

WAVERLEY BOROUGH COUNCIL
JOINT OVERVIEW AND SCRUTINY COMMITTEE
16 JANUARY 2017

Title:

2017/18 SERVICE PLANS

**[Portfolio Holder: All]
[Wards Affected: All]**

Summary and purpose:

This report presents the draft Service Plan objectives for Council's services for 2017/18. Members will receive short presentations from each Head of Service regarding the main features and priorities of their plan and are asked to make any observations on the plans to the Executive.

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 business priorities 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 any financial implications are included in the draft budget.

Legal Implications:

There are no specific legal implications arising from this report.

Background

1. Each year Service Plans are produced in order to deliver the Council's service objectives and to provide an important element of the Council's overall Performance Management Framework. Heads of Service work with Portfolio Holders to set out the service objectives for the coming year.
2. Last year the January meeting of the Joint Overview and Scrutiny Committees requested a presentation that focused on the top priorities under each service area and this approach is being followed again this year. During the meeting, each Head of Service will briefly present the key objectives, features and priorities and Members will have the opportunity to ask questions and make any observations to be passed on to the Executive.
3. Annexe 1 to this report sets out the top level objectives for 2017/18 for each service area and the associated actions.

4. The plans for each service area are included in the following order:

- Planning (Pages 9 – 13)
- Policy and Governance (Pages 14 – 17)
- Strategic HR (Pages 17 – 18)
- Communities (Pages 18 – 22)
- Housing (Pages 22 – 26)
- Environmental Services (Pages 26 – 29)
- Finance (Pages 29 – 30)
- Customer and Corporate Services (Pages 31 – 33)

Recommendation

The Joint Overview and Scrutiny Committee is requested to consider the draft Service Plan Objectives for 2017/18 and make any observations 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.

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2017/18 Service Plan Priorities

Service		Planning		Portfolio Holder	Cllr Brian Adams	
Head of Service		Elizabeth Sims				
Director		Paul Wenham				
Priority Objective 1		Increase the supply of housing to meet Waverley's needs including affordable housing				
Ref	Action(s)	By When?	Lead Officer	Resource Needed/ implications	Corporate Plan Priority	Performance Measures/ Targets
P/1.1	To make recommendations on planning applications for housing to secure affordable housing.	In accordance with statutory timescales for determination of planning applications.	Peter Cleveland	Officer time Improved IT system	Community Wellbeing Environment	Affordable housing provided in accordance with Council planning policy on qualifying sites (30%). Evidence of rural exception or cross-subsidy sites approved. Optimum affordable housing on greenfield sites (preferred 40% - Emerging Local Plan 30%). Number of homes granted/allocated sufficient to maintain a five year housing target (rolling target). Performance targets met.
P/1.2	Update planning policy and new sites identified.	Milestones set out in Local Development Scheme	Graham Parrott	Policy development will incur additional costs related primarily to technical evidence, consultation and Part 1 public examination.	Community Wellbeing Environment	Part 1 Local Plan adopted.
P/1.3	Part 1 of Local Plan adopted	September 2017				

	Part 2 of Local Plan.					
P/1.4	Consultation on preferred options and draft policies (Regulation 18)	August/ September 2017		Additional costs for acceleration of Part 2.	Community Wellbeing	Part 2 Local Plan progressed in accordance with Local Development Scheme.
P/1.5	Identifying and assessing issues and options and producing preferred options.	July 2017			Environment	Site Allocations carried out.
P/1.6	Analysis of representations and preparation of pre-submission plan.	March 2018				
P/1.7	Support the preparation of Neighbourhood Plans by Parish Councils:- Farnham, Haslemere, Godalming, Cranleigh, Alfold, Busbridge, Chiddingfold, Dunsfold, Elstead and Weyburn. Ewhurst and Ellens Green, Hascombe. Thursley. Witley	Dependent on timescales of Parish Councils	Graham Parrott	Dependent on number of Neighbourhood Plans instigated by Parish Councils; Government funding available.	Community Wellbeing Environment	100% of Neighbourhood Plans at examination are declared sound and following referenda are made (adopted).
Outcome		Waverley's housing need is met by the provision of new housing.				
Risk of not fulfilling objective		Planning applications refused/dismissed by Council/on appeal. Local Plan found unsound at Examination. Neighbourhood Plans found unsound at Hearing and not supported through referenda.				

Priority Objective 2		Supporting the needs of businesses				
Ref	Action(s)	By When?	Lead Officer	Resource Needed/ implications	Corporate Plan Priority	Performance Measures/ Targets
P/2.1	Update planning policy and new sites identified. Part 1 of Local Plan adopted. Part 2 of Local Plan.	Milestones set out in Local Development Scheme. September 2017	Graham Parrott	Officer time. Policy development will incur additional costs related primarily to technical	Community Wellbeing Environment	Part 1 Local Plan adopted. Part 2 Local Plan progressed in accordance with LDS. Site Allocations carried out. Local Plan employment policies

	<p>Consultation on preferred options and draft policies (Regulation 18).</p> <p>Identifying and assessing issues and options and producing preferred options.</p> <p>Analysis of representations and preparation of pre-submission plan</p>	<p>August/ September 2017</p> <p>July 2017</p> <p>March 2018</p>		<p>evidence, consultation and Part 1 public examination.</p> <p>Additional costs for acceleration of Part 2.</p>		supported through examination.
P/2.2	<p>Ensure the planning process is supportive of local businesses.</p> <p>To make recommendations on planning applications for housing to secure employment space (Classes B1a and b).</p>	In accordance with statutory timescales for determination of planning applications.	Peter Cleveland	Officer time (including Economic Development Team).	Community Wellbeing Environment	Amount of new employment floor space permitted (sq m floor area).
P/2.3	<p>Support the preparation of Neighbourhood Plans to deliver locally led growth:- Farnham, Haslemere, Godalming, Cranleigh, Alfold, Busbridge, Chiddingfold, Dunsfold, Elstead and Weyburn. Ewhurst and Ellens Green, Hascombe. Thursley. Witley</p>	Dependent on timescales of parishes.	Graham Parrott	Dependent on number of Neighbourhood Plans instigated by Parish Councils; Government funding available.	Community Wellbeing Environment	100% of Neighbourhood Plans at examination are declared sound and made (adoption).
Outcome		Waverley's business needs are met by the provision of land and buildings.				
Risk of not fulfilling objective		Planning applications refused/dismissed by Council/on appeal. Local Plan found unsound at Examination. Neighbourhood Plans found unsound at Hearing and not supported through referenda.				

Priority Objective 3		To promote and celebrate excellence in design and improve the public realm				
Ref	Action(s)	By When?	Lead Officer	Resource Needed/ implications	Corporate Plan Priority	Performance Measures/ Targets

P/3.1	Maintain quality of new development.	Ongoing via planning application process.	Peter Cleveland	Officer time	Community Wellbeing Environment	Good feedback from end users of new development. Review of appeal decisions and performance target met. (No more than 30% appeals allowed of all appeals).
P/3.2	Carry out Conservation Area appraisals (CAA) in accordance with programme. For 2017 : Shepherd and Flock CAA.	In line with Project Plan	Graham Parrott	Officer time (Projects Team Leader on maternity leave)	Community Wellbeing Environment	Number of Conservation Area Reviews completed: One reviewed annually and adopted by Council.
P/3.3	Tree Preservation Orders kept under review.	Ongoing	Andy Clout	Officer time	Community Wellbeing Environment	TPOs review and completions. Target : 10 per year.
P/3.4	Preparation and agreement of Buildings of Local Merit (BLM).	Dependent on timescale of local groups.	Graham Parrott	Officer time and community involvement.	Community Wellbeing Environment	Number of BLMs designated.
Outcome		Waverley's new development exhibits high quality design.				
Risk of not fulfilling objective		Statutory duties and other higher priority work (e.g. major applications) divert officer time away from these non-statutory lower priority areas to mean targets not achieved.				

Priority Objective 4		Put in place adequate infrastructure to support new development				
Ref	Action(s)	By When?	Lead Officer	Resource Needed/ implications	Corporate Plan Priority	Performance Measures/ Targets
P/4.1	Secure adequate infrastructure to support development on applicable applications (in kind or on schemes in excess of 10 dwellings) through legal agreement and legal involvement.	Ongoing via planning application process	Peter Cleveland	Officer time	Community Wellbeing Environment	Evidence of infrastructure delivered on implementation of all planning permissions where infrastructure has been a requirement.

P/4.2	Community Infrastructure Levy (CIL).	Timescales subject to progress on Local Plan.	Graham Parrott	Officer time and some consultants/ examination costs	Community Wellbeing Environment	CIL adopted January 2018. Executive approval to consult on Draft Preliminary Charging Schedule February 2017. Consultation on Draft Charging Schedule carried out June 2017. Submission for Examination September 2017
Outcome		Development is supported by adequate infrastructure.				
Risk of not fulfilling objective		Planning permission refused/dismissed on infrastructure. CIL fails examination.				

Priority Objective 5		Secure resilient Building Control Team				
Ref	Action(s)	By When?	Lead Officer	Resource Needed/ implications	Corporate Plan Priority	Performance Measures/ Targets
P/5.1	Provide a self sufficient statutory Building Control Service.	August 2017	Jane Clement	Officer time.	Community Wellbeing Environment Value for money	Budget will break even March 2018.
P/5.2	Agree a Business Model for delivering a resilient service in the long term.	March 2018	Jane Clement	Officer time Consultation cost for Options Appraisal.	Community Wellbeing Environment Value for money	Strategic outcomes explored May 2017. Identify preferred option and implement.
Outcome		Waverley's Building Control service will demonstrate a budget neutral position.				
Risk of not fulfilling objective		Further loss of market share to Approved Inspectors (income). Resilient future model not agreed by Council.				

Service		Policy and Governance		Portfolio Holder	Cllr Julia Potts - Corporate Strategy, Policy and Governance	
Head of Service		Robin Taylor			Cllr Tom Martin - Democratic Services and Communications and PR	
Director		Paul Wenham				
Priority Objective 1		Make Waverley's service planning, policy development, decision-making and performance management smarter.				
Ref	Action(s)	By When?	Lead Officer	Resource Needed/ implications	Corporate Plan Priority	Performance Measures/ Targets
PG/1.1	Refresh and republish Waverley's Corporate Plan, underpinned by SMART targets and actions.	April 2017	Louise Norie	Within existing budget.	ALL	A new Corporate Plan has been published, setting out exactly how the Council's vision and priority objectives will be delivered. All actions and targets in the new plan are Specific, Measurable, Achievable, Realistic, Time-bound ('SMART'). New Corporate Plan agreed at July 2017 Full Council meeting
PG/1.2	Review and update the Council's Constitution and Scheme of Delegation to promote and facilitate swifter and more responsive decision-making at Waverley, without compromising democratic integrity and accountability, transparency or risk management.	Dec 2017	Robin Taylor, Daniel Bainbridge, Emma McQuillan		ALL	Revised Constitution and Scheme of Delegation agreed by December Full Council meeting
PG/1.3	Deliver Waverley's Scrutiny Change programme, putting Scrutiny at the heart of the Council's governance processes and ensuring it makes a real difference.	March 2018	Emma McQuillan, Louise Norie		ALL	New structure of Scrutiny Committees implemented and supported Agreed scrutiny training programme has been delivered. The work of Scrutiny Committees is guided by a robust and focused programme of in depth service reviews and policy development projects, agreed in advance by the coordinating board

Outcome	The council allocates its resources and energies wisely. Plans are evidence-based and well thought through. Straightforward and measurable performance management processes promote democratic accountability.
Risk of not fulfilling objective	If we don't achieve this objective, Waverley's decision-making and service delivery will be slower, of lesser quality and less transparent.

Priority Objective 2		Ensure Policy and Governance front line and support service functions are responsive, value-for-money and customer friendly.				
Ref	Action(s)	By When?	Lead Officer	Resource Needed/ implications	Corporate Plan Priority	Performance Measures/ Targets
PG/2.1	Develop and implement phase 2 of Waverley's digital strategy to ensure the Council keeps pace with swiftly changing customer expectations and drives a channel shift to engagement via web and key social media platforms.	March 2018	Michelle Morley	Within existing budget.	Customer Service Value for Money	<p>100% of the Council's online forms have been reviewed, user-tested and updated to ensure they are customer-friendly</p> <p>Failure demand from unnecessary telephone and face-to-face customer engagements is reduced</p> <p>The number of people subscribing to the Council's social media channels is increased by 10%.</p> <p>The needs of those residents and customers who do not wish to access services online continue to be met through non-digital channels (face-to-face and telephone)</p> <p>The Council continues its programme of run usability tests to ensure Waverley's public website is user-friendly and easy to view and navigate on any device (desktop PC, mobile device or tablet).</p>
PG/2.2	Utilise the functionality of our IKEN legal service case management system to provide consistent communication with internal customers and to meet agreed targets for acting on instructions and providing legal advice.	March 2018	Daniel Bainbridge	Within existing budget.	Customer Service Value for Money	<p>Receipt of instructions are acknowledged within 48 hours</p> <p>Internal customers are advised who will provide their legal advice and when</p> <p>Instructions are responded to within the agreed timescales</p>

PG/2.3	Monitor and improve the quality of committee reports, minutes and agendas.	March 2018	Emma McQuillan		Customer Service Value for Money	Number of errors by Democratic Services, Print Room and Post Room decreases.
PG/2.4	Reduce spending on printing committee agenda papers by encouraging greater use of paperless technologies provided by existing software	March 2018	Emma McQuillan		Customer Service Value for Money	The printing budget (which has been reduced) is not overspent at year end. All Executive Members using paperless solutions. Roll out to the wider management group (Waverley Managers Group).
PG/2.5	Continue to strengthen the performance, resilience and efficiency of the Licensing Service by delivering phase 1 of the Licensing Process and Service Re-design programme.	March 2018	Emma McQuillan		Community Wellbeing Customer Service Value for Money	Temporary Event Notice (TEN) application process re-designed and implemented Taxi driver application and processing service re-designed and implemented Vehicle licences process re-designed and implemented Renewals processes (for vehicle and taxi driver) re-designed and implemented Service delivery model re-designed and implemented to focus on self-serve and automation wherever possible.
Outcome		Customer satisfaction improves because processes are cheaper, clearer, simpler and easier to navigate.				
Risk of not fulfilling objective		If we don't achieve this objective, we will get the job done but not in the most efficient way and not in the way that suits our customers best.				

Priority Objective 3		Ensure that all aspects of Waverley's brand are professionally, positively and consistently communicated to residents and customers.				
Ref	Action(s)	By When?	Lead Officer	Resource Needed/ implications	Corporate Plan Priority	Performance Measures/ Targets
PG/3.1	Complete, publish and adhere to Communications and PR standards across all channels of	March 2018	Michelle Morley		ALL	Agree, publish and ensure consistent adherence to:

communication and PR, including Waverley's letters, stationery, advertising, publications, uniforms, signs, public notices, web pages, social media content, buildings and vehicle livery and recruitment documentation.					<ul style="list-style-type: none"> • Brand guidelines • Logo Guide Sheet • Communications Handbook • Photography Guide • Social Media Etiquette.
Outcome	Waverley Borough Council is recognised, understood, trusted and respected by those who pay for its services.				
Risk of not fulfilling objective	If we don't achieve this objective, we will fail to promote civic pride in our borough, fail to celebrate what makes Waverley special, and fail to meet high public expectations in respect of customer service.				

Service	Strategic HR				Portfolio Holder	Cllr Julia Potts
Service Manager	Wendy Gane					
Director	Paul Wenham					
Priority Objective 1	To address key staffing gaps in the organisation (e.g. Professional Planning Staff, Surveyors, IT and property related and roles)					
Ref	Action(s)	By When?	Lead Officer	Resource Needed/ implications	Corporate Plan Priority	Performance Measures/ Targets
SHR/1.1	Support Heads of Service to address all current and emerging recruitment and retention challenges.	Dec 2017	Wendy Gane/Jenny Deaves	Staff time	ALL	A tailored action plan agreed and delivered with the relevant Heads of Service. The optimum recruitment channels for these posts are identified and utilised.
SHR/1.2	Increase Waverley's visibility and attractiveness in the job market as a high quality employer.	Dec 2017	Wendy Gane			All advertised vacancies attract at least 1 high quality applicant.
SHR/1.3	Utilise new electronic channels to communicate the Council's "Offer" and brand to prospective candidates in key skills groups.	Sep 2017	Wendy Gane			

Outcome	All services are fully staffed and the long term use of agency staff is reduced, resulting in lower turnover, improved service delivery and reduction in staff cost.
Risk of not fulfilling objective	More vacancies, higher numbers of agency staff, higher staff turnover, negative impact on service performance

Priority Objective 2		Deliver workforce developments arising from the Strategic Review				
Ref	Action(s)	By When?	Lead Officer	Resource Needed/ implications	Corporate Plan Priority	Performance Measures/ Targets
SHR/2	Support the delivery of the outcomes from the Strategic Review.	June 2017	Wendy Gane		ALL	Managers and staff have the skills necessary to deliver the Council's new agenda.
Outcome		Clear framework to measure managers' ownership and accountability for the delivery of the Council's new agenda.				
Risk of not fulfilling objective		Failing to deliver the opportunities offered by the Strategic Review. Failing to maximise service improvements and accountability.				

Service	Communities	Portfolio Holders	Cllr Julia Potts – Major Projects			
Head of Service	Kelvin Mills		Cllr Kevin Deanus – Parks & Countryside, Community Safety & Waverley			
Director	Damian Roberts		Training Services			
			Cllr Jenny Else – Leisure, Culture & Older People's Services			
			Cllr Andrew Bolton – Economic Development, Grants & Income Generation			
Priority Objective 1		To successfully complete the Memorial Hall refurbishment creating a new multi-use community facility for Farnham and a new home for the Gostrey Centre and Waverley Training Services.				
Ref	Action(s)	By When?	Lead Officer	Resource Needed/ implications	Corporate Plan Priority	Performance Measures/ Targets
C/1.1	Management of Refurbishment project.	Apr – Oct 17	Kelvin Mills	Capital Funds Secured £3m	Customer Service	Weekly project management meetings and monthly progress monitoring against project plan timelines achieved.
C/1.2	Completion of works / snagging.	Sept 17	Katie Webb	External Consultant Support Appointed	Community Wellbeing	Weekly Site Reports completed and monthly financial monitoring reports received.
C/1.3	Internal Fixtures & Fittings installed.	Sept 17				
C/1.4	New Centre opens.	Oct 17				
C/1.5	New users successfully moved into centre.	Oct 17		Contractor Appointed	Value for Money	Works completed on time. Centre opens Oct 17.

Outcome	Gostrey Centre & Waverley Training Services successfully relocated and awareness and usage of the Memorial Hall increases to meet demand and need.
Risk of not fulfilling objective	Community groups do not move and the Memorial Hall remains underused.

Priority Objective 2		To increase Waverley Training Services provision to offer increased apprenticeship opportunities and help young adults into employment or further education.				
Ref	Action(s)	By When?	Lead Officer	Resource Needed/ implications	Corporate Plan Priority	Performance Measures/ Targets
C/2.1	Review the management structure of the Waverley Training Services team.	Jan – Apr 17	Kelvin Mills	Communications Team	Customer Service	Review completed and structure adopted.
C/2.2	Embed new operating processes for Levy Funding Stream.	Feb – May 17	Adele O' Sullivan		Community Wellbeing	New operating processes in place.
C/2.3	Implement new charging structure for employers and sub-contractors.	Apr 17			Value for Money	Business Plan written and adopted by Council.
C/2.4	Write and implement new Business Plan.	Jan – Mar 17				Marketing Plan completed and launched.
C/2.5	Write and implement new marketing plan.	Jan – May 17				Monthly profiling of contract delivery monitored.
C/2.6	Deliver Contract Funding Sum.	Sept 16 – Aug 17				Contract sum delivered
C/2.7	Increase direct delivery maximising income from the apprenticeship levy.	Apr – Aug 17				Direct Delivery increased by 20% compared to last year.
Outcome		Waverley Training services continues to successfully help young people into education and employment fulfilling the national objective of increasing opportunities for this group.				
Risk of not fulfilling objective		Failure to improve operating systems and model will limit the ability to help young people into employment and education.				

Priority Objective 3		Increased use of Waverley's Careline service to help more vulnerable adults in our community				
Ref	Action(s)	By When?	Lead Officer	Resource Needed/ implications	Corporate Plan Priority	Performance Measures/ Targets
C/3.1	Write and implement new Business Plan to increase use of the service.	Feb – Apr 17	Kelvin Mills	Communications Team	Customer Service	5% increase in client numbers year on year.
C/3.2	Write and implement new marketing plan to raise awareness and increase use of the service.	Mar – May 17	Careline Manager		Community wellbeing	
Outcome		An increased number of vulnerable adults are supported to live independently at home.				
Risk of not fulfilling objective		Failure to market the service could allow market share to be lost to other providers which could affect the viability of the service in the future.				

Priority Objective 4		Maximise the usage and offering provided by our leisure centres by ensuring that residents are happy with the service and facilities offered by Waverley.				
Ref	Action(s)	By When?	Lead Officer	Resource Needed/ implications	Corporate Plan Priority	Performance Measures/ Targets
C/4.1	Implement a more focused, efficient contract management system.	Apr 17	Kelvin Mills	Property Team	Customer Service	Trialling new contract management system Dec 2016.
C/4.2	Work closely with Places for People to ensure their leisure management approach offers a high level of service for our residents and value for money.	Ongoing	Leisure Services Manager	Legal Team External Surveyors	Community Wellbeing Value for Money	
C/4.3	Tender for, and undertake detailed condition and structural surveys of our centres to inform and understand future lifecycle costs.	Apr – June 17				Meet monthly with contractors to evaluate key health & safety, contractual and financial performance.
C/4.4	Procure and undertake detailed feasibility study for further investment in the leisure stock.	Feb – July 17	Kelvin Mills Leisure	Property Team Legal Team	Customer Service	Lifecycle costs clearly identified to feed into feasibility study.

C/4.5	Findings presented to Portfolio Holders for analysis.	Aug 17	Services Manager	External Consultants	Community Wellbeing	Feasibility study completed and options are presented for consideration by Executive.
C/4.6	Options presented for consideration of Executive.	Oct 17			Value for Money	
Outcome	High quality leisure facilities provided for residents which are well managed by our leisure management contractor increasing usage and the health & wellbeing of Waverley's population.					
Risk of not fulfilling objective	<p>Failure to carry out condition/structural surveys will make financial and service planning difficult and could result in the centres having to shut as a consequence of unidentified issues.</p> <p>An inefficient contract management system creates work for staff and increases the chances of poor performance being missed and negatively affecting customer service and therefore usage.</p>					

Priority Objective 5		Regeneration of the East Street area of Farnham through the delivery of the Brightwells Scheme				
Ref	Action(s)	By When?	Lead Officer	Resource Needed/ implications	Corporate Plan Priority	Performance Measures/ Targets
C/5.1	Enter into Development Agreement with Crest Nicholson.	Mar – Apr 17	Kelvin Mills	Budget secured	Customer Service	Development Agreement signed.
C/5.2	Review pre-commencement planning conditions and create monitoring regime.	May 17	External legal support		Community Wellbeing	Pre-commencement conditions clarified, monitoring process agreed and conditions signed off.
C/5.3	Pre-commencement works start onsite (bat house/ sewage works / bridge construction).	July – Dec 17			Value for Money	Pre-commencement works start onsite.
C/5.4	Site fully hoarded and main scheme starts onsite.	Jan 18				Pre-commencement works completed.
Outcome	Work can start on the Brightwells regeneration scheme creating jobs, 239 new homes and a rejuvenated East Street area.					

Risk of not fulfilling objective	Significant negative impact on available housing in Farnham and on Waverley house building targets overall, placing pressure on other areas of the borough and an important area of Farnham is left undeveloped for a longer period.
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Service	Housing	Portfolio Holder	Cllr Carole King
Head of Service	Andrew Smith and Hugh Wagstaff		
Director	Damian Roberts		

Priority Objective 1	To publish a Housing Strategy 2018 – 2022 to set out how the Council will deliver homes for local people in housing need. (Note: to link with Planning Priority Objective 1: Increase the supply of housing to meet Waverley’s needs including affordable housing)
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Ref	Action(s)	By When?	Lead Officer	Resource Needed/ implications	Corporate Plan Priority	Performance Measures/ Targets
H/1.1	To draft a new strategy to include: <ul style="list-style-type: none"> • Meeting housing need in the Borough • New models of development • Response to Housing and Planning Act • Response to Homelessness Reduction Act • Private rented sector 	March 2018	Andrew Smith	Housing Strategy and Enabling Team	Community Wellbeing	Project plan confirmed by 31 May 2017. At least three models of development identified by September 2017.
H/1.2	To consult with stakeholders	December 2017	Andrew Smith	Consultation costs (revenue £1,000) Communication Team	Community Wellbeing	Facilitate online consultation by 31 December 2017.
H/1.3	Council to adopt strategy	February 2018	Andrew Smith	Committees	Community Wellbeing	Strategy adopted by February 2018.
H/1.4	To publish Housing Strategy online	March 2018	Andrew Smith	Communication Team	Community Wellbeing	Adopted strategy published on Waverley website by 31 March 2018.
Outcome		To have published a Housing Strategy stating how the Council will deliver homes for those in housing need.				

Risk of not fulfilling objective	<p>Increase in homelessness and temporary accommodation costs.</p> <p>Ad hoc development of schemes not maximising potential or value for money.</p> <p>Unsuitable housing portfolio to meet local housing need.</p> <p>Increased unmet need for housing.</p> <p>Failure to meet new legislative requirements could result in legal challenge.</p>
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Priority Objective 2	To review tenancy agreement(s) to ensure effective management of homes and tenancies
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Ref	Action(s)	By When?	Lead Officer	Resource Needed/ implications	Corporate Plan Priority	Performance Measures/ Targets
H/2.1	To identify the issues and/or concerns regarding the current tenancy agreement and review; suggesting improvements to ensure fair, legal and appropriate.	June 2017	Rachel White	Housing Service teams	Customer Care	Issues and/or concerns and mitigations are identified by June 2017.
H/2.2	To scope review to ensure agreement reflects recent legislation regarding: <ul style="list-style-type: none"> Localism Housing and Planning Act Equality Act Unfair terms 	September 2017	Rachel White	Legal team	Community Wellbeing	Report produced identifying how tenancy agreement meets legislative requirements by 30 September 2017.
H/2.3	To make recommendations to Corporate Overview and Scrutiny Committee on outcomes of reviews.	October 2017	Rachel White	Housing Service		Robust tenancy agreement are in place to effectively manage homes and tenancies.

Outcome	To be able to effectively manage tenancies by having a confirmed, fit for purpose tenancy agreement in place.
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Risk of not fulfilling objective	<p>Tenancy agreement not reflecting statutory changes is at potential risk of legal challenge.</p> <p>Unable to enforce tenancy agreement terms.</p> <p>Not maximising use of social housing by failure to consider change in succession and secure tenancy rules.</p>
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Priority Objective 3	Improve customer service by increasing range of customer contact options. To deliver preferred method of communication through website development, new telephone system for Customer Service Team and expand texting service.
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Ref	Action(s)	By When?	Lead Officer	Resource Needed/ implications	Corporate Plan Priority	Performance Measures/ Targets
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H/3.1	Identify key transactional services that can be delivered online.	May 2017	Annalisa Howson	Housing Service teams	Customer Service	Ten service transactions to be developed and project plan by 31 May 2017.
H/3.2	Create online forms and workflow process for identified services.	March 2018	Annalisa Howson	Service Improvement Team, Communication Team and IT	Customer Service	Create at least eight online transaction processes by 31 March 2018
H/3.3	Publicise and refer tenants to online forms.	March 2018	Annalisa Howson	Service Improvement Team, Communication Team and IT	Customer Service	Processes online and advertised through tenant communications (newsletter or rent statement) by 31 March 2018 Increase take up of online options month on month. Increased satisfaction with ease of contact.
H/3.4	Implement new call handling telephone system for Customer Service Team.	March 2018	Tony Johnson	Property Service and IT	Customer Service	Effective management of calls to achieve target of <3% lost calls to provide responsive service. Accurate reporting on number, duration, waiting time and lost calls to facilitate appropriate staffing levels at peak periods. Increased satisfaction with ease of contact.
H/3.5	Increase texting service to range of transactions and promote to tenants.	March 2018	Carl Lewis	Rents and IT	Customer Service	Five new texting service transactions in place. Reducing number of phone calls/. Texting advertised through tenant communications (newsletter or rent statement) by 31 March 2018 Increase take up in texting options month on month Increased satisfaction with ease of contact

Outcome	Increased customer satisfaction.
Risk of not fulfilling objective	Dissatisfaction with service due to limited options for service requests. Increased costs of service demands and personal contact. Dissatisfaction due to difficulties in contacting service. Increased number of missed calls leading to dissatisfaction, reduced reporting of repairs and issues, impacting ability to manage homes (reducing asset value) and tenancies (increased costs if issues are not tackled early)

Priority Objective 4		Implement Executive recommendations regarding the housing maintenance contract procurement to ensure a long term, robust and financially efficient contract				
Ref	Action(s)	By When?	Lead Officer	Resource Needed/ implications	Corporate Plan Priority	Performance Measures/ Targets
H/4.1	Retender OR renegotiate maintenance contracts.	January 2018	Tony Johnson	Resources available in budget	Community Wellbeing	Sealed contract. Contract KPIs achieved.
H/4.2	Meet project milestones.	April 2017- January 2018	Tony Johnson	Resources available in budget	Community Wellbeing	Project milestone targets achieved.
Outcome		To have long term, robust and financially efficient housing maintenance contracts.				
Risk of not fulfilling objective		Expensive, inefficient maintenance service. Tenant dissatisfaction. Increased costs with no added value. Disrepair of homes and reduced value of assets.				

Priority Objective 5		Implement a Vulnerable Persons Resettlement Scheme to assist in the Government's Syrian Refugee Resettlement Programme within Waverley				
Ref	Action(s)	By When?	Lead Officer	Resource Needed/ implications	Corporate Plan Priority	Performance Measures/ Targets
H/5.1	Support the resettlement of five families into Waverley over five years.	31 March 2021	Damian Roberts	Central government funding	Community Wellbeing	At least one family maintaining a tenancy in Private Rented Sector.

H/5.2	Identify and secure suitable accommodation in the Private Rented Sector.	31 March 2018	Michael Rivers	Family Support Team Housing Options Team	Community Wellbeing	Adults of family in employment or training. Children of family in preschool, education or training. Family registered with doctor, dentist and other health professional as required. At least one family integrated to place of work and/or local charities by March 2018.
H/5.3	Resettlement process developed to support work with further families in 2018/19.	31 March 2018	Julie Shaw	Central government Housing Options Team funding Family Support Team	Community Wellbeing	At least one family secured tenancy in Private Rented Sector Handbook developed for Family Support Team to roll out to other families by March 2018.
Outcome		A Vulnerable Persons Resettlement Scheme is established to assist Syrian refugees.				
Risk of not fulfilling objective		Waverley unable to support vulnerable people – complex needs, health needs, social isolation. Reputation risk. Community disharmony.				

Service	Environmental Services		Portfolio Holder	Cllr Jim Edwards		
Head of Service	Richard Homewood					
Director	Damian Roberts					
Priority Objective 1	Implement measures to ensure long term improvements in refuse collection, recycling and street cleansing.					
Ref	Action(s)	By When?	Lead Officer	Resource Needed/ implications	Corporate Plan Priority	Performance Measures/ Targets
ES/1	Conduct a strategic review of options for the future arrangements for waste, recycling and street cleaning services. Including analysis of implications if	March 2018	Richard Homewood/ Jennifer Carson-Paice	Officer time	Customer Service Environment	Options are considered, developed, costed, appraised and presented to Members by March 2018.

	Waverley Borough Council joined Surrey Waste Partnership joint contract.				Value for Money	
Outcome	Improved, efficient and value for money refuse collection, recycling and street cleansing services					
Risk of not fulfilling objective	Failure to ensure value for money in the provision of waste and street cleansing services. Loss of some control of service if part of joint contract with other local authorities.					

Priority Objective 2		Implement a Joint Enforcement Initiative to deliver reductions in Environmental Crime and Anti-Social Behaviour				
Ref	Action(s)	By When?	Lead Officer	Resource Needed/ implications	Corporate Plan Priority	Performance Measures/ Targets
ES/2	Develop and deliver a Joint Enforcement Initiative to ensure effective partnership working and coordination of action against Environmental Crime and Anti-social behaviour.	April 2017	Jennifer Carson-Paice/ Matt Nicholls	Officer time Potential income from Fixed Penalty Notices	Customer Service Environment Community Well-being	Reduction in incidents of fly-tipping, graffiti, dog fouling and litter. Fixed Penalty Notices issued where evidence is sufficient. Funding from Police and Crime Commissioner fully utilised, including purchasing vehicles and uniforms.
Outcome	Reduced levels of environmental crime and anti-social behaviour within the borough.					
Risk of not fulfilling objective	Increased environmental crime causing damage to the environment and increasing costs for the council. Increased nuisance and adverse impact on the quality of life of residents of the borough					

Priority Objective 3		Invest in a car parking service improvement programme using new technologies to create a modern, cost-effective, customer-friendly and high quality parking service.				
Ref	Action(s)	By When?	Lead Officer	Resource Needed/ implications	Corporate Plan Priority	Performance Measures/ Targets
ES/3.1	Upgrade existing payment technology and introduce an expanded range of payment options for customers.	March 2018	Jennifer Carson-Paice/ Matt Nicholls	Officer time Small budget for publicity	Customer Service Value for Money	10%-15% of transactions taking place via Ring-go by March 2018 (Oct 2016: 9%) 20%-30% of income is generated

						through Ring-go. Broader range of payments options trialled and evaluated.. Impact on cash collection reviewed. Virtual Permits evaluated.
ES/3.2	Implement car park improvements identified in year 2 of the new Waverley Borough Council 10-year Car Park Maintenance and Improvement Programme.	March 2018	Jennifer Carson-Paice/ Matt Nicholls	Officer time Capital budget of £376,000 required to deliver all identified projects	Customer Service Value for Money Community Well-being	Identified projects delivered on time and on budget as identified in 10-year Car Parks Asset Management Plan.
Outcome		Increased customer satisfaction and improved customer experience, wider range of payment options available to customers, Increased use of car parks and footfall in town centres.				
Risk of not fulfilling objective		Customer dissatisfaction, increased risk if injury and damage claims. Reduced use of car parks.				

Priority Objective 4		Introduce environmentally sustainable energy resources for Waverley BC				
Ref	Action(s)	By When?	Lead Officer	Resource Needed/ implications	Corporate Plan Priority	Performance Measures/ Targets
ES/4	Develop proposals and programme for installing Photo Voltaic (PV) panels on Waverley Sheltered Housing Units	September 2017	Fotini Vickers	Officer Time Capital Programme funding	Environment Value for money	Proposals for PV arrays evaluated by September 2017. Programme for installation agreed by November 2017. Installation of panels commenced by March 2018.

Outcome	Reduced energy costs and expenditure, income stream generated after payback period.
Risk of not fulfilling objective	Failure to deliver value for money and reduce greenhouse gas emissions.

Service	Finance Portfolio	Portfolio Holder	Cllr Ged Hall
Head of Service	Peter Vickers		
Director	Graeme Clarke		

Priority Objective 1	Complete a process review of the Benefit Service to identify and adopt best practice in response to the increasing demand on the capacity of the service from the government's data matching agenda and Universal Credit.
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Ref	Action(s)	By When?	Lead Officer	Resource Needed/ implications	Corporate Plan Priority	Performance Measures/ Targets
F/1.1	Agree a project plan with Rushmoor Council's experienced in house process review team (engaged to provide expert guidance).	End of December 2017	Nicky Harvey	Back fill existing Benefit service staff engaged in the project in order to maintain service capacity	Value for Money	Performance indicator ' <i>time taken to process Housing Benefit and Council Tax Support new claims and changes in circumstances</i> ' consistently remains within target days and at or below previous quarter performance. New information streams are assimilated and targets defined for processing new sources of inbound information. Financial performance is maintained at the current level of achievement and service delivery is contained within existing capacity.
F/1.2	Identify team resources and back fill capacity.	End of January 2017			Customer Service	
F/1.3	Implement project plan.	End of December 2017		Expertise and guidance on the review methodology from Rushmoor Council's in house process review team	Community Wellbeing	
F/1.4	Complete a post implementation review.	End of March 2018		Costs will be contained within existing resources		

Outcome	Increased responsiveness of the Benefit Service and improved capacity to deliver service.
Risk of not fulfilling objective	Increased demand on the team's capacity will adversely impact upon customer and financial performance of the service.

Priority Objective 2		Enhance the Council's financial governance by implementing a single electronic purchase ordering process (a recently procured functionality within the Councils financial system) that will standardise purchasing authorisation, scrutiny and compliance with the Financial Regulations.				
Ref	Action(s)	By When?	Lead Officer	Resource Needed/ implications	Corporate Plan Priority	Performance Measures/ Targets
F/2.1	Agree and produce a project implementation plan in consultation with software provider and senior management.	End of March 2017	Systems Accountant	None, budget already in place	Value for Money	All services use Agresso to raise purchase orders.
	Identify project resources and assimilate onto the project working group.	End of March 2017	Head of Finance	Internal resources from Finance team and services, budget already in place	Customer Service	All purchase orders are scrutinised and authorised in line with the requirements of the scheme of delegation and authorised signatories limits with segregation of responsibilities.
	Implement project plan and roll out across the Council.	April – March 2018				
	Set up a Finance systems user group and service champion network.	April 2017	Financial Services Manager	None		Paper and spreadsheet based systems of purchase order record keeping within services are no longer used freeing up service resources.
	Conduct a post implementation review		Systems Accountant	None		All budget holders and managers have a complete real time access to expenditure across the transaction cycle
Outcome		Improved financial administration process reducing burden on services.				
Risk of not fulfilling objective		It is not possible to realise service financial administration efficiencies or enable the financial management system to work more effectively for the Council without this process. Financial governance cannot be enhanced efficiently without a single electronic system that enforces the key governance financial checks and balances.				

Service		Customer and Corporate Services			Portfolio Holder	Cllr Tom Martin
Head of Service		David Allum				
Director		Graeme Clark				
Priority Objective 1		Deliver a change programme leading to improved customer satisfaction				
Ref	Action(s)	By When?	Lead Officer	Resource Needed/ implications	Corporate Plan Priority	Performance Measures/ Targets
CCS/1.1	Complete the customer services review, identify the direction of travel required corporately and develop an action plan to respond to the agreed improvements.	June 2017	David Allum	Depending on the review outcomes capital investment will be required. It is anticipated that this will lead to revenue savings.	Customer Service Value for Money	Review completed and action plan agreed. The 2016 Citizens Panel Survey showed that 75% of people scored services at 7 out of 10 or higher. Once any changes are implemented (2018) we should be looking to increase this figure to 80%.
CCS/1.2	Take an active participatory role in the Surrey Customer Care Group.	April 2017	David Allum	Minor revenue costs to host and attend meetings and to participate in shared activity will be required. It is anticipated that these can be met from existing budgets.	Customer Service	Improved service offer to customers leading to a satisfaction figure of 80%. Benefits from learning/networking and potential participation in joint ventures.
CCS/1.3	Effectively lead the internal Foresight Customer Service Group	April 2017	David Allum	Costs will be mainly limited to staff time.	Customer Service	Ongoing engagement and commitment of staff representatives. This will be crucial if change is to be achieved and the target satisfaction level of 80% attained(although this may vary within service specific offers).
Outcome		Increased customer satisfaction ratings.				
Risk of not fulfilling objective		Risks are mainly reputational. Customer Service is a key corporate priority and it is vital that the Council responds to customer aspirations.				

Priority Objective 2		Ensure the Council has an appropriate asset portfolio to provide an ongoing income stream to support and fund activity				
Ref	Action(s)	By When?	Lead Officer	Resource Needed/ implications	Corporate Plan Priority	Performance Measures/ Targets
CCS/2.1	Servicing and advising the Investment Advisory Board and ensure that the objectives and aims of the Board are realised.	The Investment Advisory Board will be fully functional in April 2017	Estates and Valuations Manager	Met by existing budgets except when specialist technical advice is required.	Value for Money	Acquisitions made and revenue generated. The success of the Board will ultimately be judged by the amount of revenue generated. One of the tasks for the Board will be to set targets in this regard.
CCS/2.2	Identify acquisition opportunities leading to economic development opportunities and/or revenue generation.	Assets to be acquired by end of March 2018	Estates and Valuations Manager	Very significant resources will be required. In all cases it will be part of the business case that a suitable yield is realised.	Value for Money	Delivery of successful acquisitions per annum.
CCS/2.3	Ensure the commercial portfolio delivers the maximum return.	To be assessed annually with the assessment due in December 2017	David Allum/ Estates and Valuations Manager	Management of the portfolio can generally be met by existing budgets. There may be some exceptions depending on the numbers and complexity of rent reviews required.	Value for Money	Although ideally we would see income increase year on year there are variables to consider. External market forces can impact on occupancy rates and we are bound by existing leases when it comes to rent reviews and levels. It is important to assess annually what the maximum projected income might be and as the asset base increases so this will increase also.
Outcome		Increased revenue from the portfolio.				
Risk of not fulfilling objective		Income derived from corporate assets can be a key contributor to the Council's overall financial position. If there is a failure to deliver this will increase pressure on existing budgets.				

Priority Objective 3		Maintaining and improving the IT infrastructure, services and systems which support the daily activity of the Council to meet its priorities				
Ref	Action(s)	By When?	Lead Officer	Resource Needed/ implications	Corporate Plan Priority	Performance Measures/ Targets
CCS/3.1	Deliver the 2017/18 Work Programme in line with the targets.	Target dates set out in work programme 2017/2018	Linda Frame/ Martin Wilson	Delivery of the Work Programme will generally be met by existing budgets but individual projects within the work programme may require additional resources as set out within individual business cases	Customer Service Value for Money	Minimum of 90% of projects be delivered on time and within budget.
CCS/3.2	Ensure Public Sector Network (PSN) accreditation is maintained.	In place by April 2017	Linda Frame	Costs of the exercise will be met by existing budgets unless unexpected investment requirements are identified during the process or preparation period.	Customer Service	Accreditation is achieved. The Council cannot continue to transact its business if this is not the case.
CCS/3.3	Successful delivery of the Planning System Project.	In place by December 2017	Linda Frame	The existing system is no longer fit for purpose. There will be a capital cost of £80k and an ongoing revenue cost of £28k.	Customer Service	Outcomes will be reflected by improved service delivery within the Planning Team.
Outcome		The successful performance of the IT infrastructure to ensure uninterrupted use of IT systems.				
Risk of not fulfilling objective		The IT systems are critical to the efficacy of almost all operational activity. We need to maintain optimum service delivery within the budget available to us.				