

WAVERLEY BOROUGH COUNCIL

EXECUTIVE

4 FEBRUARY 2020

Title:

SERVICE PLANS 2020-2023
(3 YEAR ROLLING PLANS)

Portfolio Holder: All members of the Executive

Head of Service: All Heads of Service

Key decision: No

Access: Public

1. Purpose and summary

- 1.1. The Service Plans have been prepared by Heads of Service in collaboration with their teams and Portfolio Holders to set out the service objectives for the coming three years in line with the [Corporate Strategy 2019-2023](#) and the Medium Term Financial Plan 2020-2023.
- 1.2. Service Plans cover a three year rolling period which means they align with the Council's Medium Term Financial Plan (MTFP) and also provide a clearer picture of the delivery of multi-year projects and other initiatives. Key business as usual activities are set out for the year ahead and will be monitored as part of the annual review process to reflect the needs of the organisation. Progress on Service Plans will be reported on a quarterly basis through the Corporate Performance Report.
- 1.3. Service Plans are an important management tool and are therefore laid out in such a way to allow an easy and clear understanding of key functions performed by teams and the specific timescale set for their delivery, as well as highlighting potential risks should an action was not completed. The plans also contain a list of ongoing service and corporate level projects.
- 1.4. Each of the Overview and Scrutiny Committees have reviewed those Service Plans under their remit during their January committee cycle and their comments and observations have been included in section 6 "Consultation and Engagement" of this report.

2. Recommendation

It is recommended that the Executive:

- a) considers the comments and recommendations passed on by the Overview & Scrutiny Committees as listed in section 6 "Consultation and Engagement" of this report and,
- b) approves the final Service Plans 2020-23 proposals as set out at Annexe 1, for their implementation from 1 April 2020.

3. Reason for the recommendation

The Executive is asked to consider the comments and recommendations passed on by the Scrutiny Committees as part of the scrutiny and approval process.

4. Relationship to the Corporate Strategy and Service Plan(s)

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 three years outlining how they will help to deliver the Council's priorities.

5. Implications of decision(s)

5.1 Resource (Finance, procurement, staffing, IT)

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

5.2 Risk management

Risk management has been built into the format of the plans, allowing visibility of any potential impact should an action fail to be delivered.

5.3 Legal

There are no legal implications arising directly from this report. Heads of Service will identify which of their Service Plan Actions/Outputs will require legal support and will discuss in advance with the Legal Services team their requirements, including internal and/or external (if necessary) legal resource and budgeting for that support.

5.4 Equality, diversity and inclusion

There are no direct equality, diversity or inclusion implications in this report. Equality impact assessments are carried out when necessary across the council to ensure service delivery meets the requirements of the Public Sector Equality Duty under the Equality Act 2010.

5.5 Climate emergency declaration

Each service has reviewed their proposals to take into consideration new environmental and sustainability objectives arising from the [Corporate Strategy 2019-2023](#) in light of [Climate Emergency](#) introduced by the Council in September 2019. Further revision of the objectives might be required once the Climate Emergency Action Plan has been finalised and approved.

6. Consultation and engagement

6.1 The preparation of Service Plans takes place in early autumn alongside the budget planning process and includes consultation on proposals where appropriate. The Plans are discussed with the Portfolio Holders and go through an internal sign-off process by the Senior Management Team. The external scrutiny stage starts with the review by the Overview and Scrutiny Committees at the January cycle, with the comments and recommendations from those meeting listed below for the Executive's consideration before the final approval.

Environment O&S – 13 January 2020

Service Plans reviewed:

- ▶ Planning & Economic Development Service Plan 2020-23 (except for Economic Development) – Zac Ellwood
- ▶ Environment Service Plan 2020-23 (except for Licencing) – Richard Homewood
- ▶ Green Spaces only from Commercial Services Service Plan 2020-23 – Kelvin Mills

Comments and Recommendations for the Executive:

Planning and Economic Development Service Plan (except Economic Development)

Development Management Section

Issues raised by members included:

- More measurable targets needed in the actions/outputs of the plan.
- Highlight what improvements are required to meet targets.
- Information on how well the targets were met on last service plan.
- Information on how we are going to achieve targets.
- The impacts on failure to achieve needs more depth.
- The end dates need to be more specific e.g. will the target be met by this date or is it a rolling target.

Planning Policy Section

Issues raised by members included:

- The chair advised members were waiting in anticipation for LPP2.
- Training for members very important. Members and officers need to work together especially on Neighbourhood plans.
- Neighbourhood plans and planning statements need to be consistently referred to in planning reports.
- A protocol for pre applications is needed to engage members prior to the application being heard at committee.
- Targets for Neighbourhood plans is needed.
- Reviews of major sites is needed to identify issues and lessons learnt.
- Objectives 12 and 17 both covered CIL and 106. These need merging.
- Objective 11.2 – Monitoring of historic 106 agreements. How will this be achieved? Is there an officer in post who already does this?
- Was there a way to monitor when conditions are met in same way as 106 monitoring?

Environment Service Plan (except Licencing)

Issues raised by members included:

- ESA 2 and 16.2 are identical.
- The number of people using the EV points is not indicative of electric vehicle use as many charge at home and only do small journeys.
- Surrey CC have an Air Pollution Strategy, do we engage with them? RH- Yes.
- Some targets have measurable actions but some not.
- Would be of help if all service plans had standard responses.

Greenspaces (part of the Commercial Services Service Plan)

- Issues raised by members:
- Need to ensure that policies and strategies link up.
- Agree that the teams need to increase their profile.
- Members welcomed WBC managing the greenspaces in developments.
- Need to raise awareness of Ash Die Back and Oak Processionary Moth.
- Is environment working with planning on 'Film Waverley' as often filming takes place before permissions are agreed?
- Increasing the participation of volunteers is important in maintaining green spaces.
- Could we look at sponsors for tree planting?
- Reducing the use of pesticides important but how much more expensive? Education to general public also needed.

Housing O&S – 14 January 2020

Service Plans reviewed:

- ▶ Housing Operations Service Plan 2020-23 (Full Plan) – Hugh Wagstaff
- ▶ Housing Delivery & Communities Service Plan 2020-23 (except for Communities section) – Andrew Smith

Comments and Recommendations for the Executive:

Housing Operations

Issues raised by members:

- Members wished to know what objectives were rolling over from previous years and what were new. HW advised most of the projects outlined in the SP were new.
- Efficiencies were being made in the general fund departments. Where are the efficiencies being made in the housing arena?
 - HW advised the VfM paper would outline the efficiencies being implemented.
 - Retendering of the maintenance contract was one such efficiency saving.
 - GC advised that housing is a Waverley function and that we are looking at efficiency plans in all areas corporately.
- The chair asked that in the 'impact' section of item 2 that 'Failure to reduce the carbon footprint' be added.
- AH was asked to explain what 'sustainable tenancy' meant – she explained it meant helping tenants to maintain their tenancy to allow them to continue staying in the property.
- The chair asked officers to be mindful of the wording in these documents as some terminology may not be obvious in its meaning.
- HW advised that outcome 3 was rolled over from last year.
- Outcome 4 – members asked if this had not already started.
- Outcomes 3.5 and 3.6 there were no figures under resources.
 - AH advised that there was already a training budget so it was hoped there would be no additional funding required.
 - HW advised that Waverley have an apprentice levy from the government so this would be used for some of this funding.
- Members asked for some of the objectives to have measurable targets so there was tangible evidence whether they had been met or not.

- HW advised that performance reports are provided to O&S quarterly to monitor this.
- Outcome 5 – HW advised that the new maintenance contract was an example of this and they would be monitoring its performance closely. The contractor would receive a bonus subject to the results of residents' questionnaires.
- Members asked what 'One customer view' meant.
 - AH advised that the new customer management system would mean all areas of the business would work from one recording system, meaning an officer could have a holistic view of all contacts a customer had made with the council and should details change it would only have to be changed once instead of informing every single department.
- Members queried why the section on Blunden Court had financial resources as zero.
 - HW advised that this related to additional resources and as all resources had already been budgeted for there were no additional ones anticipated.
 - AH explained that all the procurement work had been done.
 - It was suggested that outcome 5 should be split out to Blunden Court as a separate outcome to the other areas.
- HO5.5 - The committee asked that 'Asbestos' be expanded to explain if it is testing or removal to make it clearer.
- HO5.8 – impact of not completing is 'not delivering on the carbon footprint reduction'.

Housing Delivery (except for Communities)

Issues raised by members:

- Although not in the committees remit AS was asked if there were plans to recruit more police officers for Waverley as Community Safety came under his remit. He explained there was a desire to increase numbers but a decision had not been made as yet. GC advised that we should find out by end of January how the money will be allocated.
- Outcome 7 should include major remodelling also.
- HDC7.8 – should have a start date of 01/04/2020 not 2019.
- HDC 7.4 – members asked about the sites at feasibility stage. AS advised that they could not be named in the public domain at present. It was suggested that the paragraph be reworded or removed.
- It was suggested that HDC7.4 be split down into 2 parts with the schemes at Chiddingfold, Churt and Godalming be a separate objective.
- HDC 7.7 – Members asked for clarification on the bidding of properties. AS was asked if we were bidding on properties already built. If so they were keen to know if there was a price difference between us purchasing and costs to build.
 - LB explained that as builds were tenure neutral and appraisals on the properties were carried out we certainly wouldn't be paying more.
- It was asked how often developers fail to deliver once a planning application is agreed. AS explained that we do press them and there are often arguments around viability. GC advised we could refuse future applications if they do.
- HDC 7.1 – The chair advised there seemed to be two objectives and asked for them to be split. He also asked for 'location' to be added into the sentence regarding affordable housing.
- HDC 7.5 – It was requested that 'Carbon Neutral' be changed to 'Low Carbon' as it is very difficult to have a carbon neutral home.

- HDC 7.6 – Members asked for the final sentence regarding refurbishment of phases 2 & 3 to be removed.
- HDC 7.7 – First sentence, please add ‘in target locations’.
- Objective 8 – Members emphasised that the homelessness team were brilliant.
- HDC 9.3 – Members asked how easy it was to measure the carbon footprint of an Edwardian house. AS advised that this was a good topic to provide presentation on.

Community Wellbeing O&S – 15 January 2020

Service Plans reviewed:

- ▶ Commercial Services Service Plan 2020-23 (except for Building Control and Green Spaces) – Kelvin Mills
- ▶ Communities only from Housing Delivery & Communities Service Plan 2020-23 – Andrew Smith
- ▶ Licensing only from Environment Service Plan 2020-23 – Richard Homewood

Comments and Recommendations for the Executive:

The Community Overview and Scrutiny Committee considered the service plans under its remit. In regard to Careline, Members questioned whether it was suggesting that it was a business to make money or a service for residents. Members felt that the ‘impact of not completing the action’ should reflect the impact on service users more and not just the financial impact to the council.

VFM and Customer Service O&S – 20 January 2020

Service Plans reviewed:

- ▶ Business Transformation Service Plan 2020-23 (Full Plan) – David Allum
- ▶ Finance and Property Service Plan 2020-23 (Full Plan) – Peter Vickers
- ▶ Policy and Governance Service Plan 2020-23 (Full Plan) – Robin Taylor
- ▶ Building Control only from Commercial Services Service Plan 2020-23 – Kelvin Mills
- ▶ Economic Development only from Planning and Economic Development Service Plan 2020-23 – Zac Ellwood

Comments and Recommendations for the Executive:

The VFM and Customer Service Overview and Scrutiny Committee considered the service plans under its remit. There was general agreement with these being taken forward but there were concerns expressed by the action on the Policy and Governance Service Plan to go paperless (outcome 10). For large agendas some members found this difficult and some had found difficulties with using the tablet application. With the Planning service plan, the Head of Service advised the Committee that there were additions he would like to make as opposed to omissions. The Economic Strategy would be added and the new Head of Planning, Zac Ellwood, would also be looking at the outcomes to make them smarter. In terms of business transformation, the committee agreed to monitor this closely

7. Governance journey

- 7.1 The Executive will consider O&S comments and recommendations on Service

Plans for 2020-2023, and if satisfied, will approve the proposals listed in Annexe 1, for their implementation on 1 April 2020. The Executive approval constitutes the final stage in the process and the newly agreed plans will guide the Council's operations for the coming three years. The next scheduled annual review will take place in autumn 2020, when the new proposals for the year 2021-2024 will be considered.

Annexes:

Annexe 1 Service Plans as set out in paragraph 1.4

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: Nora Copping
Title: Policy & Performance Officer
Telephone: 01483 523465
E-mail: nora.copping@waverley.gov.uk

Name: Louise Norie
Title: Corporate Policy Manager
Telephone: 01483 523464
E-mail: louise.norie@waverley.gov.uk

Agreed and signed off by:

Head of Finance: Agreed in the SMT meeting on 5 November 2019
Strategic Director: Agreed in the SMT meeting on 5 November 2019
Portfolio Holder: Agreed in the Executive Briefing on 3 December 2019
Legal Services: Agreed on 13 December 2019