

Service Plan 2020-2023

Head of Service:	Kelvin Mills
Strategic Director:	Graeme Clark
Portfolio Holders:	Cllr Mark Merryweather, Cllr Nick Palmer, Cllr David Beaman, Cllr Andy Macleod

Service:	Commercial Services
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Service Profile

The Communities Service is comprised of 6 teams which deliver specific functions:

- **Arts and Culture** – supports the cultural services within the borough maximising funding for arts and culture. Oversees and manages community facilities and museums in our towns and villages
- **Careline** - offer a community alarm service to help people live longer and independently at home.
- **Parks and Countryside** – The Parks team manage our grounds maintenance contractor who looks after the greenspaces throughout the Borough ensuring quality greenspace, sports pitches and play areas. The Ranger Team manage and maintain the countryside areas within Waverley ownership ensuring accessibility and biodiversity in line with national and local policy.
- **Waverley Training Services** – delivers apprenticeships and study programs for young people to help them into employment and further education.
- **Leisure** - The primary focus of the leisure team is the contract management of Places Leisure who operate our five leisure centres, ensuring a high quality of service and maximising usage. In addition the team focus on increasing physical activity and the health and wellbeing of the residents of Waverley.
- **Building Control** (including Street Naming) is concerned with the structure, safety, accessibility and sustainability of development. The Team provides pre application advice, assesses building control applications and notices and carries out enforcement of unauthorised work. Waverley Building Control operates in a commercial environment and is in competition with Approved Inspectors. They are working to a 3 year Business Plan approved by Council 2016, which envisages the budget to break even by the end of 2019/20.

Service Team: Building Control

Section Manager: Jane Clement - Business Manager - Building Control

Business As Usual - Annual

Outcome 30.	Building Control delivers high performing service and breaks even on budget					
	Corporate Priority: To deliver a financially sound Waverley					
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action

CS30.1	Break even on budget, balance fees and costs	Finance	01/10/20	31/03/21	Head of Commercial Services	Under achievement on income, unable to re-invest in service and may require additional subsidy from the Council. Customer satisfaction drops and alternative operators are used lessening the council's ability to influence construction within the borough.
CS30.2	Promote BC and SNN service to achieve 10%+ uplift and efficient SNN (tie in with UPRN / CS objectives)	Communications	01/10/20	31/03/21	Business Manager (Building Control) (JC)	As Above
CS30.3	Promote in-depth pre-application service at pre-Planning stage	Head of Planning	01/10/20	31/03/21	Business Manager (Building Control) (JC)	Unrealised income and service awareness. Opportunity to influence building construction positively to reflect climate emergency is missed.

Outcome 31.	Building Control and SNN applications are processed in a timely, customer focused manner					
	Corporate Priority: <i>'value and worth for all residents'</i>					
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
CS31.1	Validation checks carried out within 24 hours of receipt of a	Horizon Reporting / Power BI	01/10/20	31/03/21	Business Manager (Building Control) (JC)	. Customer satisfaction drops and alternative operators are used lessening the council's ability to influence construction within the borough.

CS31.2	Street Naming applications processed within 4-6 weeks	None	01/10/20	31/03/21	Business Manager (Building Control) (JC)	Customer satisfaction drops and alternative operators are used lessening the council's ability to influence construction within the borough.
CS31.3	85% Building Control plans checked within 10 working days	Horizon Reporting / Power BI	01/10/20	31/03/21	Business Manager (Building Control) (JC)	Customer satisfaction drops and alternative operators are used lessening the council's ability to influence construction within the borough.
CS31.4	Customer survey response 90%+ Good and Above	Survey Monkey	01/10/20	31/03/21	Business Manager (Building Control) (JC)	Customer satisfaction drops and alternative operators are used lessening the council's ability to influence construction within the borough.

Team Projects

Outcome 32.	Building Control & Street Naming will be electronic achieving efficiencies and aligning with CS objectives for customer access					
	Corporate Priority: More open communication with residents					
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
CS32.1	Carry out Systems Thinking Review on the Building Control Service to identify efficiencies in process / application and align with Corporate CS objectives	Runnymede / Consultant	01/01/20	30/06/20	Head of Commercial Services	Cost and service efficiencies left un-realised, clunky time intensive process, wasted resource, customers unable to access records

CS32.2	Implement agile working for Building Control	Horizon / IT Services / mobile equipment	01/04/19	01/10/19	Business Manager (Building Control) (JC)	If IT not delivered on time; inefficiencies and reduced customer service may occur due to continued reliance on paper systems.
CS32.3	Develop electronic case management system for SNN	IT Project Manager (RM)	01/06/19	31/03/20	Business Manager (Building Control) (JC)	Records not linked in to customer, CS objective not met

Outcome 33. Review Business Plan and align service with national building control requirements						
Corporate Priority: High quality public services						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
CS33.1	Carry out full review of the BC business plan	Finance	01/01/20	31/07/20	Business Manager (Building Control) (JC)	Business plan is outdated and service diminishes along with income
CS33.2	Identify direction of travel for Building Control, facilitate training and development to bring service up to new and emerging standards	MHCLG/LABC	01/04/20	31/06/2020	Business Manager (Building Control) (JC)	Service cannot meet the demands to fully enforce the building regulations. Council exposed to risk.
CS33.3	Identify additional new or existing skills to support the Council's Climate priority and achieve zero carbon target	Business Transformation	01/04/20	31/03/21	Business Manager (Building Control) (JC)	Climate Emergency priority not met