waverley owned car parks and if business case supports their introduction, seek funding opportunities. CNAP - E1 | Officer Time | 01/04/23 | 31/03/26 | Sustainability Manager | Failure to deliver action E1 on Carbon Neutrality Action Plan | D | Appoint a consultant to produce a feasibility report which will then be reported back to the Executive. |
| SP23/26 OD2.4 | Street electric vehicle charging pilot Work with Surrey County Council on a 2 year pilot to install on street electric vehicle charging points in each major settlement. CNAP - T1 | Officer Time | 01/04/23 | 31/03/26 | Sustainability Manager | Failure to provide charging facilities for customers and promote the use of environmentally friendly vehicles | D | By reporting increased number of EV charger installations to MB and Executive |
| SP23/26 OD2.5 | Evaluate zero emission fleet vehicle options Investigate the viability of zero emission pool cars and fleet vehicles for business use as a means of promoting behaviour change and prepare a business case based on viability and impact on carbon emissions. CNAP - O5 | Officer Time, Funding allocated | 01/04/23 | 31/03/26 | Sustainability Manager | Failure to deliver action O5 on Carbon Neutrality Action Plan | D | Zero Emission vehicles added to the fleet |
| SP23/26 OD2.6 | Explore further opportunities for solar energy generation in Council Leisure Centres Investigate viability and finance options of rooftop solar PV on a number of leisure centres. Prepare business case including financing options for approval and installation. | Officer Time, Funding allocated | 01/04/23 | 31/03/26 | Sustainability Manager | Failure to identify ways to offset carbon emissions in Waverley and fulfil the commitment the Council has made to be carbon neutral by 2030 | D | Produce feasibility report initially with consultancy help. Produce an options report to Executive Feb/March 2022. |
| SP23/26 OD2.7 | Improve cycle routes Work with SCC and other partners to develop proposals for a network of cycle routes across Waverley, to try to ensure that by 2030 all towns and population centres are connected by dedicated cycle routes. Seek funding opportunities to facilitate their implementation. CNAP -T4 | Officer time. Funding required | 01/01/2022 | 31/03/2022 Revised date 30/12/2022 (RH) | Sustainability Manager | Failure to deliver action T4 on Carbon Neutrality Action Plan | D | Work with SCC, Town & Parish Councils and local community groups to produce an LCWIP. Participate in funding bids in collaboration with SCC and neighbouring Councils. |
| SP23/26 OD2.8 | Work with the Farnham Infrastructure Board Deliver projects that will contribute to the improvement in air quality, the reduction in carbon emissions and the general improvement of the environment. | Officer time. Funding required | 01/04/23 | 31/03/26 | Sustainability Manager | Failure to deliver FIB projects and failure to improve air quality and the environment in Farnham | D | Agreed projects delivered |

Service Team: Human Resources **Team Leader: Jon Formby - HR Manager**

Ongoing Service Delivery - reviewed annually

| Outcome 3. Waverley's HR function is built on solid foundations including digitised policy and process, an evidence-based approach and self-service | | | | | | | | |
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| Corporate Priority: The value and worth of all residents, with opportunities for all, regardless of race, age, disability, religion, gender or sexual orientation, income or wealth / a sense of responsibility by all for our environment, promoting | | | | | | | | |
| 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 OD3.1 | Ensure HR policies are fit-for-purpose and accessible to all Undertake a rolling programme of all HR policies and case management process. Explore opportunities for harmonising policies with Guildford BC. | Within existing budgets. | 01/04/23 | 31/03/26 | HR Manager | HR strategic direction is undermined by unwieldy, unclear or inefficient processes. | D | Policies are reviewed according to the planned schedule |
| SP23/26 OD3.2 | 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. | 01/04/23 | 31/03/26 | HR Manager | HR strategic direction is undermined by unwieldy, unclear or inefficient processes. | D | Forms have been reviewed and automated where necessary |

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| SP23/26 OD3.3 | 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. | 01/04/23 | 31/03/26 | HR Manager | HR strategic direction is undermined by unwieldy, unclear or inefficient processes. | D | Transition from manual input to Itrent self-service |
| SP23/26 OD3.4 | 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. | 01/04/23 | 31/03/26 | HR Manager | HR strategic direction is undermined by unwieldy, unclear or inefficient processes. | D | Learning and development is provided |
| SP23/26 OD3.5 | Maximise the value of partnership and collaborative 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. Maximise the value of the collaboration initiative with Guildford Borough Council: sharing best practice and ideas and engaging on any shared staffing arrangements which are put in place. | Within existing budgets. | 01/04/23 | 31/03/26 | 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 4. 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 |
| SP23/26 OD4.1 | Support Transformation and Collaboration activity Support the Council's work to develop and assess business cases for further collaboration with Guildford Borough Council and to plan and deliver a programme of business transformation and collaboration. | Within existing budgets. | 01/04/23 | 31/03/26 | 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 |
| SP23/26 OD4.2 | Provide an accurate and controlled payroll service Ensure 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. | 01/04/23 | 31/03/26 | HR Manager | The Council does not achieve value for money from its most important and biggest asset - staff. | S | Pay is accurate and timely |
| SP23/26 OD4.3 | Effectively manage employee relations and staff change Maintain a good grip on Employment Relationship, Change and Case Management | Within existing budgets. | 01/04/23 | 31/03/26 | HR Manager | The Council does not achieve value for money from its most important and biggest asset - staff. | D | Internal customer feedback |
| SP23/26 OD4.4 | Review internal and external recruitment procedures and systems Reduce re-advertising, vacancy rates and time to recruit. | Within existing budgets. | 01/04/23 | 31/03/26 | HR Manager | The Council does not achieve value for money from its most important and biggest asset - staff. | D | KPI: time taken to recruit |
| SP23/26 OD4.5 | 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. | 01/04/23 | 31/03/26 | 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 |

| Outcome 5. Staff are valued, recognised, supported and engaged | | | | | | | | |
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| Corporate Priority: ALL | | | | | | | | |
| Ref. No. | Actions / Outputs | Reference any additional resources needed | Start Date | End Date | Lead Officer | Impact of not completing the action | D/S* | Success is measured / demonstrated by |
| SP23/26 OD5.1 | Promote staff and councillor wellbeing Provide a comprehensive programme of wellbeing activities and workshops. Adhere to our Time to Change pledge and Wellbeing Charter. Continue to provide learning and discussion opportunities to support wellbeing. | Within existing budgets. | 01/04/23 | 31/03/26 | 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 |

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| SP23/26 OD5.2 | Develop a modern culture of high performance Promote a remote working performance based culture in line with current technology and flexible working practices. Support the organisation to embed frameworks relating to Performance Management and Leadership in a hybrid working culture. | Within existing budgets. | 01/04/23 | 31/03/26 | 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 |
| SP23/26 OD5.3 | 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. | 01/04/23 | 31/03/26 | HR Manager | Lack of competitiveness in the market place / impact on budget / higher than desired turnover / loss of organisational knowledge | D | Review undertaken |
| SP23/26 OD5.4 | Review and develop the existing staff benefits scheme to ensure it is clear, flexible and in line with staff requirements. | Within existing budgets. | 01/04/23 | 31/03/26 | HR Manager | Lack of competitiveness in the market place / impact on budget / higher than desired turnover / loss of organisational knowledge | D | Review undertaken |

| Outcome 6. 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 |
| SP23/26 OD6.1 | 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. | 01/04/23 | 31/03/26 | HR Manager | 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 (£) |
| SP23/26 OD6.2 | Review of our annual Performance Agreement and 1:1 meeting framework Focus on the setting and achievement of SMART objectives. | Within existing budgets. | 01/04/23 | 31/03/26 | HR Manager | | D | Review undertaken |
| SP23/26 OD6.3 | 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. | 01/04/23 | 31/03/26 | HR Manager | | D | New KPI: satisfaction of employees with induction / onboarding processes |
| SP23/26 OD6.4 | 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. | 01/04/23 | 31/03/26 | HR Manager | | D | Programme delivered |

Service Team: Business Transformation **Team Leader: Yasmine Makin- Business Transformation Manager**

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

| Outcome 7. The first phase of the Corporate Business Transformation Programme (BT1) is completed on time and delivers the required cashable savings | | | | | | | | |
|--|--|---|------------|----------|---------------------------------|--|------|---------------------------------------|
| Corporate Priority: A financially sound Waverley, with infrastructure and services fit for the future. | | | | | | | | |
| Ref. No. | Actions / Outputs | Reference any additional resources needed | Start Date | End Date | Lead Officer | Impact of not completing the action | D/S* | Success is measured / demonstrated by |
| SP23/26 OD7.1 | Undertake a programme review of the first phase of the Corporate Business Transformation Programme. Identify lessons learnt. Document and baseline savings. Identify and document outstanding projects and actions to be carried forward into the second phase of the programme (BT2). | Within existing budgets | 01/04/23 | 31/03/26 | Business Transformation Manager | The medium term financial plan will not be delivered | D | Savings achieved |

| Outcome 8 The next phase of the Corporate Business Transformation Programme (BT2) is defined, planned and resourced. The new business transformation plan encompasses and tracks all business change and transformation related to the Guildford and Waverley collaboration initiative, including the consideration and implementation of further business cases for collaboration. | | | | | | | | |
|--|-------------------|---|------------|----------|--------------|-------------------------------------|------|---------------------------------------|
| 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 |

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|---------------|---|--|----------|----------|---------------------------------|--|---|--|
| SP23/26 OD8.1 | Defining the objectives Confirm vision and strategic, environmental and financial objectives. | Recruitment to vacant manager and officer posts (already within establishment budget). Any further revenue or capital resources requirements to be identified and considered at business case review stage. | 01/04/23 | 31/08/23 | Business Transformation Manager | Programme objectives are not properly defined, leading to poor programme control and scope creep. | D | Clearly defined vision, objectives and drivers for change. |
| SP23/26 OD8.2 | Explore options and possibilities Develop Strategic Outline Business Case(s) for further change. Define constraints and dependencies. | | 01/04/23 | 31/08/23 | Business Transformation Manager | Premature decision-making or opportunity cost. | D | A phased project plan. |
| SP23/26 OD8.3 | Resources Recruit to key vacant posts within Business Transformation Team. Identify required resources to lead and deliver change. Upskill in-house teams to embed a resilient approach and reduce unnecessary reliance on external organisations or consultants. | | 01/04/23 | 31/08/23 | Business Transformation Manager | Resource is insufficient to meet project in terms of time and/or cost and/or quality. Business objectives not met. Knock-on impact on recruitment and retention. | D | The Council has the right resources in place to transform its operations. |
| SP23/26 OD8.4 | Project initiation, feasibility, and design Starting up and documenting our approach. Project-planning. Risk analysis and management. | | 01/04/23 | 31/08/23 | Business Transformation Manager | Programme objectives are not properly defined, leading to poor programme control and scope creep. | D | The Council has a robust project plan in place. Risks have been identified and are being managed. |
| SP23/26 OD8.5 | Communications and Engagement Engaging and consulting stakeholders. Keeping everyone informed. | | 01/04/23 | 31/03/26 | Business Transformation Manager | Stakeholders are not informed, consulted or involved leading to dissatisfaction and missed opportunities for insight and support. | D | Programme communications and engagement plan is in place. |
| SP23/26 OD8.6 | Governance Transformation and collaboration project team and project board. Formal decision-making by Full Council, Executive and, where appropriate, the Joint Governance Committee with Guildford Borough Council. | | 01/04/23 | 31/03/26 | Business Transformation Manager | Decisions are not properly made which leads to risk, challenge or delay. | D | Project plan includes all key decision-making milestones. Committees, sub-committees and joint committees are engaged as per the Constitution. |
| SP23/26 OD8.7 | Delivery Programme delivery and performance monitoring. Programme assurance. | | 01/04/23 | 31/03/26 | Business Transformation Manager | Programme not delivered. | D | Programme delivered. |
| SP23/26 OD8.8 | Review Post implementation review and lessons learnt | | 01/04/23 | 31/03/26 | Business Transformation Manager | Lessons learnt are not captured and this impacts on the quality of future decision-making and policy-making. | D | 31/08/23 |

| Outcome 9. | Business Transformation Programme - Carry out a review of Agency Spend | | | | | | | |
|-------------------|---|---|------------|----------|---------------------------------|---|------|---------------------------------------|
| | Corporate Priority: A sense of responsibility by all for our environment, promoting biodiversity, championing the green economy and protecting our planet /A financially sound Waverley, with infrastructure and services fit for the future | | | | | | | |
| Ref. No. | Actions / Outputs | Reference any additional resources needed | Start Date | End Date | Lead Officer | Impact of not completing the action | D/S* | Success is measured / demonstrated by |
| SP23/26 OD9.1 | To review agency spend to ensure the Council is getting value for money from its staffing budgets | Within existing budgets | 01/04/23 | 31/03/26 | Business Transformation Manager | Although cashable savings are not anticipated poor practice and inefficient spend, if identified, should not perpetuate | D | Deliverables set out in PID achieved |

| Outcome 10. | Business Transformation Programme - Customer Services Programme - The corporate customer services project is delivered, achieving key objectives including cashable savings and improved satisfaction with Council services | | | | | | | |
|--------------------|---|---|------------|----------|---------------------------------|--|------|---------------------------------------|
| | Corporate Priority: A sense of responsibility by all for our environment, promoting biodiversity, championing the green economy and protecting our planet /A financially sound Waverley, with infrastructure and services fit for the future | | | | | | | |
| Ref. No. | Actions / Outputs | Reference any additional resources needed | Start Date | End Date | Lead Officer | Impact of not completing the action | D/S* | Success is measured / demonstrated by |
| SP23/26 OD10.1 | As part of BT2 implement Wave 2 of the Customer Services Review | Within existing budgeted | 01/04/23 | 31/03/26 | Business Transformation Manager | Projected cashable savings will not be delivered thus impacting on budget planning | D | Number of services covered by the CSC |

| Outcome 11. | Data and Information recognised as a corporate asset, and as such, actively managed to support our digital first aspiration and successful delivery of our services | | | | | | | |
|--------------------|--|---|------------|----------|--------------|-------------------------------------|------|---------------------------------------|
| | 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 |

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|----------------|--|--|------------|------------|---|---|---|--|
| SP23/26 OD11.1 | Delivery of Year 2 Action Plan of Information and Data Management Programme (IDMP) | Within existing budgets | 01/04/2023 | 31/03/2024 | Information Manager | Poor practices affecting service delivery and delaying our digital transformation | D | Progressive changes across the organisation through series of team specific projects |
| SP23/26 OD11.2 | Refresh of the key Information Governance documentation, including Information Management Policy. | Within existing budgets | 01/04/2023 | 30/09/2023 | Information Manager | Poor practices affecting service delivery and delaying our digital transformation | S | Key documents created and approved by management and councillors for adoption |
| SP23/26 OD11.3 | Creation of internal Information and Data Management Resource SharePoint page to be used by staff and management to aid with improved data and record management practices | Within existing budgets | 01/04/2023 | 30/06/2023 | Information Manager | Poor practices affecting service delivery and delaying our digital transformation | D | Resource page exists and is being used by staff and management |
| SP23/26 OD11.4 | Undertake a comprehensive organisation-wide review of data held by the Council (including personal data) in order to develop a Functional Data Classification Scheme to aid with automation of data labelling , retention and deletion | Anticipated additional capital expenditure c£50k | 01/04/2023 | 31/03/2025 | Executive Head of Legal & Democratic Services / Data Protection Officer | Poor practices affecting service delivery and delaying our digital transformation, as well as lack of legislative compliance with effective data disposal | S | Review undertaken. Data retention or destruction in line with schedules. |

Service Team: Corporate Policy **Team Leader: Louise Norie - Corporate Policy Manager**

Ongoing Service Delivery - reviewed annually

| Outcome 12. The Council has a Corporate Strategy in place, underpinned by an effective performance management framework and culture | | | | | | | | |
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| Corporate Priority: ALL | | | | | | | | |
| Ref. No. | Actions / Outputs | Reference any additional resources needed | Start Date | End Date | Lead Officer | Impact of not completing the action | D/S* | Success is measured / demonstrated by |
| SP23/26 OD12.1 | 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 | 01/04/23 | 31/03/26 | Corporate Policy Manager, Policy and Performance Officer | Performance doesn't improve | D | Provision of timely, relevant quarterly performance reports and other information on demand. |
| SP23/26 OD12.2 | 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 | 01/04/23 | 31/03/26 | 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. |
| SP23/26 OD12.3 | 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 | 01/04/23 | 31/03/26 | Corporate Policy Manager, Policy and Performance Officer | Scope creep, non delivery, lack of focus. | D | Project management framework and paperwork is consistently used. |

| Outcome 13. 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 |
| SP23/26 OD13.1 | 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 | 01/04/23 | 31/03/26 | Corporate Policy Manager | Non compliance and not benefiting from diversity | S | All duties under the Equality Act are met. |
| SP23/26 OD13.2 | 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 | 01/04/23 | 31/03/26 | Corporate Policy Manager | EQIAs not routinely or properly done | D | Equality Impact Assessments are undertaken and are considered / discussed by those taking decisions. |

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| SP23/26 OD13.3 | Ensure corporate equality, diversity and inclusion objectives meet the needs of our residents and reflect the aspirations of the Council Ensure the EDI Action Plan is refreshed in July 2023 to reflect any changes in the Corporate Strategy and implemented according to target dates in the Plan | Within existing budgets | 01/04/23 | Action Plan refreshed July 2023 Implementation ongoing | Corporate Policy Manager | Negative impact on recruitment and the culture of the organisation. | D | Good recruitment outcomes and a workforce that is confident to be themselves. |
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Corporate compliance

| Outcome 14. 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 OD14.1 | 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 Organisational Development | Staff performance and personal development is compromised and morale affected. | D | Objective achieved |
| SP23/26 OD14.2 | 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 Organisational Development | Corporate Strategy objectives will not be achieved. | D | The Service Plans proposals are prepared and presented to the OS and Executive |
| SP23/26 OD14.3 | Complete budget preparation in line with agreed timetable. | Within existing budgets, support of Finance Team needed | August | January | Executive Head of Organisational Development | Legal obligations are jeopardised. | D | Budget adopted by Full Council. |
| SP23/26 OD14.4 | 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 Organisational Development | 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 OD14.5 | Internal Audit Recommendations are actioned in line with agreed timescales. | Within existing budgets, support from the Internal Audit Manager | Ongoing | | Executive Head of Organisational Development | Organisation is put at risk. | D | no outstanding recommendations |
| SP23/26 OD14.6 | Annual Review of Employee Risk Assessments. | Within existing budgets, support from Emergency Planning Officer | April | July | Executive Head of Organisational Development | 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 OD14.7 | Annual Business Continuity Plans Review. | Within existing budgets, support from Emergency Planning Officer | January | February | Executive Head of Organisational Development | 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 OD14.8 | 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 Organisational Development | 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 |

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| SP23/26 OD14.9 | 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 Organisational Development | 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 OD14.10 | 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 Organisational Development | 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: 25/05/2023 15:26

*D/S - Discretionary / Statutory