

To: All Members and Substitute Members of  
the Overview & Scrutiny Committee -  
Community Wellbeing  
(Other Members for Information)

When calling please ask for:  
Kimberly Soane, Democratic Services Officer  
**Policy and Governance**  
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Direct line: 01483 523258  
Date: 5 March 2021

**Membership of the Overview & Scrutiny Committee - Community Wellbeing**

Cllr Kevin Deanus (Chairman)	Cllr Mary Forsyszewski
Cllr Kika Mirylees (Vice Chairman)	Cllr Val Henry
Cllr Sally Dickson	Cllr John Robini
Cllr Jenny Else	Cllr George Wilson

**Substitutes**

Cllr Chris Howard	Cllr Jerry Hyman
Cllr Joan Heagin	Cllr Trevor Sadler

**Members who are unable to attend this meeting must submit apologies by the end of Tuesday, 9 March 2021 to enable a substitute to be arranged.**

Dear Councillor

A meeting of the OVERVIEW & SCRUTINY COMMITTEE - COMMUNITY WELLBEING will be held as follows:

DATE: TUESDAY, 16 MARCH 2021

TIME: 7.00 PM

PLACE:

The Agenda for the Meeting is set out below.

The meeting can be viewed remotely in accordance with the provisions of The Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020, via the Council's YouTube page.

Yours sincerely

ROBIN TAYLOR  
Head of Policy and Governance

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## **Waverley Corporate Strategy 2020 - 2025**

### **Vision**

*Our vision is that Waverley will be environmentally, economically and financially sustainable with healthy, inclusive communities and housing available for all who need it.*

Our strategic priorities:

- ✓ Local, open, participative government
- ✓ Supporting a strong, resilient local economy
- ✓ Taking action on Climate Emergency and protecting the environment
- ✓ Good quality housing for all income levels and age groups
- ✓ Effective strategic planning and development management to meet the needs of our communities
- ✓ Improving the health and wellbeing of our residents and communities
- ✓ Financial sustainability

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### **Good scrutiny:**

- is an independent, Member-led function working towards the delivery of the Council's priorities and plays an integral part in shaping and improving the delivery of services in the Borough;
- provides a critical friend challenge to the Executive to help support, prompt reflection and influence how public services are delivered;
- is led by 'independent minded governors' who take ownership of the scrutiny process; and,

- amplifies the voices and concerns of the public and acts as a key mechanism connecting the public to the democratic process.

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## **NOTES FOR MEMBERS**

Members are reminded that contact officers are shown at the end of each report and members are welcome to raise questions etc in advance of the meeting with the appropriate officer.

## **AGENDA**

8. **SERVICE PLANS 2021-24** (Pages 5 - 18)

To scrutinise the rolling Service Plans 2021-24. Led by Head of Commercial Services, Head of Environment and Regulatory Services,.

**Officer contacts:**

**Mark Mills, Policy Officer - Scrutiny**

**Tel. 01483 523078 or email: [mark.mills@waverley.gov.uk](mailto:mark.mills@waverley.gov.uk)**

**Kimberly Soane, Democratic Services Officer**

**Tel. 01483 523258 or email: [kimberly.soane@waverley.gov.uk](mailto:kimberly.soane@waverley.gov.uk)**

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**WAVERLEY BOROUGH COUNCIL**

**COMMUNITY WELLBEING OVERVIEW AND SCRUTINY COMMITTEE – 16 MARCH  
2021**

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**Title:**

**Service Plans 2021 – 2024**

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**Portfolio Holder:** Cllr John Ward, Leader – Corporate Strategy  
Cllr Mark Merryweather – Portfolio Holder for Finance, Assets and Commercial  
Cllr Liz Townsend – Portfolio Holder for Economic Development, Parks and Leisure  
Cllr Michaela Martin - Portfolio Holder for Health, Wellbeing and Culture  
Cllr Anne-Marie Rosoman - Portfolio Holder for Housing and Community Safety  
Cllr Nick Palmer - Portfolio Holder for Operational and Enforcement Services  
Cllr Andy Macleod - Portfolio Holder for Planning Policy, Services and Brightwells

**Head of Service:** Kelvin Mills, Head of Commercial Services  
Andrew Smith, Head of Housing Delivery & Communities  
Richard Homewood, Head of Environmental & Regulatory Services

**Key decision:** No

**Access:** Public

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**1. Purpose and summary**

- 1.1 The purpose of this report is to present the three-year rolling Service Plans for April 2021 to March 2024 for the service areas under the remit of this Committee.
- 1.2 The 2021-24 Service Plans for this Committee are set out at Annexe 1.

**2. Recommendation**

It is recommended that the Community Wellbeing Overview & Scrutiny Committee:

Considers the Service Plans for 2021-24 as set out at Annexe 1 and makes any comments or recommendations to the Executive.

**3. Reason for the recommendation**

To ensure the Service Plans are scrutinised effectively.

#### **4. Background**

- 4.1 The Service Plans are prepared by Heads of Services in consultation with their teams and Portfolio Holders to set out the service objectives for the coming three years in line with the Corporate Strategy and the Medium Term Financial Plan. They are an important management tool to ensure Council objectives are achieved and progress is monitored through the quarterly performance management report. The Plans are 'living' documents and will be subject to continuous improvement to reflect the needs of the organisation.

#### **5. Relationship to the Corporate Strategy and Service Plan**

- 5.1 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 business priorities for each service for the coming three years, and how they help to deliver the Council's priorities.

#### **6. Implications of decision**

##### **6.1 Resource (Finance, procurement, staffing, IT)**

Service Plans are prepared as part of the budget process and any financial implications are included in the draft budget.

##### **6.2 Risk management**

Any risks associated with the Service Plan actions are included in the Plan.

##### **6.3 Legal**

Any legal implications associated with the Service Plan actions are included in the Plan.

##### **6.4 Equality, diversity and inclusion**

Equality impact assessments are carried out when necessary, to ensure service delivery meets the requirements of the Public Sector Equality Duty under the Equality Act 2010.

##### **6.5 Climate emergency declaration**

Each service has taken into consideration new environmental and sustainability objectives arising from the Climate Emergency introduced by the Council in September 2019.

#### **7. Consultation and engagement**

- 7.1 Service Plans will include consultation proposals where appropriate. The scrutiny stage starts with the review by the Overview and Scrutiny Committees during the March cycle and final approval by the Executive at the March meeting.

## **8. Other options considered**

8.1 Not applicable.

## **9. Governance journey**

9.1 The Overview and Scrutiny Committees will pass on their comments and recommendations to the Executive who will take these into consideration when approving the proposals. Once approved the Service Plans will guide the Council's operations for the coming year and the next scheduled review will take place in autumn 2021, when the new proposals for the year 2022-2025 will be considered.

### **Annexes:**

Annexe 1 – Commercial Services, Housing Delivery & Communities, and Environment & Regulatory Services Service Plans.

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### **Background Papers**

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

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### **CONTACT OFFICER:**

Name: Louise Norie  
Position: Corporate Policy Manager  
Telephone: 0148 3523464  
Email: [louise.norie@waverley.gov.uk](mailto:louise.norie@waverley.gov.uk)

Agreed and signed off by:

Legal Services: N/A

Head of Finance: N/A

Strategic Director: 23 February 2021

Portfolio Holder: 23 February 2021

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<b>Service Plan 2020-2023</b>		<b>Head of Service:</b>	<b>Kelvin Mills</b>
		<b>Strategic Director:</b>	<b>Graeme Clark</b>
<b>Service:</b>	<b>Commercial Services</b>	<b>Portfolio Holders:</b>	<b>Cllr Andy Macleod, Cllr Michaela Martin, Cllr Mark Merryweather, Cllr Liz Townsend</b>

This Service Plan is a rolling three year programme of both business as usual and project activity. It is reviewed annually to ensure it is consistent with and reflects the Council's priorities and the Medium Term Financial Plan. It has also been prepared within the context of the Covid pandemic which has had an impact on the timing of some projects due to staffing and resourcing implications. From time to time Service Plans will also be subject to review by councillors and officers as a result of the need to reprioritise resources to react to changing circumstances or opportunities.

<b>Service Profile</b>
The Communities Service is comprised of seven teams which deliver specific functions:
<b>Arts and Culture</b> - Supports the cultural services within the borough maximising funding for arts and culture. Oversees and manages community facilities and museums in our towns and villages.
<b>Careline</b> - Offers a community alarm service to help people live longer and independently at home.
<b>Green Spaces Team</b> - The Parks team manage our grounds maintenance contractor who looks after the greenspaces throughout the Borough ensuring quality greenspace, sports pitches and play areas. The team also lead on traveller encampments on Waverley land and manage pavilions, community facilities and halls around the borough. The Ranger Team manage and maintain the countryside areas within Waverley's ownership ensuring accessibility and biodiversity is in line with national and local policy. The Tree Risk team oversee all trees on Waverley Borough and Housing land.
<b>Waverley Training Services</b> - Delivers apprenticeships and study programs for young people to help them into employment and further education.
<b>Leisure</b> - The primary focus of the leisure team is the contract management of Places Leisure who operate our five leisure centres, ensuring a high quality of service and maximising usage. In addition the team focus on increasing physical activity and the health and wellbeing of the residents of Waverley.
<b>Building Control (including Street Naming)</b> - Is concerned with the structure, safety, accessibility and sustainability of development. The Team provides pre application advice, assesses building control applications and notices and carries out enforcement of unauthorised work. Waverley Building Control operates in a commercial environment and is in competition with Approved Inspectors.
<b>Corporate Projects</b> - Seek to maximise the Council's land and building assets working closely with teams across services focusing on corporate priorities as identified in the Commercial Strategy.

<b>Service Team: Arts &amp; Culture</b>	<b>Team Leader: Charlotte Hall - Community Development Officer (Arts)</b>
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<b>Business As Usual - Annual</b>
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<b>Outcome 1.</b>	<b>Culture contributes to the wellbeing of all our communities</b>					
	<b>Corporate Priority:</b> The value and worth of all residents, with opportunities for all, regardless of race, age, disability, religion, gender or sexual orientation, income or wealth.					
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
CS1.1	Work with partners to explore alternative creative uses for community buildings and assets.	None	01/04/2022	01/10/2022	Community Development Officer - Arts	Missed opportunity to provide cultural provision in communities and generate efficiencies.

<b>Outcome 2.</b>	<b>Culture contributes to the development of distinctive places</b>					
	<b>Corporate Priority:</b> A strong, resilient local economy, supporting local businesses and employment / 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
CS2.1	Deliver the Brightwells Public Art commissions; ensuring art works are installed and public interpretation is in place for the scheme's opening.	Support from Communities and Planning teams	01/04/2020	01/11/2022	Community Development Officer - Arts	Reputational risks and a failure to meet the Section 106 obligations for Brightwells.
CS2.2	Update the Infrastructure Delivery Plan to include proposals for cultural infrastructure and support cultural partners in developing applications for CIL where eligible.	Support from the Planning team / and Towns and Parishes	01/02/2022	01/04/2023	Community Development Officer - Arts	Missed opportunity that could improve cultural provision for the community.

<b>Outcome 3.</b>	<b>Children and young people are able to learn new skills through cultural participation.</b>					
<b>Corporate Priority:</b> A strong, resilient local economy, supporting local businesses and employment / 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
CS3.1	Ensure Arts Partnership Surrey and Arts Council England investment in the Dance 21 initiative delivers activity in Waverley; benefitting the physical and mental wellbeing of young people and older adults.	None	01/04/2020	31/03/2022	Community Development Officer - Arts	Missing the opportunity to improve wellbeing of young people in the community.

<b>Outcome 4.</b>	<b>Cultural organisations understand and support the communities they serve.</b>					
<b>Corporate Priority:</b> 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
CS4.1	Work with Elected Members, Officers and community stakeholders to achieve a positive future for the Museum of Farnham, ensuring the service has a home fit for the future.	Support from the Estates / Legal teams	01/04/2020	31/03/2022	Community Development Officer - Arts	Future sustainability of the museum service and further deterioration of the building.
CS4.2	Monitor community outcomes delivered by Farnham Maltings and Cranleigh Arts Centre through the SLA process	Support from the Communities and Finance Team	01/04/2020	31/03/2022	Community Development Officer - Arts	Reputational risks with the partner.

<b>Outcome 5.</b>	<b>Increase usage of the Borough Hall and Memorial Hall</b>					
<b>Corporate Priority:</b> A financially sound Waverley, with infrastructure and resilient 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.
CS5.1	Produce and implement a business recovery plan for the Borough Hall to reinvigorate safe usage following the restrictions placed on public venues by COVID.	Support from the Communication, IT and Finance Teams	01/04/2021	31/03/2022	Venue Manager Centre Manager	Failure to create a safe environment for customers and inability to achieve financial targets.

**Service Team: Careline** | **Team Leader: David Brown - Senior Living and Careline Manager**

**Business As Usual - Annual**

<b>Outcome 6.</b>	<b>Customers are helped to live independently in their own homes</b>					
<b>Corporate Priority:</b> The value and worth of all residents, with opportunities for all, regardless of race, age, disability, religion, gender or sexual orientation, income or wealth						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
CS6.1	Provide and maintain a full range of Careline and telecare equipment across the Borough. Maximising different funding streams such as Better Care Fund to further promote the service and generate more options to assist residents to live independently for longer.	None	01/04/2020	31/03/2022	Senior Living and Careline Services Manager	Residents ability to live independently reduces increasing the risk of hospital admissions and deterioration of physical and mental wellbeing of residents.
CS6.2	Promote service through ongoing marketing to reach as many customers as possible and aim to support as many residents as possible to live independently and grow the business.	None	01/04/2020	31/03/2022	Senior Living and Careline Services Manager	New customers who would benefit from the service may not be reached.
CS6.3	Promote partnership working to seek further opportunities to attract new customers, to promote the service and increase the awareness to vulnerable residents to live independently for longer.	None	01/04/2020	01/04/2022	Senior Living and Careline Services Manager	Residents ability to live independently could be compromised. Total customer numbers may not be maximised.

**Business As Usual - Annual**

<b>Outcome 16. The service supports young people into work and education and is sustainable.</b>						
<b>Corporate Priority:</b> A strong, resilient local economy, supporting local businesses and employment						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
CS16.1	Create an effective Business Plan and Quality Improvement Plan to take the service forward in a sustainable way.	Finance	01/01/2020	31/01/2022	Centre Manager - Waverley Training Services	Failure to create an updated Plan will impact growth and potentially quality of service.
CS16.2	Manage delivery to ensure learners achieve and funding indicators are therefore surpassed. Aim to achieve 75% overall and 70% for timely achievement, however, always remaining above the National Average for Provider type on the QAR data.	None	01/10/2021	31/12/2022	Centre Manager - Waverley Training Services	Failure to do this breaches contractual requirements with our funding agency and could impact future Ofsted grade. Learners fail to enter employment or further education and local employers struggle to employ new qualified staff.
CS16.3	Create a marketing and communications strategy that increases learner and employer numbers.	Communications	01/10/2020	31/03/2022	Centre Manager - Waverley Training Services	Will impact upon number of direct delivery apprenticeships.
CS16.4	Effectively manage and oversee contractual requirements of funding agencies ensuring compliance and delivery of funding pot.	Finance	01/10/2020	31/03/2022	Centre Manager - Waverley Training Services / Data & Administration Manager	Failure to do this breaches contractual requirements with our funding agency and could impact future Ofsted grade.

<b>Outcome 17. A service is created capable of achieving Ofsted Outstanding.</b>						
<b>Corporate Priority:</b> A strong, resilient local economy, supporting local businesses and employment						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
CS17.1	Create a governance structure that effectively challenges the delivery of Waverley Training Services.	Senior Management Team	01/10/2020	31/03/2023	Centre Manager - Waverley Training Services / Head of Commercial Services	Failure to do so could impact quality of teaching and future Ofsted Grade. Learners fail to enter employment or further education.
CS17.2	Raise corporate and local awareness of the services offered by Waverley Training Services and the outcomes achieved by its learners.	None	01/10/2020	31/03/2022	Centre Manager - Waverley Training Services / Head of Commercial Services	Number of learners could drop and levy fund would not be maximised. Young people fail to gain qualifications enabling them to find work or enter further education.

**Business As Usual - Annual**

<b>Outcome 18. To offer safe, accessible and affordable leisure provision for all.</b>						
<b>Corporate Priority:</b> 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 / 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
CS18.1	Review the Leisure Development Plan to reflect the priorities under the Surrey Health and Wellbeing strategy and the impacts of COVID on the services and projects that can be delivered.	Officer Time	01/10/2020	31/03/2022	Leisure Services Manager	Leisure Plan not aligned with regional and local priorities.
CS18.2	Increase participation in target groups with the delivery of new projects safely delivered in line with the new COVID measures.	Officer Time	01/10/2020	31/03/2022	Leisure Services Manager	Target groups do not participate and activity levels within the borough drop impacting health and wellbeing of residents.

<b>Outcome 19. To create a COVID recovery plan supporting and improving the physical and mental health of residents.</b>						
<b>Corporate Priority:</b> The health and wellbeing of our communities / 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
CS19.1	Health and Wellbeing Strategy and action plan to be reviewed in line with the new COVID restrictions .	Surrey County Council Health Partners	01/10/2020	31/03/2022	Leisure Services Manager	Action plan not aligned to corporate priorities and target groups do not participate. Activity levels within the borough drop negatively impacting health and wellbeing of residents.
CS19.2	Review our role with the Integrated Care Partnership and the Prevention and Independence workstream post COVID.	Officer time	01/10/2020	31/03/2022	Leisure Services Manager	Action plan not aligned to corporate priorities and target groups do not participate. Activity levels within the borough drop negatively impacting health and wellbeing of residents.
CS19.3	Look at how we re-engage and reach priority groups to increase participation in the wellbeing offering across the contract as social restrictions ease.	Officer time Leisure budget	01/10/2020	31/03/2022	Leisure Services Manager	Action plan not aligned to corporate priorities and target groups do not participate. Activity levels within the borough drop negatively impacting health and wellbeing of residents.

<b>Outcome 20. Implementing a COVID recovery Plan to reopen our leisure centres.</b>						
<b>Corporate Priority:</b> 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
CS20.1	Ensuring contractual adherence to the historical and new guidelines in a post COVID environment, ensuring a safe environment and customer focused service.	Officer time	01/10/2021	31/03/2022	Leisure Services Manager / Leisure Development Officers	Services are unsafe and standards reduce, participation declines, customer satisfaction drops and negatively impacts residents health & wellbeing.

#### Team Projects

<b>Outcome 21. Begin the retendering process for the leisure management contract in preparation for the current contract end date June 2023</b>						
<b>Corporate Priority:</b> A financially sound Waverley, with infrastructure and resilient 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
CS21.1	Review specification and procurement requirements to tender the new leisure management contract in a post COVID environment	Project Working Group consisting of legal, procurement, finance and communications.	01/04/2021	30/06/2023	Head of Commercial Services / Leisure Services Manager	One of the council's largest and most prominent contracts is not tendered correctly and services to residents suffers.
CS21.2	Prepare and create the tender documentation to procure external consultancy support for the tendering of the leisure management contract.	Project Working Group consisting of legal, procurement, finance and communications.	01/04/2021	31/03/2022	Head of Commercial Services / Leisure Services Manager	One of the council's largest and most prominent contracts is not tendered correctly and services to residents suffers.

<b>Outcome 22. Assess and review the Cranleigh Leisure Centre business case post COVID.</b>						
<b>Corporate Priority:</b> 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
CS22.1	Carry out a feasibility study widening the scope to include a place shaping agenda reflecting new challenges post COVID.	External Stakeholder and Consultancy Support	01/04/2021	30/04/2022	Leisure Services Manager / Development Programme Manager	Project not delivered and an inefficient building continues to be managed, negatively impacting the council's carbon footprint. Usage of the centre does not increase as customer satisfaction drops, negatively impacting residents' health & wellbeing.

<b>Service Plan 2021-2024</b>		<b>Head of Service:</b>	<b>Andrew Smith</b>
		<b>Strategic Director:</b>	<b>Annie Righton</b>
<b>Service:</b>	<b>Housing Delivery and Communities</b>	<b>Portfolio Holders:</b>	<b>Cllr Anne-Marie Rosoman and Cllr Michaela Martin</b>

This Service Plan is a rolling three year programme of both business as usual and project activity. It is reviewed annually to ensure it is consistent with and reflects the Council's priorities and the Medium Term Financial Plan. It has also been prepared within the context of the Covid pandemic which has had an impact on the timing of some projects due to staffing and resourcing implications. From time to time Service Plans will also be subject to review by councillors and officers as a result of the need to reprioritise resources to react to changing circumstances or opportunities.

<b>Service Profile</b>
Housing Delivery and Communities Service consists of six teams:
<b>Community Services Team</b> - Works closely with the voluntary sector supporting service delivery. Community Safety plays a pivotal role in maintaining a safe borough for Waverley residents by working in partnership with all the statutory agencies, in particular the police service.
<b>Housing Development Team</b> - Identifies opportunities for increasing the supply of council homes, manages the new-build and stock remodelling programmes. (Monitored through the Corporate performance indicators: P6, P7, H10).
<b>Housing Strategy and Enabling Team</b> - Responsible for drafting and monitoring the Housing Strategy, working with Housing Associations to deliver affordable homes throughout the Borough and provides input into planning applications to ensure appropriate affordable housing delivery is maximised.
<b>Housing Options and Home Choice Team</b> - Provides advice and assistance to prevent homelessness, manages the Housing Register and allocates social and affordable rented homes in the Borough. (Monitored through the Corporate performance indicators: H3, H4a, H4b, H4c).
<b>Private Sector Housing Team</b> - Provides advice and information on a range of issues affecting the living conditions of people in private sector housing, enforces relevant legislation and administers home improvement and Disabled Facilities Grants.
<b>Service Improvement Team</b> - Develops policies and procedures, manages performance data, the housing management database, implements service improvements and delivers specialist projects including tenant involvement activities.

<b>Service Team: Community Services</b>	<b>Team Leader: Katie Webb</b>
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**Business As Usual - Annual**

<b>Outcome 1.</b>	<b>The Ageing Well Strategy (2020-2024) and Action Plan is reviewed to reflect current needs and priorities.</b>					
	<b>Corporate Priority:</b> Improving the health and wellbeing of our residents and communities					
<b>Ref. No.</b>	<b>Actions / Outputs</b>	<b>Reference any additional resources needed</b>	<b>Start Date</b>	<b>End Date</b>	<b>Lead Officer</b>	<b>Impact of not completing the action</b>
SP20/21HDC1.1	Work with Community Wellbeing Overview and Scrutiny Committee to review strategy and link to the overall work around Health Wellbeing and inequalities.	Surrey CC, Health associated voluntary and statutory organisations	01/04/2021	30/09/2021	Community Services Manager/ Community Partnerships Officer	Action plan not aligned to corporate priorities, SCC and Health Priorities.
SP20/21HDC1.2	Create an updated Action and Implementation Plan.	Surrey CC, Health associated voluntary and statutory organisations	01/04/2021	30/09/2021	Community Services Manager/ Community Partnerships Officer	Action plan not aligned to corporate priorities, SCC and Health Priorities.

SP20/21HDC1.3	Coordinate the delivery of the Ageing Well Action Plan 2020 - 2024.	Surrey CC, Health associated voluntary and statutory organisations	30/06/2021	31/03/2024	Community Services Manager/ Community Partnerships Officer	Risk of not delivering initiatives and activity that meets the need of the borough's older residents.
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<b>Outcome 2.</b>	<b>Work in partnership with voluntary organisations and Adult Social Care and Clinical Commissioning Groups.</b>					
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<b>Corporate Priority:</b> Improving the health and wellbeing of our residents and communities						
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Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
SP20/21HDC2.1	Identify opportunities to develop and deliver activities.	Budget to deliver activities	01/04/2021	30/09/2024	Community Services Manager	Risk of not delivering objectives of Ageing Well Action Plan and residents' health and wellbeing not optimised.
SP20/21HDC2.2	Work to ensure the Council's preventative services for vulnerable and older people are part of the pathway when residents access health and social care services.	Budget to deliver activities	01/04/2021	31/03/2024	Community Services Manager	Risk of not delivering objectives of Ageing Well Action Plan and residents' health and wellbeing not optimised.

<b>Outcome 3.</b>	<b>The organisations funded through Service Level Agreements are delivering the agreed outcomes.</b>					
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<b>Corporate Priority:</b> Improving the health and wellbeing of our residents and communities						
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Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
SP20/21HDC3.1	Work with the Community Wellbeing Overview and Scrutiny working group to carry out a review of the current Service Level Agreements (SLAs) in order to inform funding decisions for the new round of SLAs starting 1 April 2022.	None	01/04/2021	30/06/2021	Community Services Manager	Risk that current SLA funded organisations do not reflect or contribute to the changing landscape and do not offer value for money.
SP20/21HDC3.2	Carry out Organisational Health Checks on organisations with whom the Council has current Service Level Agreements in order to understand the strength and weaknesses of the individual organisations and support funding decisions for the new round of SLAs starting 1 April 2022. Any organisations funded must demonstrate a commitment to addressing Climate Change and sign up to any requirements the Council may adopt when commissioning services or entering into new SLAs.	Budget to deliver the Health Checks through Voluntary Action for South West Surrey	01/04/2021	30/11/2021	Community Services Manager / Community Partnerships Officer	Risk of reputational damage through the council funding organisations where there is poor practice in areas of governance, recruitment processes, financial management, communication etc..
SP20/21HDC3.3	Collect, review and present quarterly monitoring data.	None	01/04/2021	31/03/2022	Community Services Manager	Risk of organisations not delivering the outcomes of SLAs.
SP20/21HDC3.4	Hold, minute and follow through actions from 6 monthly and annual SLA meetings.	None	01/04/2021	31/03/2022	Community Services Manager	Risk of organisations not delivering the outcomes of SLAs.
SP20/21HDC3.5	Provide information and support to enable the organisations to maintain and grow high quality services.	None	01/04/2021	31/03/2022	Community Services Manager	Risk of not delivering objectives of Ageing Well Action Plan.

<b>Outcome 4.</b>	<b>The Waverley Community Safety Strategy priorities are delivered in partnership.</b>					
	<b>Corporate Priority:</b> Improving the health and wellbeing of our residents and communities					
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
SP20/21HDC4.1	Coordinate the work of the Safer Waverley Partnership.	CS Budget - SWP Budget	01/04/2021	31/03/2024	Community Safety Officer	Risk of not delivering the SWP Partnership Plan priorities and objectives.
SP20/21HDC4.2	Support the Safer Waverley Partnership and Independent Chair to Carry out Domestic Homicide Review (DHR) 6.	Budget to appoint an Independent Chair - Additional administration support through existing resources	01/04/2021	30/06/2021	Head of Housing Delivery & Communities/ Community Services Manager / Community Safety Officer	Failure to meet the statutory requirements of the Home Office to carry out a DHR within the appropriate timescales as set out in the guidance for relevant organisations.
SP20/21HDC4.3	Coordinate the delivery of Domestic Homicide Review Action Plans 2 / 5 and 6 (when review completed).	Existing Resources	01/04/2021	31/12/2021	Community Services Manager / Community Safety Officer	Failure to deliver a statutory requirement and lessons are not learnt by relevant organisations.
SP20/21HDC4.4	Use targeted engagement opportunities to promote and support local and national awareness campaigns and provide crime prevention and community safety advice to Waverley's community.	CS Budget - SWP Budget	01/04/2021	31/03/2024	Community Safety Officer	Failure to deliver national objectives which aim to reduce crime and disorder.

<b>Outcome 5.</b>	<b>Community Safety is integrated throughout the Council.</b>					
	<b>Corporate Priority:</b> Improving the health and wellbeing of our residents and communities					
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
SP20/21HDC5.1	Train frontline officers and managers on serious and organised crime, including awareness on 'Modern Slavery' and 'Prevent'.	CS Budget for training	01/04/2021	31/03/2022	Head of Housing Delivery & Communities/ Community Services Manager	Risk of crime increase in Waverley, if frontline staff are not trained to identify activity.
SP20/21HDC5.2	Coordinate the internal Community Safety Oversight Group with the relevant Heads of Service to identify where community safety features in the Corporate Plan and the Service Plans. Identify areas of community safety which would benefit from strategic oversight, e.g. Unauthorised Encampments, Joint Enforcement Initiative (JET), Begging and Rough Sleeping, training, ASB Victim Risk Assessments, Partnership Intelligence forms etc..	CS Budget - Safer Waverley Partnership Budget (SWP)	01/04/2021	31/03/2022	Community Services Manager	Outcomes of SWP and JET are not being coordinated and are causing duplication of work.

<b>Outcome 6. Waverley Borough Council fulfils its safeguarding responsibilities.</b>						
<b>Corporate Priority:</b> Improving the health and wellbeing of our residents and communities						
<b>Ref. No.</b>	<b>Actions / Outputs</b>	<b>Reference any additional resources needed</b>	<b>Start Date</b>	<b>End Date</b>	<b>Lead Officer</b>	<b>Impact of not completing the action</b>
SP20/21HDC6.1	Ensure the revised Safeguarding Policy for the Council (including Prevent, Modern Slavery, Hate Crime) is implemented across all service areas.	Existing resources	01/04/2021	31/03/2024	Head of Housing Delivery & Communities/ Community Services Manager	Failure to safeguard children and adults at risk. Criminal prosecution. Serious reputational damage.
SP20/21HDC6.2	Coordinate the regular Internal Board meeting and overseeing the Council's safeguarding responsibilities.	Existing resources	01/04/2021	31/03/2024	Head of Housing Delivery & Communities/ Community Services Manager	Failure to safeguard children and adults at risk. Criminal prosecution. Serious reputational damage.
SP20/21HDC6.3	Ensure all staff and councillors are trained at appropriate level, including reference to the implications for Serious Organised Crime and Exploitation of Children.	Existing resources	01/04/2021	31/03/2024	Head of Housing Delivery & Communities/ Community Services Manager/Head of Policy and Governance	Failure to safeguard children and adults at risk. Criminal prosecution. Serious reputational damage.
SP20/21HDC6.4	Enable Safeguarding Champions to operate effectively by equipping them and training them appropriately.	Existing resources	01/04/2021	31/03/2024	Head of Housing Delivery & Communities/ Community Services Manager	Failure to safeguard children and adults at risk. Criminal prosecution. Serious reputational damage.

<b>Service Plan 2021-2024</b>		<b>Head of Service:</b>	<b>Richard Homewood</b>
		<b>Strategic Director:</b>	<b>Annie Righton</b>
<b>Service:</b>	<b>Environmental &amp; Regulatory Services</b>	<b>Portfolio Holders:</b>	<b>Cllr Steve Williams, Cllr Nick Palmer</b>

This Service Plan is a rolling three year programme of both business as usual and project activity. It is reviewed annually to ensure it is consistent with and reflects the Council's priorities and the Medium Term Financial Plan. It has also been prepared within the context of the Covid pandemic which has had an impact on the timing of some projects due to staffing and resourcing implications. From time to time Service Plans will also be subject to review by councillors and officers as a result of the need to reprioritise resources to react to changing circumstances or opportunities.

**Service Profile**

The Environment Service is comprised of a number of teams:

**Environmental Health - Food Safety and Health & Safety Team**

Their priorities are to ensure that food produced and sold in Waverley and workplaces and leisure facilities in Waverley are as safe as can be. Through a programme of planned inspections, sampling programmes, complaint investigation and education, we ensure businesses are operating safely and those affected by the work activities are protected. We also investigate infectious diseases.

**Environmental Health - Environmental Protection Team**

This team is responsible for investigation and regulation of various forms of pollution. Their priorities are to minimise pollution of the environment and harm to the population as a result of pollution and minimise nuisance caused by unreasonable and anti-social behaviour. They operate an extensive air quality monitoring regime and undertake detailed work on particular hot spots, help manage the legacy of contaminated land across the Borough, monitor the management of industrial emissions and deal with a wide range of nuisance complaints from the community including residential and commercial noise or odours and bonfire and smoke nuisance. Work often directly contributes to actions to reduce the impact of climate change.

The Environmental Protection Team also licence establishments under animal welfare legislation and manage the pest and stray dog services provided by private contractors.

**Environmental Services**

The Environmental Services Team is responsible for the Council's waste management contract with BIFFA, which covers: waste, recycling, street cleaning and other street scene services. Their priorities are to reduce waste, increase recycling and maintain a clean environment.

Other services managed by this team include: clinical waste, garden waste, food waste, bulky waste collections, abandoned vehicle removal, graffiti removal, and the provision of public conveniences.

**Parking Services Team**

The Parking Services Team is responsible for the provision and maintenance of off-street car parks in Waverley. Their priorities are to provide a high quality, value for money service which maximises opportunities to park where people want to visit. The team are responsible for ensuring all car parks are maintained in a safe condition, identifying and managing improvement projects as required, and proactively managing demand for parking space throughout the borough through the Council's Off-Street Parking Order. In addition the team manage the Council's parking services contract with NSL and the Ring-go contract, deal with routine enquiries and monitor income and process objections and adjudicate on formal appeals against penalty charge notices.

**Emergency Planning**

These priorities are to ensure the Council is as prepared to deal with any emergency which could impact the public within Waverley.

There are a number of specific civil protection responsibilities that rest with Waverley, as a "Category 1" responder to emergencies within the Borough. These include completion of risk assessments, creating and maintaining a business continuity management system, the creation and exercising of emergency plans, the duty to maintain public awareness with a focus on warning and informing, the provision of advice and assistance to the commercial, private and voluntary sector, the continuous co-operation with other responder agencies and the continuous sharing of information with other responder agencies.

For business continuity the aims and objectives are to support the Senior Management Team in producing individual service plans with highly targeted business impact assessments, defined acceptable down-times for individual teams and the identification of which teams rely on other services for their own service provision, allowing for the understanding of how impact to one team might effect another. Completing the items listed should allow for better decision making in the mitigation of service provision impacts.

**Corporate Health and Safety**

As an employer, the Council has duties under the Health and Safety Act 1974 to ensure the health, safety and welfare of its staff, premises, visitors, contractors and others who use or interact with its services. Our priorities are to refine our corporate health and safety policies and procedures to ensure so far as is reasonably practicable nobody is put at risk as a result of our business activities. We routinely monitor and review risk-based assessments of our activities and provide training and support where necessary. We encourage employees to report to us if they feel as though they do not have the correct access to health and safety reporting, information and training.

### Licensing Team

The Licensing Team's primary role is to ensure public safety and contribute to the reduction in anti-social behaviour and crime by regulating the sale of alcohol and licensing of taxi and private hire vehicles and drivers. They work closely with the Police and other agencies to help make Waverley a safe place for people to live, work and enjoy their leisure time.

### Environmental Enforcement Team

Working alongside the Licensing and Environmental Services Teams and with other enforcement services within and outside of the council, this team works to protect the environment and the community by tackling anti-social behaviour such as littering, fly tipping, dog fouling, dog control etc. They are key to the Joint Enforcement Initiative and encouraging a cultural change across the organisation in respect of the council's approach to enforcement.

### Sustainability

The Council declared a climate emergency on 18 September 2019 and on 15 December 2020 the Council adopted the Climate Change and Sustainability Strategy and approved the Carbon Neutrality Action Plan for 2020-2030. The Sustainability Manager's priority is to work with all services across Waverley Borough Council, Surrey County Council, Town and Parish Councils to produce and monitor performance against the Carbon Neutrality Action Plan which aims to be carbon neutral by 2030. The Sustainability Team will support the council in reducing carbon emissions across the Borough, promote the use of renewable energy and biodiversity. The Sustainability Manager will also lead work with the community to help Waverley work toward becoming a carbon neutral borough. The Sustainability Manager is also responsible for the development and delivery of the council's Energy Efficiency Plan and completion of the Home Energy Conservation Act Report.

### Service Team: Licensing

Team Leader: Paul Hughes - Licensing Manager

### Business As Usual - annual

Outcome 14.	Help to ensure the Health and Well Being of the community by ensuring safety standards are maintained in all licensable activities conducted within the borough					
Corporate priority: A strong, resilient local economy, supporting local businesses and employment / 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
ES 14.1	Continue with targeted Licensing inspection programme, with spot check visits following intelligence and/or incidents. Ensure results and any concerns from such visits are reported internally and shared with key partners including Surrey Police. Ensure all Licensing compliance issues are acted upon and further monitored and site revisited where appropriate. Utilising Environmental Enforcement & Monitoring Officers in their specific areas to support where possible to help reduce travel/carbon footprint and improve efficiency.	Existing Resource	01/04/2021	31/03/2022	Licensing & Enforcement Manager	Unable to confirm licensed activities are complying with the licence conditions. Public safety may be at risk.
ES 14.2	Carry out a programme of spot checks on Hackney carriage and Private Hire vehicles, drivers and operators. Investigate and record all complaints, taking appropriate action.	Existing Resource	01/04/2021	31/03/2022	Licensing & Enforcement Manager	Unable to confirm licensed activities are complying with the licence conditions. Public safety may be at risk.
ES 14.3	Carry out a business process review to improve customer focus across all areas of the Council's licensing function, introducing on line and self service facilities where appropriate to improve efficiency and customer journeys.	Existing Resource	01/04/2021	31/03/2022	Licensing & Enforcement Manager	Staff not up to date with current legislation and licensing practice
ES 14.4	Review and update Hackney Carriage/Private Hire Policy requirements to promote the transition to ultra low emission, hybrid or electric vehicles as Hackney Carriage/Private Hire Vehicles and investigate introducing an age limit in accordance with target T2 in the Carbon Neutrality Action Plan. CNAP - T2	Existing Resource	01/04/2021	31/03/2022	Licensing & Enforcement Manager	Public safety cannot be assured Failure to deliver action T2 on Carbon Neutrality Action Plan
ES 14.5	Complete the review of the Taxi & Private Hire Licensing Policy and begin the implementation of the revised policy.	Existing Resource	01/04/2021	31/03/2022	Licensing & Enforcement Manager	Public safety cannot be assured

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