

# APPENDIX K

## WAVERLEY BOROUGH COUNCIL

EXECUTIVE – 9 APRIL 2013

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**Title:**

**SERVICE PLAN ACTION PLANS 2013/14**

**[Portfolio Holder: Cllr Mike Band]**

**[Wards Affected: All]**

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**Summary and purpose:**

This report presents the draft Service Plans for all of the Council's services for 2013/14. The Plans set out strategic actions for each service, delivering the Council's corporate priorities, for 2013/14. A Joint meeting of the Overview and Scrutiny Committees took place on 12 March 2013 to allow Members to receive short presentations from each Head of Service regarding the main elements of their plan, and to enable them to make any observations on the plans to the Executive. The observations are set out at the end of the report.

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**How this report relates to the Council's Corporate Priorities:**

Waverley's performance management framework helps ensure that Waverley delivers against all its Corporate Priorities. Service Plans form an important part of this, setting out the strategic tasks for each service for the coming year, and how they help to deliver the Council's priorities.

**Financial Implications:**

Draft Service Plans were prepared as part of the budget process and include a section identifying resources against each action.

**Legal Implications:**

There are no specific legal implications arising from this report.

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**Introduction**

1. Each year Service Plans are prepared which contain the service objectives for the coming year. The Plans form an important part of Waverley's Performance Management Framework – forming the link between the Council's Corporate Priorities (VALUE) and appraisal goals for individual members of staff.
2. The plans, which also include sections on equality impact assessments and complaints, have been previously circulated to all Councillors with the agenda for the Joint Overview and Scrutiny Committee and are available on the website. The Executive is asked to consider these plans in light of any comments made by the Overview and Scrutiny Committees and endorse the actions and targets within them. Heads of Service and Corporate

Management Team will monitor progress against these plans through 2013/14.

### **Performance Indicator Targets**

3. Performance indicators for each service and targets for the next year, which are reported separately to Overview and Scrutiny Committees and the Executive, will be added to the Service Plans before they are published on the Waverley website in April 2013.
4. The actions in the Service Plan will be monitored throughout the year using 'Covalent' – the Council's performance management software.

### **Observations from the Special Joint Overview and Scrutiny Committees**

5. The Joint Committee received presentations from the Chief Executive and Heads of Service on the key elements within their Service Plans for 2013-14 and then made the following observations:-

#### CMT

It was agreed that the first objective should read 'Maintain' Waverley as a leading authority, rather than 'establish'.

#### Community Services

- Clarification was sought about the amount of partnership working taking place between Waverley Training Services (WTS) and other external providers to deliver the service
- Further information was sought about woodfuel under action point CS/30 and the percentage of energy to be delivered by it.

#### Customer, IT and Office Services

- Confirmation was given that all steps are taken to ensure the network is secure, including vulnerability testing; and
- Concern was raised whether the local authority should be involved in school engagement to promote climate change (action point C&O/32).

#### Democratic and Legal Services

- A medium-term target of May 2015 was given for the introduction of a tablet device for councillors to receive their committee papers
- It was confirmed that an in-house legal service was more effective than shared working with external providers

#### Elections

It was requested that more modern electronic methods were used at election counts.

#### Environmental Services

- It was confirmed that all potential payment options at Waverley Car Parks would be explored before being considered by councillors
- Clarification was requested about the criteria to be introduced to facilitate reduced assisted collections (ES1.6)
- Service Plan action ES5.1 should not pre-empt any decision on the outcome of the consultation on Wey Hill Car Park..

### Housing

- A request was made for improved fencing around properties to enhance the environment
- There was a desire to ensure that at least 85% of the approved annual capital budget was spent (H/1.1)
- It was requested that certainty be given to residents about the future use of community rooms (H/2.17)
- Collaboration was needed between housing and leisure to streamline the approach to health/wellbeing (H/2.18)
- Tenant involvement should feature in implementing the service plan
- There was a need to ensure that estate walkabouts were effective and
- Consideration be given to how antisocial behaviour is addressed in the future (H/4.6)

### Organisation Development

It was proposed that best use of partnership working continues to be made, where appropriate (OD 10 & 11).

### Planning

- It was proposed that member involvement at pre-application stage of the planning process should be pursued and
- Member and officer engagement in the Core Strategy was essential, along with regular updates on the process.

### Strategic HR

- It was suggested that 100% appraisals of staff should be conducted to identify training and development needs and it was confirmed that it was already happening. It was also emphasised that it was necessary to take action as a result of the appraisal process, where needed (SHR/09).
- It was identified that Member development and involvement should be reflected in a service plan.
- Staff were highly commended at Waverley but it was recognised that there was a need to ensure continued staff satisfaction and
- Councillors questioned the use of agency staff to deliver our services.

6. As a result of the observations set out above, the following amendments to the Service Plans are proposed:-

Democratic & Legal Service Action Plan						
Desired outcome / Objective		Democratic – maintain high standards of governance and decision-making				
Ref	Action(s)	Timescale Deadlines	Lead Officer	Resource Implications Cap/Rev	EqlA Needed?	Success Criteria / Measures
D&L/04	To continue to offer a comprehensive member development programme	Ongoing	Emma McQuillan	Within agreed budgets	N	Member satisfaction survey Increased numbers attending training events

CMT Action Plan	
Desired outcome / Objective	To <b>establish maintain</b> Waverley as one of the leading authorities in the country, delivering value for money and high quality services to those who live and work in Waverley

Customer, IT and Offices Action Plan						
Desired outcome / Objective		Sustainability – Encourage CO <sub>2</sub> reductions in the wider Waverley community				
Ref	Action(s)	Timescales Deadlines	Lead Officer	Resource Implications Cap/Rev	EqlA Needed?	Success Criteria / Measures
C&O/32	Education: Schools engagement to promote <del>climate-change</del> <u>sustainability</u> . Surrey wide schools sub group will be focusing on joint Surrey wide schools work.		Fotini Kallipoliti			Number of initiatives and take up from schools within Waverley

Environmental Services Action Plan						
Desired outcome / Objective		Deliver agreed car parking projects and continuously review the impact of the Car Park Review 2011				
Ref	Action(s)	Timescales Deadlines	Lead Officer	Resource Implications Cap/Rev	EqlA Needed?	Success Criteria / Measures
ES 5.1	Wey Hill Car Park refurbishment – submit and obtain Common Land Consent for works	Informal consultation concludes Dec 2012. Formal application submitted (with attendant consultation) in March 2013	Rob Anderton/ Margaret Jerome	£342,000 capital scheme. Additional £1,500 for consultation (+ £20k contingency for public enquiry) <u>If a subsequent</u>	Y	<ul style="list-style-type: none"> <li>Robust consultation process carried out.</li> <li>'Common Land Consent' obtained for the project</li> <li>Refurbishment project delivered.</li> <li><del>Amendment to Parking Order made to enable introduction of charging, including further statutory</del></li> </ul>

		Tender process prepared ready for application outcome. <del>Depending upon decision timetable and outcome, charges introduced by Feb 2014.</del>		<del>decision is made to charge, the site is likely to generate £100-120k per annum</del> Anticipated annual income post completion of £100-120k per annum depending on agreed tariff structure.		<del>consultation.</del>
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Organisational Development Action Plan						
Desired outcome / Objective		Support the delivery of Waverley's corporate priorities and objectives in the most efficient manner to deliver value in all of Waverley's services to our customers. Transform our ways of working to encourage innovation, efficiency and improved customer service.				
Ref	Action(s)	Timescales Deadlines	Lead Officer	Resource Implications Cap/Rev	EqIA Need ed?	Success Criteria / Measures
OD/10	Identify possible savings in procurement across Waverley through analysis of contract opportunities and collaboration with Surrey Procurement Officers Group.  <u>Keep under review opportunities for partnership working and delivery that will benefit Waverley and its residents.</u>	On-going  <u>On-going</u>	Louise Norie/ Stephen McCloskey			

Strategic HR Action Plan						
Desired outcome / Objective		Operate first class HR policies and practices				
Ref	Action(s)	Timescales Deadlines	Lead Officer	Resource Implications Cap/Rev	EqIA Need ed?	Success Criteria / Measures
SHR/09	Present metrics to	By June	Jenny	Staff time	No	Framework for metrics

	demonstrate contribution of HR policies and practices, <u>such as appraisals</u> , to Waverley's overall performance management	2013 Establish quarterly reports to CMT	Deaves			to be recommended and agreed at CMT by June 2013. Benchmark other leading authorities. Monitor our progress on talent management and succession planning, equality and diversity, appraisals/performance management and staff engagement, impact of our investment in leadership training (ILM), impact of our HR policies and practices.
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### **Recommendation**

It is recommended that

1. the observations from the special Joint Meeting of the Overview and Scrutiny Committees be considered, along with the proposed actions or amendments set out at paragraph 6; and
2. the Service Plan Action Plans for 2013-14 be endorsed.

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### **Background Papers**

There are no background papers (as defined by Section 100D(5) of the Local Government Act 1972) relating to this report.

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