

To: All Members and Substitute Members of
the Joint Overview and Scrutiny
Committee
(Other Members for Information)

When calling please ask for:
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Calls may be recorded for training or monitoring

Date: 9 January 2015

Membership of the Joint Overview and Scrutiny Committee

Cllr Paddy Blagden	Cllr Diane James
Cllr Maurice Byham	Cllr Denis Leigh
Cllr Carole Cockburn	Cllr Peter Martin
Cllr Jim Edwards	Cllr David Munro
Cllr Brian Ellis	Cllr Elliot Nichols
Cllr Patricia Ellis	Cllr Wyatt Ramsdale
Cllr Jenny Else	Cllr Ian Sampson
Cllr Mary Foryszewski	Cllr Roger Steel
Cllr Pat Frost (Chairman)	Cllr Chris Storey
Cllr Richard Gates	Cllr Jane Thomson
Cllr Michael Goodridge	Cllr Ross Welland
Cllr Tony Gordon-Smith	Cllr Nick Williams
Cllr Peter Isherwood	Cllr Andrew Wilson

Co-opted Members from the Tenants' Panel

Brenda Greenslade	Adrian Waller
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Substitutes

Cllr Lynn Graffham	Cllr Brett Vorley
Cllr Stephen Mulliner	

Dear Councillor

A meeting of the JOINT OVERVIEW AND SCRUTINY COMMITTEE will be held as follows:

DATE: MONDAY, 19 JANUARY 2015

TIME: 7.00 PM

PLACE: COUNCIL CHAMBER, COUNCIL OFFICES, THE BURYS,
GODALMING

The Agenda for the Meeting is set out below.

[In the event that adverse weather conditions prevent this meeting from proceeding, the meeting will be held instead at 10.00am on Friday 23 January 2015]

Yours sincerely

ROBIN TAYLOR

Head of Policy and Governance

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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

1 APOLOGIES FOR ABSENCE

To receive any apologies for absence.

2 DECLARATIONS OF INTEREST

To receive from members declarations of interest in relation to any items included on the agenda for this meeting, in accordance with the Waverley Code of Local Government Conduct.

3 SERVICE PLAN ACTION PLANS 2015/2016 (Pages 5 - 70)

[Portfolio Holder: Councillor Julia Potts]

[Wards Affected: All Waverley Wards]

The report presents the draft Service Plans for all of the Council's services for 2015/16. The Plans set out strategic actions for each service, delivering the Council's corporate priorities for 2015/16. The special joint meeting of the Overview and Scrutiny Committees is being held to allow Members to receive short presentations from each Head of Service regarding the main elements of their plan, and to make any observations on the plans to the Executive. The Executive is due to consider the plans at its meeting to be held on 3 February 2015.

Recommendation

The Joint Overview and Scrutiny Committees are requested to consider the draft Service Plan Action Plans for 2015/2016 and make any observations on the draft plans to the Executive.

4 EXCLUSION OF PRESS AND PUBLIC

To consider the following recommendation on the motion of the Chairman:-

Recommendation

That, pursuant to Procedure Rule 20, and in accordance with Section 100A(4) of the Local Government Act 1972, the press and public be excluded from the meeting during consideration of the following item on the grounds that it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the public were present during this item there would be disclosure to them of exempt information (as defined by Section 100I of the Act) of the description specified in the appropriate paragraph(s) of Part I of Schedule 12A to the Act (to be identified, as necessary, at the meeting).

5

ANY OTHER ISSUES TO BE CONSIDERED IN EXEMPT SESSION

To consider matters (if any) relating to aspects of any reports on this agenda which, it is felt, may need to be considered in Exempt session.

**For further information or assistance, please telephone
Emma McQuillan, Democratic Services Manager, on 01483 523351 or
by email at emma.mcquillan@waverley.gov.uk**

APPENDIX A

WAVERLEY BOROUGH COUNCIL

JOINT OVERVIEW & SCRUTINY COMMITTEES – 19 JANUARY 2015

Title:

SERVICE PLAN ACTION PLANS 2015/16

[Portfolio Holder: Cllr Julia Potts]

[Wards Affected: All]

Summary and purpose:

This report presents the draft Service Plans for all of the Council's services for 2015/16. The Plans set out strategic actions for each service, delivering the Council's corporate priorities for 2015/16. The special joint meeting of the Overview and Scrutiny Committees is being held to allow Members to receive short presentations from each Head of Service regarding the main elements of their plan, and to make any observations on the plans to the Executive. The Executive is due to consider the plans at its meeting to be held on 3 February 2015.

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

Waverley's performance management framework helps ensure that Waverley delivers against all of 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.

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. The Service Plans are prepared in line with the budget setting process as the two are so closely connected and progress against these plans will be monitored throughout 2015/16. The plans are attached at Annexe 1.

2. During the meeting, each Head of Service will briefly present the key actions and Members will have the opportunity to ask questions and make any observations to be passed on to the Executive. The Executive will be asked to consider the plans and endorse the actions and targets within them at its meeting in February 2015.

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 2015.
4. The actions in the Service Plan will be monitored throughout the year using 'Covalent' – the Council's performance management software.

Recommendation

The Joint Overview and Scrutiny Committees are requested to consider the draft Service Plan Action Plans for 2015/16 and make any observations on the draft plans to the Executive.

Background Papers

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


CONTACT OFFICER:

Name: Louise Norie

Telephone: 01483 523464

E-mail: louise.norie@waverley.gov.uk

Community Services Plan 2015/16

Service:	Head of Service:	Kevin Mills	
Community Services	Director:	Damian Roberts	
	Portfolio Holder(s):	Cllr Simon Thornton – Leisure and Culture Cllr Carole King – Community Safety, Older People and Health and Wellbeing Cllr Adam Taylor-Smith – Major Projects and Economic Development Cllr Julia Potts – Waverley Training Services	

1. Service Plan Overview 2015/16

Leisure & Culture

This service delivers key corporate objectives of the Council. The primary focus will be to deliver the final component of the Leisure Strategy. It will also look to maximise the leisure management contract to improve and support the opportunities for all to take part in sport, recreation and culture.

Green Spaces

The service looks to protect and enhance Waverley's green open spaces for the benefit for all to enjoy and manage them in a focused and coherent way to deliver value for money for residents and deliver the Council's statutory responsibility for biodiversity

Community Engagement & Community Safety

Coordinate and work with key partner agencies to maintain Waverley as a safe place to live and work and minimise anti social behaviour and deliver projects within communities to ensure our residents continue to 'feel safe' in our Borough.

Manage the Careline service which supports the most vulnerable of our older population to help live independently.

Support new and existing businesses in our community and take the lead on liaising and supporting Waverley's crucial voluntary and community sector.

Waverley Training Services

Waverley Training Services is the training service provision for employed learners undertaking apprenticeships in various subjects, NEET young people (Not in Education or Employment) and for those on Job Seekers Allowances helping to get these clients back into the workplace.

Community Services Plan 2015/16

Desired outcome / Objective		To manage Waverley's cultural offering effectively, be that in our own facilities or working with partners, to deliver value for money and high quality services for residents of the Borough.				
Ref	Action(s)	Timescales / Deadlines	Lead Officer	Resource Implications Cap/Rev	EqlA Needed? (Y/N/Done)	Success Criteria/Measures
CS/1	Plan effectively for culture and the arts through the planning system by refreshing the cultural strategy to establish the need for new or improved cultural facilities and services over the next 10 to 20 years	<p>Scope strategy April 2015</p> <p>Write and tender brief June 2015</p> <p>Commission cultural strategy September 2015</p> <p>Strategy produced April 2016</p>	Charlotte Hall	<p>Officer time</p> <p>£10,000</p>	No	<p>Meet with Planning to gain comprehensive understanding of the actions and evidence required to embed arts, culture and heritage within the Local Plan and planning process</p> <p>Scope requirements for strategy and develop specification for consultants brief</p> <p>Tender brief</p> <p>Outputs of strategy include, stakeholder consultation to identify local needs, needs assessment based on population growth, audit of existing provision, benchmarking, Identification of funding and leverage opportunities, policy guidance</p> <p>Strategy adopted by Council</p>
CS/2	Improve the operational effectiveness of the Memorial Hall in conjunction with the project plan to re-locate the	Jan 2015	Charlotte Hall	Officer time	No	Review current usage and consult with regular hirers on the refurbishment plans

Community Services Plan 2015/16

	Gostrey Day Centre.	April 2015				Review procedures around access, key holding, hall hire, staffing, parking, invoicing, marketing
		June 2015 On-going				Implement recommendations from the review and assist with the delivery of the project plan
CS/3	Establish 3-year SLA's with Farnham Maltings, Cranleigh Arts Centre and Godalming Museum to ensure cultural organisations in the Borough are delivering agreed social outcomes.	April 2015	Charlotte Hall	Officer time £75,000 capital investment to improve Great Hall (Farnham Maltings)	No	Successfully re-negotiate the museum grant and outreach SLA. Agree and implement new SLA, outcomes and monitoring arrangements with Cranleigh Arts Centre Refresh the Management Agreement with Godalming Museum Trust
		April 2015				
		April 2015				

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Desired outcome / Objective		Leisure management contract to ensure value for money and high quality services				
Ref	Action(s)	Timescales / Deadlines	Lead Officer	Resource Implications Cap/Rev	EqlA Needed? (Y/N/Done)	Success Criteria/Measures
CS/4	Maximise profit share from the contract	July 2015	Tamsin McLeod	£61,990 to date	No	Profit share received
	Implement improved management fee at Haslemere Leisure Centre following the completion of the refurbishment programme	April 2015		£90,000 saving		Management fee adjusted and saving received

Community Services Plan 2015/16

	Improved energy savings and income from the new Combined Heat Power unit (CHP) and Photo Voltaic (PV) at Haslemere Leisure Centre	August 2015		Income approx. £20,000		CHP unit projected £15-20,000 PV; FIT £4,000 per year and electricity cost saving £1,500 per year for Places For People
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Desired outcome / Objective		Health and well-being – Re-align the focus of the leisure service on key preventative health objectives				
Ref	Action(s)	Timescales / Deadlines	Lead Officer	Resource Implications Cap/Rev	EqIA Needed? (Y/N/Done)	Success Criteria/Measures
CS/5	Prepare a plan to action issues identified and positively effect health agenda Maximise outreach service across the borough Maximise external funding opportunities	May 2015 Feb 2016 April 2016	Tamsin McLeod	Officer Time	No	Plan in place with actions highlighted No. of groups and participation figures increased Sport England funding bid developed for the Community Sport Activation Fund

Desired outcome / Objective		Ensuring contract compliance and value for money				
Ref	Action(s)	Timescales / Deadlines	Lead Officer	Resource Implications Cap/Rev	EqIA Needed? (Y/N/Done)	Success Criteria/Measures
CS/6	Carry out grounds maintenance contract performance monitoring, using client assessments, public survey and professional audit. Monitoring of contractors adherence to contract management system and	Ongoing month by month and then overall yearly average, March 2015/2016	Matt Lank	Staffing budget Consultant budget for GPMS and audit	No	Robust contract monitoring system in place, incorporating Client monitoring, public survey and professional audit Contract meets expected targets

Community Services Plan 2015/16

	own implementation plan.					
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Desired outcome / Objective							Improving standards for Surrey County Council highway and re-negotiating a new agency agreement						
Ref	Action(s)	Timescales / Deadlines	Lead Officer	Resource Implications Cap/Rev	EqIA Needed? (Y/N/Done)	Success Criteria/Measures							
CS/7	<p>Continue to review Surrey County Council (SCC) highways data to ensure accuracy</p> <p>Re-negotiate new agency agreement with SCC highways as current agreement finishes March 2016</p> <p>Continue to work with Town & Parish Councils and ward members over identifying contract specification in respective areas</p>	March 2015	Matt Lank	Staffing budgets SCC budgets	No	<p>SCC data reviewed for accuracy and any amendments implemented</p> <p>Negotiations started with SCC highways using accurate Bill of Quantities</p> <p>Level of SCC funding kept or increased</p> <p>Site meetings held with Town & Parish Councils and Councillors, sharing of data</p>							

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Desired outcome / Objective							Continued management of Councils Tree Stock						
Ref	Action(s)	Timescales / Deadlines	Lead Officer	Resource Implications	EqIA Needed? (Y/N/Done)	Success Criteria/Measures							
CS/8	<p>Regular tree inspections</p> <p>Identified works completed</p> <p>Review of Tree Risk</p>	Ongoing	<p>Matt Lank</p> <p>Arno Spaarkogel</p>	Staffing resource Revenue budgets for risk and mgt.	No	<p>Inspection frequency maintained</p> <p>Adequate budgets provided</p>							

Community Services Plan 2015/16

	management inspection frequency to ensure continued efficiency and safety Explore woodland grant opportunities & wood fuel			Capital budgets External funding		Required tree works completed Limited claims against Council
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Desired outcome / Objective		Delivering Biodiversity responsibilities for Key sites				
Ref	Action(s)	Timescales / Deadlines	Lead Officer	Resource Implications	EqlA Needed? (Y/N/Done)	Success Criteria/Measures
CS/9	Deliver Higher Level Stewardship (HLS) work programme for Mare Hill, Frensham, Farnham Park, Lammas Lands, Weybourne Nature Reserve, Blackheath	March 2016	Matt Lank	Staff time Revenue budgets Capital budgets External Funding	No	Grant Conditions fulfilled Planned work completed and grant claimed

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Desired outcome / Objective		Supporting Voluntary Organisations in Waverley				
Ref	Action(s)	Timescales / Deadlines	Lead Officer	Resource Implications	EqlA Needed? (Y/N/Done)	Success Criteria/Measures
CS/10	Evaluate the Pilot Waverley Commissioning fund for 2015/16. Report to the Executive on the process and future direction.	March 2016	Katie Webb / Jane Todd	Officer Time	No	Future direction agreed and community groups commissioned to deliver services.
	Explore opportunities with the voluntary, faith, partner and commercial organisations to	October 2015.	Jane Todd / Dan Brett	Officer time		Clinical Commissioning Group Funding

Community Services Plan 2015/16

	<p>maximise funding resources, bid and deliver services for older people.</p> <p>Work with voluntary and faith organisations to support them to become resilient to change and become less reliant on grant funding.</p>	Throughout 2015/16	Katie Webb / Jane Todd	Officer time		Successful bids to deliver commissioned services.
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Desired outcome / Objective		Develop and implement health and wellbeing activity/services to improve the lives of vulnerable adults across Waverley				
Ref	Action(s)	Timescales / Deadlines	Lead Officer	Resource Implications	EqlA Needed? (Y/N/Done)	Success Criteria/Measures
CS/11	In conjunction with Surrey County Council's Adult Commissioning Manager deliver, monitor and evaluate the Personalisation, Prevention and Partnership (PPP) Fund Activity List and other identified projects.	Potential 5 year funding 2012 – 17.	Katie Webb / Dan Brett	PPP Funding and officer time.	No	Successful delivery of the identified projects and outcomes achieved.
	Identify and deliver projects and Services that improves the lives of older people with the early signs of memory loss and other related conditions.		Dan Brett			Development of PPP Project Officer job - expand to 3 years – Post ends end July 2015 – expand to July 2016
	Develop a Health and Well-being Plan	July 2015	Kelvin Mills	Within existing budget		Publication of Plan

Community Services Plan 2015/16

Desired outcome / Objective		Implement Waverley's Ageing Well Strategy				
Ref	Action(s)	Timescales / Deadlines	Lead Officer	Resource Implications	EqlA Needed? (Y/N/Done)	Success Criteria/Measures
CS/12	Implement Waverley's Ageing Well's Strategy's Action Plan	Throughout 2015 / 16	Katie Webb	Officer Time	No	Implementation of Action Plan
CS/13	Review of Meals and Wheels Service	Sept 2015	Katie Webb			Full evaluation of service with recommendations for consideration to continue / improve the service.

Desired outcome / Objective		Delivery of new Community Centre on the Memorial Hall site				
Ref	Action(s)	Timescales / Deadlines	Lead Officer	Resource Implications	EqlA Needed? (Y/N/Done)	Success Criteria/Measures
CS/14	Delivery of new Community Centre on the Memorial Hall site - to include day centre service currently delivered from Brightwells Gostrey Centre	Stakeholder engagement September 2014 to End November 2014 Committee approval to appoint contractors 2015	Kelvin Mills / Katie Webb	£1,560,000	As part of the design process.	Successful stakeholder engagement. Agreement through committee process to proceed with approval to appoint contractors. Selection of architect and building contractors to deliver project. Explore further options for funding. Completion or near completion of project. Work with Gostrey Centre Trustees and stakeholders to shape services to be delivered from the new venue. Day Centre Service and

Community Services Plan 2015/16

						Wellbeing Centre delivered in new venue.
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Desired outcome / Objective		To continue to evolve the Careline service, focusing on delivering value for money and continuous improvement for the benefit of our customers				
Ref	Action(s)	Timescales / Deadlines	Lead Officer	Resource Implications	EqlA Needed? (Y/N/Done)	Success Criteria/Measures
CS/15	To develop a sustainable Careline and Telecare service for the future, independent of current funds at risk, such as a reduction of Supporting People funding and a change in support for Telecare from Surrey County Council.	Ongoing	Christian Evans / Kelvin Mills	Officer time Income / funding needed for equipment and staff resources. Likely decline in financial support from Surrey CC.	No	Key performance indicators measured quarterly. Service continues to cover costs. Growth of service Financially self-sufficient, reliance removed from Supporting People funding.
	Establish quarterly data on agreed indicators for reports to Committee.	November 2014	Christian Evans	Officer time		Performance monitored and measured against agreed targets. Key performance indicators provide a driver for service improvement.
	Establish service standards and service wide Key Performance Indicators.	November 2014	Christian Evans	Officer time		
	Review the Careline/ Telecare business plan with SMART objectives identified.	December 2014	Christian Evans	Officer time		Medium to longer-term aspirations of the business identified, agreed, and underpinned by SMART objectives.

Community Services Plan 2015/16

<p>Manage the external Service Level Agreement between the Careline services and Chichester District Council and successfully negotiate new SLA and charges.</p> <p>Write Marketing plan to underpin service growth and inform Business Plan</p> <p>Negotiate and successfully implement phased increase in charges over 3 years for all charges to come in line with full cost.</p> <p>To effectively manage external grant reduction from Surrey County Council</p>	December 2014	Christian Evans / Kelvin Mills	Officer time		Service delivered in accordance with new agreed SLA. New charges agreed and implemented. Ongoing and regular dialogue maintained with Chichester DC
	March 2015	Christian Evans / Kelvin Mills	Officer time		Marketing plan produced and approved.
	April 2015	Christian Evans / Kelvin Mills	Officer time / Increase in surplus		Subsidised charges inline with full paying customers. Reliance on SP funding is managed and yearly surplus increased.
	April 2015	Christian Evans / Kelvin Mills	Officer time		Re-evaluate service delivery following SCC grant confirmation.


Desired outcome / Objective		Waverley Training Services - Improve service provision to deliver effective courses and apprenticeships to support people in, and help people in to, employment.				
Ref	Action(s)	Timescales / Deadlines	Lead Officer	Resource Implications	EqIA Needed? (Y/N/Done)	Success Criteria/Measures
CS/16	Refurbishment of the Pump House and surrounding land and an additional classroom to deal with increased learners.	To be completed by 31.08.2015 ready for September intake	K Mills/P Pryke	£40,000	No	New set of courses to be delivered at Farnham site. Improved study areas will have a positive impact on learner

Community Services Plan 2015/16

	<p>Consolidate provision of services at the Pump House.</p> <p>Engaging a consultant to help Waverley Training Services move from a Grade 3 to a Grade 2 provider including mock inspection</p>	<p>30.07.2015</p> <p>To start January 2015 ending with a mock inspection March 2016</p>		<p>0</p> <p>£12,500</p>	<p>achievements.</p> <p>Rental saving achieved. More learners on study programme equals.</p> <p>Achievement of Grade 2 at next OFSTED inspection, which will be between April 2016 and October 2016.</p>
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Service Plan Template 2015/16

Service:	Head of Service:	Roger Standing	
Customer, IT and Office Services	Director:	Graeme Clarke	
	Portfolio Holder(s):	Cllr Tom Martin - IT and Customer Services Cllr Julia Potts – Property Cllr Donal O’Neil - Sustainability	

1. Service Plan Overview 2015/16

Customer Service – To provide excellent customer service based on the principles of customer choice, recognising differing customer needs and improving efficiency for the benefit of customers. To assist front-line services through the provision of a range of essential support services providing an appropriate office environment and business facilities.

ICT – To deliver forward looking, value for money, communications and technology to support the Council’s aim to be a provider of excellent and inclusive customer focused services.

Property, Facilities and Engineering – To optimise the use and development of the Council’s property holdings and to maximise the generation of income and to ensure there is a comprehensive and up to date record of property assets held within the Council’s Property Terrier system. To provide an Engineering support service with particular emphasis on flood alleviation. To provide the range of Facilities Management services related to the management of the Council’s Central Offices such as caretaking, security office environment and office cleaning.

Sustainability – To promote and encourage sustainability and energy efficiency across Waverley’s services and identify and monitor carbon and energy savings available in Waverley facilities.

Office Support Services – To provide a range of corporate support services including the Switchboard and Reception, central scanning, printing, photocopying and post room.

The services outlined support the aims of the Council’s Corporate Plan.

Service Plan Template 2015/16

2. Focus for the coming year – Action Plan

Desired outcome / Objective		Provide valuation and estates support for Housing in the procurement and development of new housing units.				
Ref	Action(s)	Timescales / Deadlines	Lead Officer	Resource Implications Cap/Rev	Corporate Plan Priority?	Success Criteria/Performance Measures/Targets
C&O/01	Complete Valuation Requests	Variable	Gary Streets	Staff time	Value for money	Provide valuation within 7 days
C&O/02	Provide estates advice on new and existing land	Variable	Gary Streets	Staff time	Value for money	Answer requests for advice with 7 days
C&O/03	Provide advice on potential developments including completing appraisals	Variable	Gary Streets	Staff time	Value for money	Provide advice within 7 days.
C&O/04	Undertake search and provide advice for new housing opportunities and acquisitions.	Variable upon request.	Gary Streets	Staff time	Value for money	Complete report within 7 days of request.

Desired outcome / Objective		Provide strategic advice on land acquisitions, disposals and developments.				
Ref	Action(s)	Timescales / Deadlines	Lead Officer	Resource Implications Cap/Rev	Corporate Plan Priority?	Success Criteria/Measures
C&O/05	Prepare Delegation scheme for purchase of assets	31 March 2015	Gary Streets	Staff Time	Value for money	Complete scheme by 31 March 2015
C&O/06	Provide advice on proposed land acquisitions	Ongoing	Gary Streets	Staff Time	Value for money	With 7 days of request.
C&O/07	Provide advice on proposed property disposals	Ongoing	Gary Streets	Staff time	Value for money	Within 7 days of advice request.

Service Plan Template 2015/16

C&O/08	Provide advice on existing and potential development opportunities including completing associated appraisals / valuations	Ongoing	Gary Streets	Staff time	Value for money	Within 7 days of advice requests.
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Desired outcome / Objective		Review telephone call handling arrangements				
Ref	Action(s)	Timescales / Deadlines	Lead Officer	Resource Implications Cap/Rev	Corporate Plan Priority?	Success Criteria/Measures
C&O/09	Ensure that Waverley's corporate phone system provides management information and statistics to support service managers improve their services		Jane Boxall and Martin Wilson	Officer time	Value for money Understanding residents' needs	Service managers using telephone information to identify trends in customer contact to improve customer satisfaction Monthly monitoring reports to service managers
C&O/10	Carry out internal monitoring of telephone call handling arrangements by services		Jane Boxall and Martin Wilson	Officer time	Value for money Understanding residents' needs	Improved customer service and service consistency

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Desired outcome / Objective		Review and implement robust health and safety practices and procedures for corporate properties				
Ref	Action(s)	Timescales / Deadlines	Lead Officer	Resource Implications Cap/Rev	Corporate Plan Priority?	Success Criteria/Measures
C&O/11	To compile a database of all maintenance contracts and to centralise the information on Sharepoint.	March 2015 – August 2015	Nick Laker	Staff time	Value for money	Staff time required to carry out project.

Service Plan Template 2015/16

C&O/12	To set up a database of all Health and Safety files on Sharepoint.	March 2015 – August 2015	Nick Laker	Staff Time	Value for money	Staff time required to carry out project.
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Desired outcome / Objective		Review and provide an Engineering Service to an agreed service level				
Ref	Action(s)	Timescales / Deadlines	Lead Officer	Resource Implications Cap/Rev	Corporate Plan Priority?	Success Criteria/Measures
C&O/13	To compile a database of Waverley's drainage assets and complete survey of their condition.	June 2015	Gerald Canon	Staff time and specific budget provision in 2015/16 capital programme	Value for money	Completion of surveys and budget provision to carry out any remedial work identified.
C&O/14	To compile a drawing register of all Waverley's engineering drawings and to have them scanned.	May 2015	Gerald Cannon	Staff time	Value for money	Drainage information stored in an accessible form for the future
C&O/15	Update website with drainage/flood information and responsibilities.	June 2015	Nick Laker/Gerald Canon	Staff time	Value for money	Improved customer understanding of the Council's land drainage responsibilities
C&O/16	Develop an awareness training programme for councillors of the drainage responsibilities of the Council and the level of service that Waverley provides.	June/July 2015	Nick Laker/Gerald Canon	Staff time	Value for money	Awareness training provided for new Council after election

Desired outcome / Objective		Complete a review of IT data communications arrangements to deliver value for money				
Ref	Action(s)	Timescales / Deadlines	Lead Officer	Resource Implications Cap/Rev	Corporate Plan Priority?	Success Criteria/Measures
C&O/17	Carry out review of IT data communications services and	September – October 2015	Martin Wilson	Staff time	Value for money	Review and evaluation exercise completed.

Service Plan Template 2015/16

	costs					
C&O/18	To bring forward proposals for the rationalisation of IT communications including consideration of Unicorn service offering and Surrey Data Centre	November 2015	Martin Wilson	Staff time	Value for money	Report with recommendations for revised communications contract(s)

Desired outcome / Objective		To deliver value for money mobile working initiatives				
Ref	Action(s)	Timescales / Deadlines	Lead Officer	Resource Implications Cap/Rev	Corporate Plan Priority?	Success Criteria/Measures
C&O/19	Establish a plan for introducing further mobile working solutions in particular integration with line of business systems	April – June 2015	Linda Frame	Officer time	Value for money	Identification of service/customer benefits of further mobile working solutions.
C&O/20	Report to Foresight board with recommendations for implementation	July 2015	Linda Frame	Officer time	Value for money	Approval from Foresight board for proposals
C&O/21	Implement proposal(s) for using tablets for visiting officers to make better use of electronic information and to reduce the wasted time coming back into the office	From September 2015	Relevant service lead officer + Linda Frame	Subject to capital programme provision	Value for money	Implementation of projects with delivery of service benefits identified
C&O/22	Prepare programme for future projects	January 2016	Roger Standing /Linda Frame	Officer time	Value for money	Report to IT Strategy Group

Service Plan Template 2015/16

Desired outcome / Objective		To review office cleaning arrangements to provide a clean and tidy working environment for staff, councillors and building users				
Ref	Action(s)	Timescales / Deadlines	Lead Officer	Resource Implications Cap/Rev	Corporate Plan Priority?	Success Criteria/Measures
C&O/23	Review of the office cleaning programme and ensure the most effective and appropriate methods are in place for the office environment	August – November 2015	S Holt	Officer time	Value for money	More effective office cleaning to provide a healthy environment for staff
C&O/24	Obtain alternative costs from cleaning contractors for the Central Offices cleaning service	Dec 2015	S Holt	Officer time	Value for money	Alternative costs obtained to ensure value for money of the cleaning service provision
C&O/25	Report with recommendations	Dec 2015	S Holt R Standing	Officer time	Value for money	Decision on future cleaning service

Desired outcome / Objective		To carry out a review of the business case for scanning all incoming post				
Ref	Action(s)	Timescales / Deadlines	Lead Officer	Resource Implications Cap/Rev	Corporate Plan Priority?	Success Criteria/Measures
C&O/26	To undertake a feasibility study into the costs and service benefits of scanning all incoming mail. Actions will include visits to sites where incoming post is scanned Estimated costs of system software and training Analysis of service and or cost benefits	By end of August 2015	Jane Boxall	Officer time	Value for Money	Potentially an increase in the speed of mail distribution allowing employees to respond to mail quicker; Reduces the amount of paper flowing around services; Minimises scope for human error; Creates an audit trail; Shared access to documents; Streamlines document retrieval; Reduces hard copy storage requirements; Improved productivity of staff by providing access to the documents

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						needed quickly
C&O/27	Prepare report	September 2015	Jane Boxall /Roger Standing	Officer time	Value for money	Potential project bid in 2016/17 budget


Desired outcome / Objective		Review staff restaurant				
Ref	Action(s)	Timescales / Deadlines	Lead Officer	Resource Implications Cap/Rev	Corporate Plan Priority?	Success Criteria/Measures
C&O/28	Review catering services at the offices and alternative methods of service provision	Nov 2015	S Holt / K Barnes	Officer time	Value for money	Complete review with alternative methods of service provision.
C&O/29	Report on the sustainability of catering services at the offices	Dec 2015	S Holt / K Barnes	Officer time	Value for money	Prepare a report with recommendations for the future of the service.

Desired outcome / Objective		Setting and delivery of new carbon management commitments				
Ref	Action(s)	Timescales / Deadlines	Lead Officer	Resource Implications Cap/Rev	Corporate Plan Priority?	Success Criteria/Measures
C&O/30	Develop and implement a new Carbon Management Plan inclusive of new targets. This will include a recalculated baseline and targeting efficiency in new buildings.	Plan adopted by August 2015 Ongoing	Fotini Kallipoliti	Staff time Capital investment will be requested as and when needed.	Environment Value for money	Members adopting the new plan. Annual monitoring of targets and delivery of new projects.
C&O/31	Involvement in projects to maximise opportunities to deliver affordable housing with high environmental performance and minimise fuel poverty. Review the Code for	Ongoing	Fotini Kallipoliti	Officer time	Environment Value for money	Providing Sustainable Homes assessments for Waverley developments. Attendance at relevant meetings.

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	Sustainable Homes as a housing standard for Council housing into the future.					
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Service Plan Template 2015/16

Service: Environmental Services	Head of Service:	Robert Anderton	
<ul style="list-style-type: none"> • Environmental Health • Waste, Recycling & Street Cleaning • Parking Services • Corporate Health & Safety and Emergency Planning 	Director:	Damian Roberts	
	Portfolio Holder(s):	Cllr Donal O'Neill	

1. Service Plan Overview 2014/15

This Service Plan covers the main activities to be carried out by the Environmental Services team over the coming 12 months. These can be divided into the following broad categories:

- Implementing the findings of the Council's Customer Services 'Foresight' project across Environmental Services by building an improved and more joined-up customer services function, developing greater customer insight and embedding the Council's Corporate Customer Services Standards;
- Continuing to build an efficient and effective Environmental Health service through the application of technology including a mobile working solution for Food Inspections, continuing to work effectively with partnership organisations, and delivering a range of Environmental Health projects, with specific focus on Air Quality, Contaminated Land and the development of Primary Authority Partnerships;
- Continuing to build on the success of the mixed dry recycling and food waste collection service and, through a combination of improved communications/ behaviour change initiatives and an improved 'core offer' of kerbside recycling services, further increasing recycling rates and reducing the volume of residual waste generated in Waverley;
- Further improving the cleanliness of the borough, and public perception of the service, by delivering the agreed recommendations of the 2012 Street Cleaning Review;
- Building on efficiencies achieved to date, and using new technologies to create a modern, cost-effective and customer-friendly parking service;
- Delivering agreed car parking projects and continuously reviewing the impact of the Car Park Review 2011;
- Delivering robust contract management for the delivery of Waste Management, Environmental Cleansing and Parking Services contracts-ensuring environmental, financial and customer service performance is maximised.

Service Plan Template 2015/16

2. Focus for the coming year – Action Plan

Desired outcome / Objective		Environmental Services develops and delivers high quality customer services				
Ref	Action(s)	Timescales / Deadlines	Lead Officer	Resource Implications Cap/Rev	Corporate Plan Priority?	Success Criteria/Performance Measures/Targets
ES/1.1	Deliver the highest quality customer services and support and embed the recommendations from the Foresight Customer Service Project	May 2015 December 2015	Bryony Smart/ Jennifer Carson	Officer time	Understanding residents' needs	<ul style="list-style-type: none"> Improved customer service function developed and consistently applied across Environmental Services All staff aware of the customer service standards and proactively using them Phase 2 of Customer Services project (incorporation of grounds maintenance) successfully completed.
ES/1.2	Develop improved mechanisms for capturing and using customer feedback to inform/improve future service delivery	August 2015	Bryony Smart/ Jennifer Carson	Officer time	Understanding residents' needs	<ul style="list-style-type: none"> Customer feedback and satisfaction levels are routinely monitored, reported and acted upon Regular use of Citizens' Panel to obtain feedback on services Ideas developed and implemented for new approaches to gather customer feedback
ES/1.3	Monitor and manage performance against key customer service performance indicators	Ongoing	Bryony Smart/ Jennifer Carson	Officer time	Understanding residents' needs	<ul style="list-style-type: none"> Key Performance Indicators monitored and communicated on a monthly basis Targets met

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Desired outcome / Objective		The Environmental Health Service provides a range of mandatory / regulatory activities that protect the health and well being of the residents and visitors of the Borough.				
Ref	Action(s)	Timescales / Deadlines	Lead Officer	Resource Implications Cap/Rev	Corporate Plan Priority?	Success Criteria/Measures
ES/2.1	Implement the Mobile Working Solution for Food Inspections as part of the wider "Foresight" Mobile Working programme.	April 2015	Victoria Buckroyd/Colin Giddings	Officer time Capital/ revenue cost of mobile technologies (IT budget)	Value for money Understanding residents' needs.	Productivity and capability of Food Safety Officers further improved by;- <ul style="list-style-type: none"> • Availability of on site access to back-office systems so they can refer to data and file/issue reports in real-time direct from site. • Cutting costs and carbon footprint associated with paperwork, administration and travel.
ES/2.2	Trial using a range of different hardware and software for different disciplines and make better use of technology to improve administrative efficiency of services and processes. Specifically, introduce the use of 'RH Environmental Noise App'	September 2015	Colin Giddings	Officer Time Capital/ Revenue cost of mobile technologies (Capital bid submitted)	Value for money Understanding residents' needs.	<ul style="list-style-type: none"> • Different mobile working technologies trialled and business cases prepared for taking forward any preferred approaches to be established and implemented as appropriate. • New technology and systems introduced and working effectively
ES/2.3	To continue working effectively by delivering projects with partnership organisations.eg Food	April 2016	Victoria Buckroyd/Colin Giddings	Officer time and grants from partner organisations	Value for money Understanding	The team operate within guidelines and national and local agreements with partner organisations which include:

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	Hygiene Rating Scheme.			.	residents' needs.	Other Surrey Councils, The Food Standards Agency; the Health and Safety Executive; the Department for Environment and Rural Affairs (Defra); and Public Health England.
ES/2.4	To protect the health of Waverley's population through the quality of the air they breathe and the safety of private water supplies.	April 2016	Colin Giddings	Officer time Existing revenue and capital budgets Defra Grants (for Air Quality projects)	Environment	Continue to deliver Air Quality Action Plan, issue Pollution, Prevention Control permits and investigate statutory nuisance- <ul style="list-style-type: none"> Monitoring air quality throughout the Borough Controlling pollution including air and noise from industrial processes Controlling smoke and particulates from bonfires & construction sites Delivering a risk-based sampling programme of private water supplies
ES/2.5	To ensure land is safe and fit for the purpose of its current or future intended use.	April 2016	Colin Giddings/Aine O'Brien	Officer time Capital budget	Environment	Continue to review, update and deliver the Council's Contaminated Land Strategy
ES/2.6	To offer Primary Authority partnerships to businesses wishing to take advantage of the national scheme.	April 2016	Victoria Buckroyd/ Jamie Tomlinson	Officer time Cost recovery charging regime in place	Understanding residents needs Value for money	Number of partnerships in place increased to 3 by end April 2016. Businesses assisted in meeting legal requirements and to raise standards. Improved standards are proven to help businesses to become more prosperous, which can benefit the whole community.

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Desired outcome / Objective		Improve the cleanliness of the borough by delivering the agreed recommendations of the 2012 Street Cleaning Review				
Ref	Action(s)	Timescales / Deadlines	Lead Officer	Resource Implications Cap/Rev	Corporate Plan Priority?	Success Criteria/Measures
ES/3.1	Work with Veolia to improve the current street cleaning schedules, and continue to deliver improved performance relating to street cleaning.	May 2015	Jennifer Carson	Officer time	Environment/ Understanding Residents' Needs	<ul style="list-style-type: none"> Improved standards of cleanliness across the borough. Improved customer satisfaction with street cleaning (feedback from comment cards = 80% 'good' or 'excellent' rating). 100% of scheduled street cleans taking place on time. When inspected, 90% of street cleans carried out to be graded as grade A (immaculate) or B (small levels of detritus).
ES/3.2	Introduce mobile working solution for Contract Monitoring Officers	September 2015	Jennifer Carson	Capital cost of £1,500; ongoing annual revenue cost of £300. Improved efficiency of processes with release capacity and make the team more efficient.	Environment Understanding Residents' Needs Value for Money	<ul style="list-style-type: none"> Mobile working solution implemented and enabling more efficient and effective working practices

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Desired outcome / Objective						
Deliver key objectives from Waverley's Recycling Improvement Plan						
Ref	Action(s)	Timescales / Deadlines	Lead Officer	Resource Implications Cap/Rev	Corporate Plan Priority?	Success Criteria/Measures
ES/4.1	<p>Implement agreed actions from the Waverley BC Recycling Improvement Plan 2014; including:</p> <ul style="list-style-type: none"> • Greater publicity, information and awareness-raising. • Replacement of larger black bins with small black bins as needed. • Effective management of closed lid/ side-waste policy • Promotion of sale of food waste caddy liners. • Promotion of reduction of contamination in recycling bins. • Targeted work to improve recycling performance at communal developments. • Work with Surrey County Council & Surrey Waste Partnership to lobby government regarding street arisings & leaves 	March 2016	Rob Anderton/ Jennifer Carson	<p>Officer time</p> <p>Publicity budget (in place).</p>	<p>Environment</p> <p>Value For Money</p> <p>Understanding Residents' Needs</p>	<ul style="list-style-type: none"> • Improvements to recycling rate, and reduction in waste sent to landfill (performance targets of 60% recycling and 85kg residual waste/hh achieved). • Ongoing publicity campaigns to increase capture of recyclable material and reduce contamination levels. • Customer satisfaction with the service remains high.

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ES/4.2	Maximise potential of new garden waste scheme and promote to encourage new subscribers	August 2015	Rob Anderton/ Jennifer Carson		Environment Value For Money Understanding Residents' Needs	<ul style="list-style-type: none"> Increased number of garden waste subscribers (an additional 500 subscribers joined by summer 2015, bring total to 10,500). Increased tonnages of garden waste recycling material (average of 350 tonnes per month) Reduced garden waste in residual and recycling streams (Dry recycling contamination from garden waste consistently kept below 1%).
ES/4.3	Secure the best available price for all recycling materials	April/ May 2015	Rob Anderton/ Jennifer Carson	Potential to save £000's	Environment Value For Money	<ul style="list-style-type: none"> New County-wide Framework Contract negotiated for Garden Waste disposal, with improved prices. Best available rate secured for dry recycling mix

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Desired outcome / Objective		Further build on efficiencies achieved to date, using new technologies to create a modern and cost-effective and customer-friendly parking service				
Ref	Action(s)	Timescales / Deadlines	Lead Officer	Resource Implications Cap/Rev	Corporate Plan Priority?	Success Criteria/Measures
ES/5.1	Maximise use of Pay by Phone facilities in Waverley	December 2015	Rob Anderton/ Jennifer Carson	Officer Time Potential to achieve savings on	Understanding Residents' Needs	<ul style="list-style-type: none"> 6%-10% of transactions taking place via PBP by December 2015 Usage and uptake of system reviewed

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				cash collection once cashless payment is established and well used.		<ul style="list-style-type: none"> • Customer satisfaction rates improved. • Longer term potential for cash collection/ counting savings reviewed and identified- and plan in place to implement changes to realise efficiencies
ES/5.2	Ensure Cale Web Office (new car park machines information system) is fully integrated, and benefits maximised	May 2015	Rob Anderton/ Jennifer Carson	Officer time	Value for money	<ul style="list-style-type: none"> • Potential for cash collection/ counting savings reviewed and identified- and plan in place to implement changes to realise efficiencies
ES/5.3	Car washing- introduction of car washing services in two of Waverley's car parks	December 2015	Rob Anderton/ Jennifer Carson	Officer time	Understanding Residents' Needs Value for money	<ul style="list-style-type: none"> • Contractor appointed to carry out works. • Income of over £10k generated for car washing contract.
ES/5.4	Review and update Car Parks Review 2011	July 2015	Rob Anderton/ Jennifer Carson	Officer time	Understanding Residents' Needs Value for money	<ul style="list-style-type: none"> • Achievement of review recommendations assessed • Success of review recommendations established • Further changes to approach identified and presented to Executive for endorsement.
ES/5.5	Implement the projects identified in year 1 of the new Waverley Borough Council 10-year Car Parks Asset Management Plan	March 2016	Rob Anderton/ Jennifer Carson	Capital Budget	Understanding Residents' Needs Value for money	<ul style="list-style-type: none"> • Identified projects delivered on time and on budget


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Desired outcome / Objective		Deliver key objectives in Emergency Planning, Business Continuity and Corporate Health and Safety; building on Waverley's safe working culture and strengthening response and recovery measures to incidents & emergencies				
Ref	Action(s)	Timescales / Deadlines	Lead Officer	Resource Implications Cap/Rev	Corporate Plan Priority?	Success Criteria/Measures
ES/6.1	Implement Emergency preparedness actions in line with Corporate Vision and Civil Contingencies Act 2004, including; <ul style="list-style-type: none"> • Development of specific emergency response plans to cover known natural hazards and threats • Delivery of training and exercise programme to develop emergency roles of responsible officers • Development of Community Resilience Programme to enhance community preparedness • Greater publicity, information and awareness-raising. • Replacement of Emergency Store and key officer resources to allow a strengthened response to emergencies 	August 2015	Laurence McCammick/ Rob Anderton	Officer time Agreed Emergency Planning budget (in place).	Value For Money Understanding our Residents needs Environment	<ul style="list-style-type: none"> • Validation of developed plans through table top and live exercises with changes to approach identified and presented to Executive for endorsement. • Endorsement from Executive of approved process and toolbox of emergency messages and advice for Warning and Informing public • Longer term potential for local emergency preparedness scoped, identifying risk and where this will realise self-sufficiency within the wider community during times of critical need
ES/6.2	Implement an agreed Business Continuity Management system,	October 2015	Laurence McCammick/ Rob	Officer time	Value For Money	<ul style="list-style-type: none"> • Achievement of BC review and recommendations on Plan development

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	<p>including;</p> <ul style="list-style-type: none"> • Development of a Corporate BC Plan • Production, adoption and testing of Individual BC Service Plans • Development of annual BC Exercises to continuously improve and test BC Response and Recovery 		Anderton		Environment	<ul style="list-style-type: none"> • Successful development of BC Plan • Development of Service Plan BC responses established • Planned BC Exercise to validate developed plans set
ES/6.3	Develop a strong Corporate Health and Safety Policy and Safety Culture in line with Corporate Vision and HSE Guidance 65	May 2015	Laurence McCammick/ Rob Anderton	Officer Time Corporate H&S budget to be established following review	Value For Money Environment	<ul style="list-style-type: none"> • Achievement of H&S review and outline for delivery on recommendations assessed • Success of new policies in meeting Waverley's responsibilities • Programme outlined for implementation of ground up/top down safety culture

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Service:	Head of Service:	Peter Vickers	
Financial Services	Director:	Graeme Clark	
	Portfolio Holder(s):	Cllr Julia Potts	

1. Service Plan Overview 2015/16

The Finance service is divided into three main sections:

The Financial Services section provides a wide range of accountancy and exchequer services to internal and external customers. The key objectives for the service are:

- to ensure robust and effective management of Waverley's financial resources with clear and transparent reporting of the Council's accounts and transactions
- to give clear advice to Members, staff and other organisations to support sound decision making and prudent financial management
- to manage all of the Council's incoming and outgoing financial transactions in accordance with good practice and Waverley's policy and control framework

The Revenues and Benefits section is responsible for the collection of council tax and business rates, the payment of housing benefit and council tax support and the prevention and detection of council tax or benefit fraud. The key objectives for the service are:

- to provide a cost-effective revenue service that achieves the maximum collection rate possible for the Council Tax and Business Rates due from residents and businesses in the Borough
- to ensure our customers' receive their entitlement to benefit to help them meet their housing costs and to make payments quickly and accurately
- to protect the public purse by providing an effective fraud investigation service that both detects and helps to prevent fraud.

Employee and Business Services provides a range of corporate services to the Council including payroll, employee support, procurement, performance, insurance and risk management. The purpose of the service is to:

- Support organisational resilience through the provision of a governance framework to deliver employee transactional and administrative

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practices.

- Support managers to manage through the provision of consistent and controlled systems and processes, providing organisational confidence and transparency.

- Support employee's learning and development through the provision of high quality, impactful learning opportunities, to improve individual and team performance and deliver a positive culture of continuous improvement and customer service.

We are committed to providing a high performing customer focused service that offers value for money to the Council and its residents.

2. Focus for the coming year – Action Plan

Desired outcome / Objective Support the delivery of Waverley's corporate objectives with highly effective financial management

Ref	Action(s)	Timescales / Deadlines	Lead Officer	Resource Implications Cap/Rev	Corporate Plan Priority?	Success Criteria/Performance Measures/Targets
F/01	<p>Ensure that the Medium Term Financial Strategy (MTFS) presents a sustainable and robust plan for Waverley's financial resources, anticipating the impact of future financial pressures and recognising the desire to deliver corporate plan priorities and improve services in accordance with customers' needs.</p> <p>Mid-year review to Members</p>	30 Sept 2015	Peter Vickers	£3m budget gap over 3 years	Supports all priorities	<p>Pressures and sensitivities modelled for next 5 years to support medium-term planning</p> <p>Ensure that the new funding mechanism is understood by members and senior managers</p> <p>Sound forecasting ensures that services are delivered and variations from budget are anticipated and reported to Members</p>

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2. Focus for the coming year – Action Plan

Ref	Action(s)	Timescales / Deadlines	Lead Officer	Resource Implications Cap/Rev	Corporate Plan Priority?	Success Criteria/Performance Measures/Targets
Desired outcome / Objective		Support the delivery of Waverley's corporate objectives with highly effective financial management				
F/02	Ensure that funding mechanism is understood and the impact on Waverley calculated and embedded in the Financial Strategy projections	On going	Peter Vickers	Within existing resources	Value for Money	Impact of changes are anticipated and plans are in place to manage risks and opportunities Accurate business rate and council tax base estimates set Key sensitivities monitored
F/03	Improve the robustness and timeliness of budget monitoring arrangements to ensure Waverley can respond effectively to unexpected issues.	Ongoing	Peter Vickers Brian Long	Within existing resources	Value for Money	Effective, timely, clear information on an exception basis, risk assessed showing complete picture.
F/04	Support the delivery of the Housing Revenue Account (HRA) Business plan through effective financial and treasury management and robust monitoring and reporting	Ongoing	Peter Vickers Glennis Pope Brian Long	Within existing resources	Value for Money	Effective, timely, clear information on an exception basis, risk assessed showing complete picture
F/05	Building capacity within the Finance team to enable the team to focus on key priorities.	Ongoing	Peter Vickers	Within existing resources	Value for Money	Team has more logical structure aligned to the work streams and service requirements
F/06	Introduce new ways of working to utilise technology to increase team capacities	Ongoing	Peter Vickers Brian Long	Within existing resources	Value for Money	Use of excel, agresso and crystal reports becomes embedded within work streams.

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Desired outcome / Objective		Support the delivery of Waverley's corporate objectives with highly effective financial management				
Ref	Action(s)	Timescales / Deadlines	Lead Officer	Resource Implications Cap/Rev	Corporate Plan Priority?	Success Criteria/Measures
F/07	Ensuring team members have adequate support	Ongoing	Peter Vickers	Within existing resources	Value for Money	Fewer direct reports to Chief Accountant, line management reports cascade down the team.
F/08	Introduce a more structured project management process to key activities	Ongoing	Peter Vickers	Within existing resources	Value for Money	Fully developed and consulted project plans are implemented for all significant activities.
F/09	Services are supported with proactive financial management and support.	Ongoing	Peter Vickers	Within existing resources	Value for Money	A significant increase in support for service managers.

Desired outcome / Objective		Maximise revenue base for council tax and business rates and achieve 'best in County' collection rates for all main income sources				
Ref	Action(s)	Timescales / Deadlines	Lead Officer	Resource Implications Cap/Rev	Corporate Plan Priority?	Success Criteria/Measures
F/10	Verify that all commercial and residential properties are correctly recorded on the revenue systems and are receiving accurate bills	Ongoing	Simon Piper	Within existing resources	Value for Money	Increased tax base Achieve target collection rate
F/11	Issue accurate demands in March for 1st April instalment and robustly apply approved enforcement and recovery measures in all cases	Ongoing	Simon Piper	Within existing resources	Value for Money	Value for money Exceed 99% collection for council tax and achieve 99% for Business rates in 2015/16

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Desired outcome / Objective		Maximise revenue base for council tax and business rates and achieve 'best in County' collection rates for all main income sources				
Ref	Action(s)	Timescales / Deadlines	Lead Officer	Resource Implications Cap/Rev	Corporate Plan Priority?	Success Criteria/Measures
F/12	Review past year historical debts for council tax, business rates and housing benefit overpayments and pursue or consider for write off	Ongoing	Simon Piper	Within existing resources	Value for Money	<p>Reduced outstanding debt from previous years</p> <p>Secure more payment arrangements</p> <p>Reissue debts for tracing and bailiff action</p> <p>More regular write off requests being made</p>

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Desired outcome / Objective		A smooth transition of the Investigations Team to the Department of Work and Pensions (DWP)				
Ref	Action(s)	Timescales / Deadlines	Lead Officer	Resource Implications Cap/Rev	Corporate Plan Priority?	Success Criteria/Measures
F/13	Prepare and communicate a project plan for transfer of the Investigations team to Single Fraud Initiative Service, Including impact upon the service.	Develop based upon timescales set by DWP	Nicky Harvey		Value for money	Plan is in place and well communicated and understood. Time table is shared and adjusted with new information as it occurs.
F/14	Review impact of this transfer on Waverley's Fraud deterrent requirement for council tax.	October 2015	Nicky Harvey	Possible sharing with council tax preceptors	Value for money, securing assets	A shared need to provide a deterrent against Council Tax fraud exists, this must be balanced against the cost of deterrence.

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Desired outcome / Objective		Ensure that all of Waverley's residents that are eligible for housing benefit or council tax support claims are assessed and paid quickly and accurately				
Ref	Action(s)	Timescales / Deadlines	Lead Officer	Resource Implications Cap/Rev	Corporate Plan Priority?	Success Criteria/Measures
F/15	Extend the monitoring of customer satisfaction levels with the benefits service and use results to help identify improvements	On-going	Nicky Harvey		Value for money Customer feedback	Improvements to service implemented Increased customer satisfaction
F/16	Monitor the speed of processing targets and take any corrective action necessary	On-going	Nicky Harvey		Value for money	Improved accuracy statistics Fewer LA overpayments New claims processed within 20 days Changes processed within 9 days
F/17	Review working practises in Benefits (particularly the counter) to further develop the service and improve speed and accuracy of claims	June 2015	Nicky Harvey		Value for money	Increased proportion of claims processed over counter rather than on phone/by post Improved processing times
Desired outcome / Objective		Implement comprehensive project plan for the transformation of benefits to Universal Credit				
Ref	Action(s)	Timescales / Deadlines	Lead Officer	Resource Implications Cap/Rev	Corporate Plan Priority?	Success Criteria/Performance Measures/Targets
F/18	Ensure a project plan is established which balances the needs of staff, the Council and claimants during and following the transition period	Potentially Universal Credit to be introduced in 2015/16 with full transfer by 2017	Nicky Harvey	Unknown currently but government admin grant could be reduced		Staff are informed and feel supported Customers have the necessary information Members are aware of implications Project Plan by December 2015


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Desired outcome / Objective		To support staff and managers across the organisation to become a high-performing resource capable of providing excellent customer service.				
Ref	Action(s)	Timescales / Deadlines	Lead Officer	Resource Implications Cap/Rev	Corporate Plan Priority?	Success Criteria/Performance Measures/Targets
F/19	Undertake a cost benefit analysis and develop a business case for further development of the iTrent HR system for the following functions:		Karen Booker	Staff time – consultancy required from MidlandHR	Value for Money - efficiencies	System offers additional functionality New developments are communicated to staff and councillors as appropriate Feedback obtained from staff and councillors about the benefits of improved online and self-service functions
	Widen the self-service function to include the learning and development module	March 2016	Karen Booker			
	Additional payroll functions including online claim forms.	March 2016	Karen Booker			
	Develop online councillors' mileage claims	March 2016	Karen Booker			
	Introduction of electronic appraisal system using new Performance Management module of iTrent	October 2015	Karen Booker			Introduction of electronic appraisal system for 15/16 appraisal cycle
F/20	Introduction of full online recruitment functionality from Jobs Go Public	March 2016	Karen Booker	Staff Time	Value for Money	To introduce electronic recruitment management functionality to the business

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F/21	Establish a pool of staff who can help provide temporary cover for administrative and customer services.	March 2016	Karen Booker	Staff time	Value for Money	A list of staff who can provide temporary cover.
Desired outcome / Objective		To support staff and managers across the organisation to become a high-performing resource capable of providing excellent customer service.				
Ref	Action(s)	Timescales / Deadlines	Lead Officer	Resource Implications Cap/Rev	Corporate Plan Priority?	Success Criteria/Performance Measures/Targets
F/22	Develop the Learning and Development Strategy further and support it with: <ul style="list-style-type: none"> • Introduction of automated training feedback • Implementation of a new Manager Induction programme • Further develop the e-learning packages available from Learning Pool • Analyse training requirements from 2014 appraisals - research, procure and commission appropriate training or signpost to existing training offer (STOG). 	March 2016	Karen Booker	Staff Time	Value for Money	Fit for purpose induction programme for new managers in place Training feedback being completed, returned, comments acted upon and feedback given
F/23	Maintain payroll relationship within the SLA with Epsom and Ewell.	March 2016	Karen Booker	Staff time	Value for Money	Monthly payroll is delivered in accordance with the terms of the SLA, minimum error rate and regular review.

Housing Service Plan 2015/16

Service:	Head of Service:	Hugh Wagstaff/Jane Abraham	
HOUSING	Director:	Damian Roberts	
	Portfolio Holder(s):	Cllr Carole King/Cllr Stewart Stennett	

1. Service Plan Overview 2015/16

Service Priorities

The Housing Service Plan identifies the main priorities and activities that the team will deliver in 2015/16 and sets out the direction for the next five years.

The Housing Service Plan priorities are:

- Delivering customer service improvements
- Investing in high performing staff
- Delivering new affordable homes
- Investing in existing homes and delivering an effective housing service
- Empowering tenants and residents
- Improving service delivery
- Delivering value for money

Service Overview

The Housing Service provides a wide range of housing services to all Waverley residents. The service is comprised of nine teams, managed by two Heads of Service: Head of Housing Operations (Hugh Wagstaff) and Head of Strategic Housing and Delivery (Jane Abraham).

Housing Operations is made up of five teams who manage and maintain Council homes and tenancies. They are:

Property Service Team is responsible for the management of the council's housing portfolio and ensuring homes are kept in good repair through the delivery of planned and reactive works and health and safety compliance.

Tenancy and Estates Team ensure tenancy conditions are kept supporting tenants and delivering community development opportunities

Rent Accounts Team is responsible for charging and collecting rent and service charges.

Sheltered Housing Team support older and/or vulnerable tenants to live independently at designated schemes.

Housing Service Plan 2015/16

Family Support Team provides practical support to help families.

Strategic Housing and Delivery fulfil the Councils statutory obligations regarding housing, build new Council homes and develop service improvements. The four teams are:

Housing Development Team identify opportunities for increasing the supply of council homes and manage the new-build programme.

Housing Options Team provide advice and assistance to prevent homelessness, manage the Housing Register and allocate social rented homes in the borough

Private Sector Housing Team provides advice and information on a range of issues affecting the living conditions of people in private sector housing

Service Improvement Team develop policy and procedures, manage performance data, implement service improvements and deliver specialist projects including tenant involvement activities, database management and development and the EasyMove scheme.

2. Focus for the coming year – Action Plan

Objective		Delivering excellent customer service			
Ref	Action	Target date	Lead Officer	Resource Implications	Success Criteria/Measures
H/1.1	Implement the outcomes of the customer service training to contribute to a stronger performance and customer service culture	July 2015	Jane Abraham and Hugh Wagstaff	Training budget Existing staff resources	Completion of outcomes action plan 0.5% increase in customer satisfaction Teams clear of roles and responsibilities and adopt ownership of issues
H/1.2	Deliver improved customer service standards for housing	October 2015	Jane Abraham and Hugh Wagstaff	Within staff resources	High performance against /compliance with customer service standards

Housing Service Plan 2015/16

H/1.3	Use smarter techniques to deliver excellent customer service through a reduction in repeat transactions	October 2015	Annalisa Howson	Within staff resources	Full implementation of Orchard Customer dashboard to record all customer contact Fewer avoidable contacts
H/1.4	Improve the efficiency of handling complaints	March 2016	Jane Abraham and Hugh Wagstaff	Revenue budget bid	Recruit Quality Assurance Officer. Meet target timeframes for complaints. Cascade lesson learnt on a quarterly basis
H/1.5	Increase self-service opportunities including enabling tenants to access their rent accounts at any time	August 2015	Annalisa Howson	Capital bid request	Implement Orchard self service module.
H/1.6	Increase online service delivery options, such as online Housing Register applications, planned maintenance programme	March 2016	Annalisa Howson	Capital bid request	Research, develop and deliver online services
H/1.7	Provide tenants with a single contact number for their enquiries	March 2016	Hugh Wagstaff	New call management system (in IT capital bid)	Launch new customer contact number and ensure 80% calls routed through
H/1.8	Increase mobile working to enable services to be delivered to tenants in their own homes	March 2016	Annalisa Howson	Capital bid request	Research, develop and deliver mobile services
H/1.9	Extend customer feedback methods	December 2015	Annalisa Howson	Within staff resources	Develop and promote online and texting

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Objective		Investing in high performing staff			
Ref	Action	Target date	Lead Officer	Resource Implications	Success Criteria/Measures
H/2.1	Ensure staff have clear objectives, monthly 121s with their managers and an annual Performance Review meeting	May 2015	Jane Abraham and Hugh Wagstaff	Within staff resources	Team leaders and managers to have clear programme of 121s and annual performance reviews. Agreed recorded objectives and notes
H/2.2	Maximise opportunities for staff to develop their skills through a variety of learning opportunities,	March 2016	Jane Abraham and Hugh	Training budget	Team leaders and managers to develop and deliver training

Housing Service Plan 2015/16

	including professional housing qualifications		Wagstaff	Existing staff resources	objectives identified at 121 and annual performance reviews
H/2.3	Introduce 'super users' for key business systems to take a lead on specific functions, by recognising expertise and offering staff development	June 2015	Annalisa Howson	Within staff resources	To identify at least 10 super users in the year
H/2.4	Embed revised staff structure with staff taking responsibility for their roles	September 2015	Jane Abraham and Hugh Wagstaff	Within staff resources	Teams clear of roles and responsibilities and adopt ownership of issues
H/2.5	Ensure clear processes and procedures are in place to enable staff to deliver a consistent service	Ongoing March 2016	Housing Service Managers	Within staff resources	Review and develop of procedures. Procedures available on SharePoint

Objective		Delivering new affordable homes			
Ref	Action	Target date	Lead Officer	Resource Implications	Success Criteria/Measures
H/3.1	Invest in new Council house-building programme	March 2016	Jane Abraham	New Affordable Homes Reserve	At least 30 new affordable homes developed in 2015/16 New build programme delivered within budget
H/3.2	Deliver Ockford Ridge regeneration project and identify future stock re-modelling programmes	March 2016	Jane Abraham and Hugh Wagstaff	Capital programme	16 new homes built at Ockford Ridge in 2015/16 Mix and types of homes for future phases agreed Stock re-modelling programmes identified
H/3.3	Explore opportunities to maximise the delivery of affordable housing through joint initiatives, such as facilitated land acquisition and by working with local housing associations	March 2016	Jane Abraham /Alice Lean	New Affordable Homes Reserve Commutated sums	Additional affordable homes are delivered through a range of initiatives
H/3.4	Explore broader rent regime for new housing delivery	March 2016	Jane Abraham	Within staff resources	Report to Council on alternative rent models

Housing Service Plan 2015/16

Objective		Investing in existing homes and delivering an effective housing service			
Ref	Action(s)	Target date	Lead Officer	Resource Implications	Success Criteria/Measures
H/4.1	Continue to monitor health and safety issues	Ongoing September 2015	Lee Hawdon	New module (in IT capital bid)	Meet performance targets for health and safety issues. Promote awareness of issues to staff and residents.
H/4.2	Complete asset management strategy	June 2015	Pat Hatmil	Within staff resources	Council adopted strategy published on website and promoted to staff
H/4.3	Publish planned maintenance programme and keep tenants informed about when works will be carried out on their properties	Ongoing April 2015	Tony Johnson	Within staff resources	Programme of works published on website and communication plan for tenants
H/4.4	Develop long term strategy for responsive repairs contract	November 2015	Tony Johnson	Within staff resources	Council agreed strategy for contract
H/4.5	Invest in stock improvement programme	March 2016	Hugh Wagstaff	Capital programme	Identify and deliver at least 300 stock improvements
H/4.6	Explore how best to extend the reach of housing services	August 2015	Hugh Wagstaff	Within staff resources	Housing services delivers improved outcomes for residents
H/4.7	Review leasehold management	August 2015	Hugh Wagstaff	Within staff resources	Identify best practice and ensure consistent service to leaseholders

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Objective		Empowering tenants and residents			
Ref	Action	Target date	Lead Officer	Resource Implications	Success Criteria/Measures
H/5.1	Implement outcomes of the review of support services to vulnerable adults	September 2015	Jane Abraham	Budget to be agreed	Publish progress against project plan
H/5.2	Respond proactively to issues arising from welfare reform that affect tenants and residents	Ongoing March 2016	Phil Giles	Within staff resources	Maintain rent collection performance. Provide support and referral service to tenants
H/5.3	Maximise opportunities for collaborative working to	Ongoing	Christian	Within staff	Identify and progress at least two

Housing Service Plan 2015/16

	extend services to older people, through links with the wellbeing agenda	March 2016	Evans	resources	projects in year
H/5.4	Manage tenancies effectively, by clarifying tenants rights and responsibilities and ensuring compliance with tenancy conditions	Ongoing March 2016	Theresa Lonergan	Within staff resources	Publish tenants guide online. Meet performance targets for tenancy reviews
H/5.5	Increase our understanding of our tenants and residents aspirations and needs	September 2015	Annalisa Howson	Within existing revenue budget	Review STAR (Survey of Tenants and Residents) 2014/15 data to develop services according to tenants' aspirations and needs. Undertake at least one resident event to gain further information

Objective		Improving service delivery			
Ref	Action	Target date	Lead Officer	Resource Implications	Success Criteria/Measures
H/6.1	Embed service improvements through implementation of new processes	July 2015	Housing Service Managers	Within staff resources	Team Leaders and Managers to monitor implementation of new processes.
H/6.2	Ensure that the IT system effectively supports the delivery of services and enables efficient record keeping	March 2016	Annalisa Howson	Within staff resources	Internal audit evidence accurate records in records. Identify and implement at least two new IT functions to assist service delivery
H/6.3	Demonstrate excellence through benchmarking against other social housing providers	March 2016	Annalisa Howson	Within existing revenue budget	To perform above Median quartile performance in Benchmark group
H/6.4	Carry out tenancy audits across the Council's housing stock	March 2016	Theresa Lonergan	Within staff resources	Identify and implement at least two new services
H/6.5	Use tenant profiling information to inform service improvements and future development	March 2016	Annalisa Howson	Within staff resources	Identify and implement at least two new services
H/6.6	Involve tenants in improving services and developing new homes	March 2016	Annalisa Howson	Within staff resources	Review and publish Tenant Involvement Strategy. Tenant


Housing Service Plan 2015/16

					Panel consulted on service improvement and members of Corporate Overview and Scrutiny Housing Improvement Sub Committee
H/6.7	Strengthen contract management practice	December 2015	Jane Abraham and Hugh Wagstaff	Within staff resources	Teams clear of roles and responsibilities in management contracts. Monthly contract management meetings
H/6.8	Respond to changes in external funding that effect existing services	March 2016	Jane Abraham	Within staff resources	Identify and implement at least two new schemes
H/6.9	Review Housing Key Performance Indicators (KPIs)	October 2015	Annalisa Howson	Within staff resources	Review core areas for KPIs and publish new suite of KPIs

Objective		Delivering value for money			
Ref	Action(s)	Target date	Lead Officer	Resource Implications	Success Criteria/Measures
H/7.1	Deliver the Housing Revenue Account (HRA) Business Plan	Ongoing March 2016	Jane Abraham and Hugh Wagstaff	Capital budget	Publish progress against project plan
H/7.2	Maintain high collection rates	Ongoing March 2016	Jane Abraham and Hugh Wagstaff	Within staff resources	Maintain rent collection performance, service charges and recharge
H/7.3	Identify efficiencies to deliver savings across the service	Ongoing March 2016	Jane Abraham and Hugh Wagstaff	Within staff resources	Identify and deliver at least two new savings
H/7.4	Explore external funding opportunities to reduce risk of reductions in current government grants	Ongoing March 2016	Jane Abraham and Hugh Wagstaff	Within staff resources	Identify and review at least two new funding opportunities
H/7.5	Review how small contracts are procured	December 2015	Hugh Wagstaff	Within staff resources	Develop new guidelines for procurement

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Service Plan Template 2015/16

Service:	Head of Service:	Robin Pellow	
Corporate Governance	Director:	Paul Wenham	
	Portfolio Holder(s):	Cllr Robert Knowles Cllr Julia Potts	

1. Service Plan Overview 2015/16

Monitoring Officer

The Monitoring Officer is responsible for promoting and maintaining high standards of ethical conduct by Waverley and Town and Parish Councillors and Waverley staff. The Monitoring Officer is responsible for investigating complaints against Waverley, Town and Parish Councillors under the Arrangements adopted by Waverley.

Audit

Internal Audit's objectives are to review and assess the way Waverley runs its business and to identify opportunities to enhance the controls the Council has in place to prevent loss, waste or fraud. In so doing, it contributes to the Council's arrangements for securing value for money and reinforces the Council's Governance arrangements.

The service offers advice on risk management and design of appropriate controls and on the interpretation and application of Waverley's rules (e.g. Contract Procedure Rules). It also investigates reports of fraud and corruption , (excluding Housing Benefits cases) and some sensitive staffing matters.

Complaints

To support the corporate complaints service and ensure that managers respond to complaints, and learn lessons from them to improve services for customers and the community.

Mayoralty

The service provides support for the Mayor and Deputy Mayor in their Civic roles and organises Waverley Civic events such as the Civic Service, Volunteers Garden Party etc.

The service supports all of Waverley's objectives, and Audit plays a particularly important role in Value for money.

Service Plan Template 2015/16


2. Focus for the coming year – Action Plan

Desired outcome / Objective		Maintaining high standards of governance and ethical standards				
Ref	Action(s)	Timescales / Deadlines	Lead Officer	Resource Implications Cap/Rev	Corporate Plan Priority?	Success Criteria/Performance Measures/Targets
CG/1	Continue to promote ethical standards with Waverley staff and councillors and Town and Parish councillors.	May 15	R Pellow	Within existing budgets	all	Survey staff and Parish Clerks
CG/2	Ensure all Councillors briefed on ethical standards before taking any decisions after WBC elections	May 15	R Pellow	Within existing budgets	all	All Councillors briefed by mid June 2015
CG/3	Finish Individual Elector Registration process	Sep. 15	T Stanbridge	May need continuing extra Government grant support	all	Minimal reduction in overall Electoral Register numbers
CG/4	Administer successful combined triple or quadruple combined elections	May 15	R Pellow	Should be within existing elections fund budget- may need increased annual contribution in future	all	Smooth running poll, no challenges to results, quick and accurate counts

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Desired outcome / Objective		Effective Internal Audit service and good relationship with external Auditors				
Ref	Action(s)	Timescales / Deadlines	Lead Officer	Resource Implications Cap/Rev	Corporate Plan Priority?	Success Criteria/Measures
CG/5	Continue to monitor external contractor performance and quality	Continuing	Gail Beaton	Within existing budgets	Value for money	Audit plan achieved within budget
CG/6	Review anti fraud resources within Council once universal credit introduced	May 15	Gail Beaton	Within existing budgets	Value for money	Ensure Waverley continues to have robust investigation capacity

Service Plan Template 2015/16

Service:	Head of Service:	Matthew Evans	
Planning	Director:	Paul Wenham	
	Portfolio Holder(s):	Cllr Brian Adams	

1. Service Plan Overview 2015/16

Development Control, Planning Policy and Projects

The Government continues to reform the planning system to support its growth agenda. The service will need to respond to these changes while continuing to provide advice to the Planning Committees, meet performance targets for determining applications, defend appeals effectively and provide an effective enforcement service. The Service has received an increased numbers of major housing schemes in this year as developers respond to the Government's agenda to provide a step change in the delivery of new housing. A priority is to prepare a new Local Plan which will pass the tests of soundness at Examination. This Plan is needed to provide a framework for managing new developments which meets the needs of present and future generations of residents of the Borough whilst ensuring that adequate infrastructure is in place and its unique environment is enhanced and protected.

The Service will also continue with its programme of Conservation Area Reviews and implement projects to actively improve Waverly's built heritage together with the development of the design capability of the Service.

Housing Enabling

This function supports the development of affordable homes on a number of sites on Council owned land, while supporting the delivery of affordable housing on other sites (including rural exceptions) through the planning process. The Council remains committed to delivering on its target of a minimum 250 new affordable houses in the next 5 years. Supporting the delivery of the Council's Affordable Housing Plan is a key priority.

Building Control

This service is a statutory requirement but also works within a competitive environment where private sector approved inspectors offer a similar service. A continued objective will be to break even together with the preparation and implementation of a Business Plan to take the service forward. The function has a key role in making sure that buildings are structurally sound, safe in the event of fire, are energy efficient and have adequate drainage and ventilation.

Service Plan Template 2015/16

2. Focus for the coming year – Action Plan

Desired outcome / Objective		Increasing the supply of houses to meet Waverley's needs, including affordable houses				
Ref	Action(s)	Timescales / Deadlines	Lead Officer	Resource Implications Cap/Rev	Corporate Plan Priority?	Success Criteria/Performance Measures/Targets
PL/1	Secure planning permissions for new housing including affordable housing	Timescales for planning permissions dependant on development industry	Alice Lean/ Elizabeth Sims	Officer time	Yes	Affordable housing provided in accordance with Council planning policy on qualifying sites Evidence of rural exception sites approved
PL/2	Update planning policy and new sites identified Local Plan adopted	Milestones set out in Local development Scheme Preparation of neighbourhood plans dependant on parish councils	Graham Parrott/ Alice Lean	Officer time Policy development will incur additional costs related primarily to technical evidence, consultation and the public examination	Yes	Number of homes granted sufficient to maintain a 5 year housing target Local Plan adopted Site Allocations Evidence of neighbourhood plans adopted
PL/3	Support the preparation of neighbourhood plans by parish councils	Dependant on timescales of parishes	Graham Parrott	Dependant on number of parish plans instigated by parish councils Government funding available	Yes	100% of neighbourhood plans at examination are declared sound and adopted

Desired outcome / Objective		Supporting the needs of businesses				
Ref	Action(s)	Timescales / Deadlines	Lead Officer	Resource Implications Cap/Rev	Corporate Plan Priority?	Success Criteria/Measures
PL/4	Ensure the planning process is supportive of local businesses.	Timescales for planning permissions	Elizabeth Sims Graham	Officer time Policy development will incur additional	Yes	Number and proportion of permissions granted for business uses

Service Plan Template 2015/16

		dependant on development industry Milestones set out in Local Development Scheme	Parrott	costs related primarily to technical evidence, consultation and the public examination		Amount of new employment Floor space created Number of neighbourhood plans.
PL/5	Support the preparation of neighbourhood plans to deliver locally led growth	Dependant on timescales of parishes		Dependant on number of parish plans instigated by parish councils Government funding available	Yes	100% of neighbourhood plans produced are declared sound and adopted

Desired outcome / Objective		To promote and celebrate excellence in design and improve the public realm				
Ref	Action(s)	Timescales / Deadlines	Lead Officer	Resource Implications Cap/Rev	Corporate Plan Priority?	Success Criteria/Measures
PL/6	Maintain quality of new development	Ongoing via planning application process Implementation of Design Training programme	Elizabeth Sims Sarah Wells	Officer time Officer time	Yes Yes	Feedback from end users of new development Review of appeal decisions and performance target met Number of conservation area reviews completed
PL/7	Carry out Conservation Area appraisals in accordance with programme	In line with project plan	Sarah Wells	Officer time	Yes	Two reviewed annually and adopted by Council
PL/8	Tree Preservation Orders kept under review	On-going	Andy Clout	Officer time	Yes	TPOs review and completions.
PL/9	Preparation and agreement of Buildings of Local Merit (BLM)	Dependant on timescale of local groups	Sarah Wells	Officer time & community involvement	Yes	Number of BLM designated Evidence on factor in planning decisions and appeals

Service Plan Template 2015/16

PL/10	Undertake Design Awards	November 2015	Sarah Wells	Officer time & community involvement External sponsorship	Yes	Successful awards ceremony
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Desired outcome / Objective	Put in place adequate Infrastructure to support new development
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Ref	Action(s)	Timescales / Deadlines	Lead Officer	Resource Implications Cap/Rev	Corporate Plan Priority?	Success Criteria/Measures
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PL/11	Community Infrastructure Levy (CIL) adopted	Infrastructure schemes funded and implemented Timescales subject to progress on Local Plan	Graham Parrott	Officer time and some consultants / examination costs	Yes	CIL adopted Number and cost of Infrastructure schemes funded and implemented
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Desired outcome / Objective	Secure resilient Building Control team
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Ref	Action(s)	Timescales / Deadlines	Lead Officer	Resource Implications Cap/Rev	Corporate Plan Priority?	Success Criteria/Measures
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PL/12	Implement Building Control Business Plan	March 2016	Matthew Evans	Officer time	Yes	Recruitment of Business Manager Implementation of Business Plan Increase in Market Share
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Service Plan Template 2015/16

Service:	Head of Service:	Robin Taylor	
Policy & Governance	Director:	Paul Wenham	
	Portfolio Holders / Committee Chair:	Cllr Robert Knowles - Policy & Governance Cllr Stefan Reynolds - Member Support and Communications Cllr Simon Inchbald - Licensing	

1. Service Plan Overview 2015/16

Policy and Governance is comprised of 5 teams: Democratic Services; Licensing; Legal Services; Corporate Policy; and Communications and PR. In 2015/16 the Policy and Governance Service will:

1. Support democratic, transparent, informed and high quality decision-making by Waverley's Elected Councillors (**Democratic Services**);
2. Properly and effectively license pubs, clubs, shops, taxis, street vendors, charity collectors and others in Waverley so that the objectives of the Licensing Act 2003 are upheld (**Licensing**);
3. Provide high quality advice to ensure the Council acts lawfully and transparently and search and provide vital information to house and property buyers in Waverley (**Legal Services and Land Charges**);
4. Ensure Waverley has a clear vision, robust plans and policies and an effective performance management culture. (**Corporate Policy**); and
5. Ensure that information about our services reaches the right people at the right time in the most accurate, efficient and cost-effective way (**Communications and PR**).

Each of the five teams within the service will continue to work together to ensure that Waverley Borough Council:

- **Develops plans**, policies, services and proposals that are ambitious but achievable, innovative but lawful;
- **Makes decisions** in the right way, at the right time, in the right place; and
- **Shares information** about itself, its decisions and its services with the public and others.

Service Plan Template 2015/16

2. Focus for the coming year – Action Plan

Desired outcome / Objective		Democratic Services. Support democratic, transparent, informed and high quality decision-making by Waverley's Elected Councillors.				
Ref	Action(s)	Timescales / Deadlines	Lead Officer	Resource Implications Cap/Rev	Corporate Plan Priority?	Success Criteria/Performance Measures/Targets
PG/1	Fully implement and embed Modern.Gov, the Council's new Electronic Agenda Management System.	By 31 March 2016.	Emma McQuillan, Democratic Services Manager	Officer time.	Value for Money Understanding our residents' needs	<ul style="list-style-type: none"> • Modern.Gov project plan in place. • Modern.Gov delivered to time, cost and quality, • Full utilisation of system report management element.
PG/2	Deliver high quality committee reports, minutes and agendas.	Ongoing.	Emma McQuillan, Democratic Services Manager	Officer time.	Value for Money Understanding our residents' needs	<ul style="list-style-type: none"> • Quality log created and kept by Democratic Services Team. • Number of errors on error log reduces. • Customer survey undertaken for committee meeting attendees (members, public, staff). Results analysed, shared, acted upon.
PG/3	Manage the pre and post election programme, ensuring a smooth transition and effective induction process for new Councillors.	Main Councillor induction programme delivered in May 2015. Ongoing training	Emma McQuillan, Democratic Services Manager	Additional revenue costs of £6,000 to cover costs of Councillor induction programme.	Value for Money Understanding our residents' needs	<ul style="list-style-type: none"> • Induction programme developed and delivered from May 2015 onwards. • Programme of member training going is based on a Cllr Training Needs Analysis

Service Plan Template 2015/16

		programme throughout 2015-16.				
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Desired outcome / Objective		Licensing. Properly and effectively license pubs, clubs, shops, taxis, street vendors, charity collectors and others in Waverley so that the objectives of the Licensing Act 2003 are upheld.				
Ref	Action(s)	Timescales / Deadlines	Lead Officer	Resource Implications Cap/Rev	Corporate Plan Priority?	Success Criteria/Measures
PG/4	Continue to deliver the Council's new planned Licensing compliance inspection programme.	Ongoing.	Emma McQuillan, Democratic Services Manager	Officer time.	Leisure and Lives Understanding our Residents' Needs Environment	<ul style="list-style-type: none"> 240 planned compliance check visits are undertaken annually and emerging results are shared and acted upon if necessary.
PG/5	Complete Licensing back office process and systems review.	By 31 March 2016.	Emma McQuillan, Democratic Services Manager	Officer time.	Value	<ul style="list-style-type: none"> Process and systems review undertaken in partnership with IT and any changes identified and progressed.
PG/6	Make changes to improve performance and customer focus in the Council's licensing of Hackney Carriages and Private Hire Vehicles.	By 31 March 2016.	Emma McQuillan, Democratic Services Manager	Officer time. Any capital or revenue implications of digital knowledge tests will be considered separately as part of the business	Leisure and Lives Understanding our Residents' Needs Environment	<ul style="list-style-type: none"> Improve communications with taxi drivers through a newsletter and liaison panel Implement a taxi driver points system to improve quality and support regulatory decision-making. Options for digital knowledge test for new applicants has been

Service Plan Template 2015/16

				case review.		investigated and considered.
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Desired outcome / Objective		Legal Services and Land Charges. Provide high quality advice to ensure the Council acts lawfully and transparently and search and provide vital information to house and property buyers in Waverley.				
Ref	Action(s)	Timescales / Deadlines	Lead Officer	Resource Implications Cap/Rev	Corporate Plan Priority?	Success Criteria/Measures
PG/7	Ensure high quality internal and external legal advice is provided to Council staff and elected members to support the delivery of corporate objectives	Ongoing.	Daniel Bainbridge, Borough Solicitor	Officer time.	All	<ul style="list-style-type: none"> Advice is timely and accurate.
PG/8	Analyse and plan for the potential outcomes of the Government's Land Charges review.	By 31 March 2016.	Daniel Bainbridge, Borough Solicitor	Officer time.	All	<ul style="list-style-type: none"> Potential outcomes from the Government's Land Charges review analysed and action required agreed.
PG/9	Maintain key land charges turnaround times.	Ongoing.	Daniel Bainbridge, Borough Solicitor	Officer time.	Value Understanding our Residents' Needs	<ul style="list-style-type: none"> Over a 12-month period, the average turnaround time for full searches is 10 working days and does not at any point exceed 15 working days.
PG/10	Provide a timely and effective response to FOI requests and ensure good progress is made against the information risk management agenda	Ongoing.	Daniel Bainbridge, Borough Solicitor	Officer time.	Value Understanding our Residents' Needs	<ul style="list-style-type: none"> FOI statutory deadlines are met. Information Governance strategy is in place. Action plan is progressed.

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Desired outcome / Objective		Corporate Policy. Ensure Waverley has a clear vision, robust plans and policies and an effective performance management culture				
Ref	Action(s)	Timescales / Deadlines	Lead Officer	Resource Implications Cap/Rev	Corporate Plan Priority?	Success Criteria/Measures
PG/11	Project-manage the development and publication of the Corporate Plan 2015-18	October 2015.	Louise Norie. Corporate Policy Manager	Officer time.	All	<ul style="list-style-type: none"> Corporate plan produced in line with agreed timetable
PG/12	Implement a management framework at Waverley to ensure consistency and excellence across the Council.	Ongoing.	Louise Norie. Corporate Policy Manager	Officer time.	All	<ul style="list-style-type: none"> Management framework published
PG/13	Manage the Council's participation in the national graduate development programme and its apprenticeship programme.	Apprenticeship intake – annually by calendar year end. Graduate intake – September annually.	Louise Norie. Corporate Policy Manager	Officer time.	All	<ul style="list-style-type: none"> Graduates recruited. Graduates experience high quality placements and the Council gets maximum value out of them. Apprentices learn effectively and Waverley benefits from their input
PG/14	Manage the Council's Citizens Panel and use the opinion data arising from it to support decision-making.	Ongoing.	Louise Norie. Corporate Policy Manager	Officer time.	Understanding our Residents' Needs	<ul style="list-style-type: none"> Citizen Panel membership is refreshed. Surveys are run. The Council uses the results to inform policy and decision-making.
PG/15	Provide accurate, timely and useful performance information to enable Councillors and others to scrutinise Council	Ongoing	Louise Norie. Corporate Policy Manager	Officer time.	All	<ul style="list-style-type: none"> Quarterly reports to Overview and Scrutiny Committees and the Executive have been reviewed to ensure they

Service Plan Template 2015/16

	performance and make informed decisions.					continue to meet the needs and expectations of Councillors.
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Desired outcome / Objective		Communications & PR. Ensure that information about our services reaches the right people at the right time in the most accurate, efficient and cost-effective way.				
Ref	Action(s)	Timescales / Deadlines	Lead Officer	Resource Implications Cap/Rev	Corporate Plan Priority?	Success Criteria/Measures
PG/16	Oversee the development of a structured and planned approach to communications.	Ongoing	Michelle Morley, Communications & PR Manager	Officer time.	Value Understanding our Residents' Needs	<ul style="list-style-type: none"> Customers receive useful and timely information about Council Services by the channel that suits them best.
PG/17	Enhance signage and branding at Key Waverley sites to provide useful information to Waverley's customers and promote civic pride in the Borough.	By 31 March 2016.	Michelle Morley, Communications & PR Manager	Officer time.	Understanding our Residents' Needs	<ul style="list-style-type: none"> Replacement signage is produced in line with branding and design guidelines and clearly identifies who customers can call if they have any concerns.
PG/18	Create and deliver an internal communications strategy to ensure staff are informed and engaged.	By 31 March 2016.	Michelle Morley, Communications & PR Manager	Officer time.	Value	<ul style="list-style-type: none"> An internal communications activity is agreed. Existing activity is rationalised, extended and improved.
PG/19	Develop and publish 'Making Waves', the Council's magazine, ensuring that it is	3 editions per year.	Michelle Morley, Communications & PR Manager		All	<ul style="list-style-type: none"> 3 issues of Making Waves are printed and distributed to all residents and business in Waverley and

Service Plan Template 2015/16

	interesting, informative and cost effective.					<p>are available on our web site.</p> <ul style="list-style-type: none"> All customers and community groups who choose to subscribe, receive regular copies of the Council's new electronic newsletter.
PG/20	Re-design, re-launch and embed the Council's public web site and staff intranet.	By 31 March 2016.	Michelle Morley, Communications & PR Manager	Within existing budget	All	<ul style="list-style-type: none"> The website works well on all platforms, including mobile devices and tablets. The website is user-friendly and easy to navigate. The staff intranet supports effective team working and knowledge sharing.

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Service:	Head of Service:	Wendy Gane	
Strategic HR	Director:	Paul Wenham	
	Portfolio Holder(s):	Cllr Robert Knowles	

1. Service Plan Overview 2015/16

The delivery of value for money, high quality, customer-focused front line services is the Council's top priority.

The HR Strategy is driven by the Corporate Plan and other key Waverley strategies and is focused on supporting the Council's strategic planning and policy making, at a time of on-going financial pressures.

Key Priorities

The key priorities for Strategic HR in 2015/16 are to support the Council to maintain high standards in service outcomes, focus on continuous improvement and organisational resilience, as follows:

- To continue to develop a culture of high quality performance management and staff engagement throughout the Council, with clear and specific targeted outcomes designed to continue to develop and maintain a high performing, highly engaged staff team to deliver value for money, high quality, customer focused front-line services.
- To develop a Skills Gap and Capacity Management Strategy to address skills gaps and shortages.
- To continue to develop the analysis of high value, high impact benchmarking metrics linked to recruitment and retention to support optimum turnover of staff resulting in organisational resilience and continuous improvement in each service area.
- To address sensitive and challenging employee issues, sustain and enhance effective employee relations and maintain trusting relationships with Staffside/union representatives.
- To continue to develop effective HR policies and procedures to ensure they comply with employment law and meet Waverley's changing needs and priorities.
- To work with the Leadership and senior management team to continue to maintain high quality working relationships between Members and Officers.

2. Focus for the coming year – Action Plan

Desired outcome / Objective	Contribute to organisational and service resilience by continuing to develop and maintain a high performing, highly engaged staff team to deliver value for money, high quality, customer-focused front-line services.
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Ref	Action(s)	Timescales / Deadlines	Lead Officer	Resource Implications Cap/Rev	Corporate Plan Priority?	Success Criteria/Performance Measures/Targets
SHR/01	To continue to develop a culture of high quality performance management and staff engagement throughout the Council, with clear and specific targeted outcomes designed to deliver value for money, high quality, customer focused front-line services.	Ongoing	Wendy Gane	Officer time	VALUE	<p>A Management Framework (<i>Delivering Excellence Together</i>) is developed in collaboration with the Policy and Performance service and Heads of Service.</p> <p>A Skills Audit is completed to audit skills and capacity in each service area.</p> <p>Develop a People Management Strategy including: leadership training investment in the senior managers in pay bands 1-4</p> <p>Waverley's Values, developed collaboratively with staff, are embedded into the organisation.</p> <p>In collaboration with the Head of Policy and Governance, high quality performance data is submitted by each Head of Service and a measurable culture of performance management and staff engagement is embedded into the organisation.</p>

SHR/02	To develop a Staff Skill and Capacity management Strategy to address skills gaps and skills shortages which affect the Council's service delivery.					<p>To develop a clear understanding of Waverley's 'Offer' in each service where there are skills gaps/shortages: i.e. how we can attract high quality applicants in any groups of staff where there is a skills shortage.</p> <p>Identify from where these skills shortages can be sourced.</p> <p>Support the Council to be an Employer of Choice.</p> <p>Work with the senior management team to identify alternative ways to provide the service, if key skills can not be sourced.</p>
SHR/03	To continue to develop the analysis of high value, high impact benchmarking metrics linked to recruitment and retention to support organisational resilience and continuous improvement in each service area and support the Council's commitment to high quality customer-focused front line service delivery.	ongoing	Wendy Gane/ Jenny Deaves/ Andrew Watson	Officer time	VALUE	<p>High value, high impact benchmarking metrics such as salary competitiveness, staff turnover, reasons for leaving will be provided to relevant Heads of Service to :</p> <ul style="list-style-type: none"> • address recruitment and retention issues to support organisational and service resilience and continuous improvement. • provide a clear understanding of next steps in addressing any skills gaps/shortages.
SHR/04	Address sensitive employee issues, sustain and enhance effective employee relations	ongoing	Wendy Gane/ Jenny Deaves	Officer time	VALUE	Sound employment law advice will be provided.

	and maintain trusting relationships with Staffside/union representatives.					Effective employee relations and trusting relationships with Staffside/union representatives are maintained.
SHR/05	<p>To support organisational resilience through the provision of a governance framework:</p> <p>Continue to develop effective HR policies and procedures to ensure they comply with employment law and meet Waverley's changing needs and priorities.</p>	ongoing	Jenny Deaves/ Andrew Watson	Officer time	VALUE	<p>A rolling programme of review of HR policies will be regularly reviewed and actions agreed to ensure that all HR policies comply with employment law and meet the Council's changing needs and priorities.</p> <p>Managers will receive a summary update of any significant employment law developments plus training, as required.</p>
SHR/06	Work with the Leadership and senior management team to continue to maintain a high quality working relationship between Members and Officers.	ongoing	Wendy Gane	Officer time	VALUE	<p>A high quality interface between members and Officers will be maintained.</p> <p>In collaboration with the Leadership and Head of Policy and Governance, any Member/Officer training is identified.</p>