

Service Plan 2021-2024		Head of Service:	Kelvin Mills
		Strategic Director:	Graeme Clark
Service:	Commercial Services	Portfolio Holders:	Cllr Andy Macleod, Cllr Michaela Martin, Cllr Mark Merryweather, Cllr Liz Townsend

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

Service Profile
The Communities Service is comprised of seven 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 - Offers a community alarm service to help people live longer and independently at home.
Green Spaces Team - The Parks team manage our grounds maintenance contractor who looks after the greenspaces throughout the Borough ensuring quality greenspace, sports pitches and play areas. The team also lead on traveller encampments on Waverley land and manage pavilions, community facilities and halls around the borough. The Ranger Team manage and maintain the countryside areas within Waverley's ownership ensuring accessibility and biodiversity is in line with national and local policy. The Tree Risk team oversee all trees on Waverley Borough and Housing land.
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.
Corporate Projects - Seek to maximise the Council's land and building assets working closely with teams across services focusing on corporate priorities as identified in the Commercial Strategy.

Service Team: Arts & Culture	Team Leader: Charlotte Hall - Community Development Officer (Arts)
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Business As Usual - Annual

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

Outcome 2.	Culture contributes to the development of distinctive places					
	Corporate Priority: A strong, resilient local economy, supporting local businesses and employment / High quality public services accessible for all					
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
CS2.1	Deliver the Brightwells Public Art commissions; ensuring art works are installed and public interpretation is in place for the scheme's opening.	Support from Communities and Planning teams	01/04/2020	01/11/2022	Community Development Officer - Arts	Reputational risks and a failure to meet the Section 106 obligations for Brightwells.
CS2.2	Update the Infrastructure Delivery Plan to include proposals for cultural infrastructure and support cultural partners in developing applications for CIL where eligible.	Support from the Planning team / and Towns and Parishes	01/02/2022	01/04/2023	Community Development Officer - Arts	Missed opportunity that could improve cultural provision for the community.

Outcome 3.	Children and young people are able to learn new skills through cultural participation.					
Corporate Priority: A strong, resilient local economy, supporting local businesses and employment / The health and wellbeing of our communities						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
CS3.1	Ensure Arts Partnership Surrey and Arts Council England investment in the Dance 21 initiative delivers activity in Waverley; benefitting the physical and mental wellbeing of young people and older adults.	None	01/04/2020	31/03/2022	Community Development Officer - Arts	Missing the opportunity to improve wellbeing of young people in the community.

Outcome 4.	Cultural organisations understand and support the communities they serve.					
Corporate Priority: High quality public services accessible for all						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
CS4.1	Work with Elected Members, Officers and community stakeholders to achieve a positive future for the Museum of Farnham, ensuring the service has a home fit for the future.	Support from the Estates / Legal teams	01/04/2020	31/03/2022	Community Development Officer - Arts	Future sustainability of the museum service and further deterioration of the building.
CS4.2	Monitor community outcomes delivered by Farnham Maltings and Cranleigh Arts Centre through the SLA process	Support from the Communities and Finance Team	01/04/2020	31/03/2022	Community Development Officer - Arts	Reputational risks with the partner.

Outcome 5.	Increase usage of the Borough Hall and Memorial Hall					
Corporate Priority: A financially sound Waverley, with infrastructure and resilient services fit for the future.						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action.
CS5.1	Produce and implement a business recovery plan for the Borough Hall to reinvigorate safe usage following the restrictions placed on public venues by COVID.	Support from the Communication, IT and Finance Teams	01/04/2021	31/03/2022	Venue Manager Centre Manager	Failure to create a safe environment for customers and inability to achieve financial targets.

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

Business As Usual - Annual

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

Business As Usual - Annual

Outcome 7. Delivery of high performing grounds maintenance service for the Council.						
Corporate Priority: High quality public services accessible for all / A sense of responsibility by all for our environment, promoting biodiversity, championing the green economy and protecting our planet / A financially sound Waverley, with infrastructure and resilient services fit for the future						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
CS7.1	Manage the Grounds maintenance contract to ensure performance targets are met, including the incorporation of feedback from the public and a professional audit.	External consultant, external contractors and Parks & Countryside staff	01/11/2019	31/10/2024	Green Spaces Manager and Green Spaces Contract Officer	Green spaces become less attractive and/or accessible to the public.
Outcome 8. Raising the profile of the Greenspaces service						
Corporate Priority: High quality public services accessible for all / A sense of responsibility by all for our environment, promoting biodiversity, championing the green economy and protecting our planet						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
CS8.1	Encourage participation in green space management through working with volunteers helping to gain external recognition and raising awareness for identified sites around the Borough.	None	01/01/2021	31/03/2022	Green Spaces Contract Officer Ranger Team	Importance of service is not recognised and public are unaware of the objectives of the greenspaces management.
CS8.2	Promote service activities effectively to educate the community on the environment, services and volunteering opportunities offered by the council.	None	01/04/2021	31/03/2022	Green Spaces Projects and Promotions Officer Ranger Team	Importance of service is not recognised and public are unaware of the objectives of the greenspaces management.
Outcome 9. Promote the service as a viable greenspaces management operator in the borough with the ability to manage new sites.						
Corporate Priority: High quality public services accessible for all / A sense of responsibility by all for our environment, promoting biodiversity, championing the green economy and protecting our planet						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
CS9.1	Grow and manage the service in a more financially sustainable way, continue land asset transfer to reduce reliance on Council tax funding, seek the use of developer contributions to support infrastructure improvements, operate more commercially by supplying services that are chargeable (e.g. tree risk inspections, playground advice)	Planning	01/04/2021	31/03/2023	Green Spaces Manager	Lack of greenspace infrastructure improvements. Reduced sphere of influence on delivering the Climate Emergency Action Plan.
CS9.2	Create a service capable and resourced to consider taking on new Greenspace provision and tree risk management opportunities.	Planning, additional green spaces staff.	01/04/2021	31/03/2023	Green Spaces Manager	Potential financial improvement opportunities missed. Ability to ensure greenspaces are managed in line with the Council's Climate Emergency. Increasing ability to influence and change practices.
Outcome 10. To reduce the risk to the Council of the potential injury and damage caused by unsafe trees and the associated claims.						
Corporate Priority: High quality public services accessible for all / A sense of responsibility by all for our environment, promoting biodiversity, championing the green economy and protecting our planet / The health and wellbeing of our communities						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
CS10.1	Delivery of the requirements contained in the Council's Tree Risk Management Guide (TRMG), by ensuring tree risk inspections are completed within the stipulated time frames of each risk zone.	External contractors, consultants	01/04/2021	31/03/2022	Tree and Woodlands Officer	Members of the public are injured or property is damaged and the Council suffers reputational damage is exposed to insurance claims.

CS10.2	Preparing the Council for the impact of tree pest and diseases, in particular Oak Processionary Moth (OPM) and Ash Die Back (ADB).	External contractors, consultants	01/04/2021	31/03/2022	Tree and Woodlands Officer	The Council is unaware of the potential financial impact and the risks associated. Any tree works are carried out with due care and attention reflecting the Climate Emergency.
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Outcome 11.	Ensuring the Council's commitment to increasing biodiversity and reducing the impacts of the climate emergency are delivered.					
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Corporate Priority: High quality public services accessible for all / A sense of responsibility by all for our environment, promoting biodiversity, championing the green economy and protecting our planet / The health and wellbeing of our communities						
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Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
CS11.1	Ensure the correct management and delivery of Higher Level Stewardship (HLS), Environmental Stewardship (ELS) and Countryside Stewardship (CS) grant scheme works across sensitive SSSI sites and other woodland/countryside sites.	HLS grants, external contractors and consultants	01/04/2021	31/03/2022	Head Ranger, Tree and Woodlands Officer	SSSI sites become unfavourable in condition and /or managed inappropriately without recognition of the climate emergency.
CS11.2	Maintain adequate levels of volunteers and seek to increase participation wherever possible to support the service priorities.	Rangers	01/04/2021	31/03/2022	Head Ranger	Site management decreases along with condition, volunteer numbers drop.
CS11.3	Write overarching Greenspaces Strategy to bring together all biodiversity strategies under one umbrella. Write and adopt a Tree and Woodland Strategy that encompasses all aspects of tree management and a Biodiversity Policy in line with our Corporate Objectives. Implement the Pesticide Policy action plan.	External consultants will be required to write Greenspaces Strategy £25,000. Additional funding may be required to deliver the pesticide policy.	01/04/2021	31/03/2023	Head Ranger, Tree and Woodlands Officer, and the Green Spaces Projects and Promotions Officer	The Council does not have a structured approach to delivering biodiversity improvements and therefore fails to achieve improvements that will positively impact the climate emergency.

Outcome 12.	The quality and provision of outdoor sports facilities is improved.					
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Corporate Priority: High quality public services accessible for all / A sense of responsibility by all for our environment, promoting biodiversity, championing the green economy and protecting our planet / The health and wellbeing of our communities						
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Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
CS12.1	Delivery of Council's Playing Pitch Strategy - protect the existing supply of outdoor sports facilities where it is needed to meet current and future needs up to 2031.	S106, Community Infrastructure Levy (CIL), Parks & Countryside (P&C) officers, Estates, Legal	01/11/2020	31/03/2022	Green Spaces Manager	Loss of outdoor sports facilities.
CS12.2	Delivery of Council's Playing Pitch Strategy - enhance outdoor sports and ancillary facilities through improving quality and management of sites.	S106, CIL, P&C officers, Estates, Legal	31/03/2021	31/03/2022	Green Spaces Manager	Lack of quality facilities.
CS12.3	Delivery of Council's Playing Pitch Strategy - provide new outdoor sports facilities where there is a current and future demand to do so.	S106, CIL, P&C officers, Planning, Estates, Legal	01/04/2021	01/04/2022	Green Spaces Manager	Unable to meet demand for sports facilities.

Outcome 13.	The quality and provision of play opportunities for people is improved.					
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Corporate Priority: High quality public services accessible for all / A sense of responsibility by all for our environment, promoting biodiversity, championing the green economy and protecting our planet / The health and wellbeing of our communities						
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Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
CS13.1	Continued delivery of Council's Play Area Strategy, investment in playground provision, refurbishment and replacement of assets.	P&C staff, external contractors, project budgets, S106, PIC and CIL	01/04/2021	31/03/2022	Parks Officer (Currently vacant need to recruit)	The Council's play facilities are not fit for purpose.
CS13.2	Review and update/rewrite of Play Area Strategy.	P&C staff, external contractors, consultants, planning. Consultancy budget	02/04/2021	31/03/2023	Parks Officer	The Council will not have an up to date strategy.

Outcome 14.	Making the Council's Greenspace Assets work for the Council and filming in Waverley is promoted.					
Corporate Priority: High quality public services accessible for all / A strong, resilient local economy, supporting local businesses and employment / A sense of responsibility by all for our environment, promoting biodiversity, championing the green economy and protecting our planet / The health and wellbeing of our communities						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
CS14.1	Following review, ensure that processes are streamlined and efficient, so that officer resources are used to their best. Ensure the necessary (if any) planning and common land consents are gained.	Planning, IT, Comms, H&S representatives, Environmental Services.	01/04/2021	31/03/2022	Greenspaces Projects & Promotions Officer	The Council potentially has an inefficient process in place, using up valuable officer time, also may be in breach of required planning and common land consents.
CS14.2	Maximising event, filming and bookings income. Seeking to promote our Greenspaces for events/filming and bookings.	Planning, IT, Comms, H&S representatives, Environmental Services.	01/04/2021	31/03/2022	Greenspaces Projects & Promotions Officer	The Council may not be maximising its income opportunities from its Greenspace Assets.
CS14.3	Promoting and delivering 'Film Waverley', making the borough more accessible and friendly to film productions and providing wider economic benefits to the Council, businesses and the general locality.	Planning, IT, Comms, H&S representatives, Environmental Services. Film Waverley project funding £10,000	01/04/2021	01/04/2023	Greenspaces Projects & Promotions Officer	The Council may not be maximising its income opportunities from its Greenspace Assets

Team Projects

Outcome 15.	Delivery of the Capital Project Programme.					
Corporate Priority: A sense of responsibility by all for our environment, promoting biodiversity, championing the green economy and protecting our planet						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
CS15.1	Delivery of agreed capital projects as agreed within the budget framework.	External contractors, consultants	01/04/2021	Subject to individual project timelines	Green Spaces Manager	Our greenspaces are not upgraded and maintained in line with our capital programme commitment.

Service Team: Waverley Training Services

Team Leader: Adele O'Sullivan - Centre Manager - Waverley Training Services

Business As Usual - Annual

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

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

Service Team: Leisure **Team Leader: Tamsin McLeod - Leisure Services Manager, Fotini Vickers - Interim Leisure Services Manager**

Business As Usual - Annual

Outcome 18.	To offer safe, accessible and affordable leisure provision for all.					
Corporate Priority: The value and worth of all residents, with opportunities for all, regardless of race, age, disability, religion, gender or sexual orientation, income or wealth / High quality public services accessible for all / The health and wellbeing of our communities.						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
CS18.1	Review the Leisure Development Plan to reflect the priorities under the Surrey Health and Wellbeing strategy and the impacts of COVID on the services and projects that can be delivered.	Officer Time	01/10/2020	31/03/2022	Leisure Services Manager	Leisure Plan not aligned with regional and local priorities.
CS18.2	Increase participation in target groups with the delivery of new projects safely delivered in line with the new COVID measures.	Officer Time	01/10/2020	31/03/2022	Leisure Services Manager	Target groups do not participate and activity levels within the borough drop impacting health and wellbeing of residents.

Outcome 19.	To create a COVID recovery plan supporting and improving the physical and mental health of residents.					
Corporate Priority: The health and wellbeing of our communities / High quality public services accessible for all						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
CS19.1	Health and Wellbeing Strategy and action plan to be reviewed in line with the new COVID restrictions .	Surrey County Council Health Partners	01/10/2020	31/03/2022	Leisure Services Manager	Action plan not aligned to corporate priorities and target groups do not participate. Activity levels within the borough drop negatively impacting health and wellbeing of residents.
CS19.2	Review our role with the Integrated Care Partnership and the Prevention and Independence workstream post COVID.	Officer time	01/10/2020	31/03/2022	Leisure Services Manager	Action plan not aligned to corporate priorities and target groups do not participate. Activity levels within the borough drop negatively impacting health and wellbeing of residents.
CS19.3	Look at how we re-engage and reach priority groups to increase participation in the wellbeing offering across the contract as social restrictions ease.	Officer time Leisure budget	01/10/2020	31/03/2022	Leisure Services Manager	Action plan not aligned to corporate priorities and target groups do not participate. Activity levels within the borough drop negatively impacting health and wellbeing of residents.

Outcome 20.	Implementing a COVID recovery Plan to reopen our leisure centres.					
Corporate Priority: A financially sound Waverley, with infrastructure and resilient services fit for the future / The health and wellbeing of our communities						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
CS20.1	Ensuring contractual adherence to the historical and new guidelines in a post COVID environment, ensuring a safe environment and customer focused service.	Officer time	01/10/2021	31/03/2022	Leisure Services Manager / Leisure Development Officers	Services are unsafe and standards reduce, participation declines, customer satisfaction drops and negatively impacts residents health & wellbeing.

Team Projects						
Outcome 21.	Begin the retendering process for the leisure management contract in preparation for the current contract end date June 2023					
Corporate Priority: A financially sound Waverley, with infrastructure and resilient services fit for the future						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
CS21.1	Review specification and procurement requirements to tender the new leisure management contract in a post COVID environment	Project Working Group consisting of legal, procurement, finance and communications.	01/04/2021	30/06/2023	Head of Commercial Services / Leisure Services Manager	One of the council's largest and most prominent contracts is not tendered correctly and services to residents suffers.
CS21.2	Prepare and create the tender documentation to procure external consultancy support for the tendering of the leisure management contract.	Project Working Group consisting of legal, procurement, finance and communications.	01/04/2021	31/03/2022	Head of Commercial Services / Leisure Services Manager	One of the council's largest and most prominent contracts is not tendered correctly and services to residents suffers.
Outcome 22.	Assess and review the Cranleigh Leisure Centre business case post COVID.					
Corporate Priority: A financially sound Waverley, with infrastructure and resilient services fit for the future / The health and wellbeing of our communities						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
CS22.1	Carry out a feasibility study widening the scope to include a place shaping agenda reflecting new challenges post COVID.	External Stakeholder and Consultancy Support	01/04/2021	30/04/2022	Leisure Services Manager / Development Programme Manager	Project not delivered and an inefficient building continues to be managed, negatively impacting the council's carbon footprint. Usage of the centre does not increase as customer satisfaction drops, negatively impacting residents' health & wellbeing.
Service Team: Building Control			Section Manager: Jane Clement - Business Manager - Building Control			
Business As Usual - Annual						
Outcome 23.	Building Control and Street Naming delivers high performing service and breaks even on budget.					
Corporate Priority: A financially sound Waverley, with infrastructure and resilient services fit for the future						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
CS23.1	Create an efficient and proactive Building Control and Street Naming and Numbering Service which achieves break even on budget, balance fees and costs. Improve internal working practices that support this objective primarily by streamlining the planning pre-application process.	Finance, Planning, IT & Business Transformation	01/04/2020	31/03/2022	Head of Commercial Services / Building Control Business Manager	Customer satisfaction drops and alternative operators are used lessening the council's ability to influence safe construction within the borough and break even on budget.
Team Projects						
Outcome 24.	Building Control & Street Naming will be electronic achieving efficiencies and aligning with Customer Service objectives for customer access.					
Corporate Priority: Open, democratic and participative governance / high quality public services accessible for all						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
CS24.1	Complete the implementation of agile working practices for Building Control.	Horizon / IT Services / mobile equipment	01/01/2021	01/09/2021	Business Manager (Building Control)	If IT not delivered on time; inefficiencies and reduced customer service may occur due to continued reliance on paper systems.

Outcome 25. Review Business Plan and align service with national building control requirements.						
Corporate Priority: Open, democratic and participative governance / high quality public services accessible for all						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
CS25.1	Carry out full review of the Building Control business plan.	Finance	01/01/2020	30/09/2022	Business Manager (Building Control)	Business plan is outdated and service diminishes along with income.
CS25.2	Identify direction of travel for Building Control, facilitate training and development to bring service up to new and emerging standards.	MHCLG/LABC	01/04/2020	31/03/2024	Business Manager (Building Control)	Service cannot meet the demands to fully enforce the building regulations. Council exposed to risk.
CS25.3	Identify additional new or existing skills to support the Council's Climate priority and achieve zero carbon target	Business Transformation	01/04/2020	31/03/2024	Business Manager (Building Control)	Climate Emergency priority not met.
CS25.4	Proactively embed carbon reducing measures within the Building Control business plan and within governmental consultation responses.	Business Transformation	01/04/2020	31/03/2024	Business Manager (Building Control)	Climate Emergency priority not met.

Corporate & Service Level Projects (Service wide or cross cutting projects)

Outcome 26. Delivery of housing on the Weyhill youth site in line with planning policy.						
Corporate Priority: A financially sound Waverley, with infrastructure and resilient services fit for the future / High quality public services accessible for all						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
CS26.1	Oversee the successful relocation of key community groups such as St John & Cadets.	Estates; Property; Legal	01/10/2020	31/12/2022	Head of Commercial Services / Development Programme Manager	Delivery of much needed housing not delivered on Weyhill site. Community groups unhappy creating reputational damage to the Council.
CS26.2	Deliver all types of much needed homes for Haslemere on the vacated Wey Hill site.	Estates; Property; Legal	01/01/2020	01/01/2025	Head of Strategic Housing and Delivery / Head of Commercial Services	Much needed housing not delivered on Weyhill site.

Outcome 27. Maximising the Council's own land assets.						
Corporate Priority: A financially sound Waverley, with infrastructure and resilient services fit for the future						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
CS27.1	Ensuring that utility companies are managed when they approach the Council in regards to working on the Council's land, wayleaves and easements.	Estates, Housing, Property, Legal	Ongoing	31/03/2024	Tree and Woodlands Officer / Green Spaces Manager	Damage to Council land, trees and property creating additional costs that need to be absorbed.
CS27.2	Assisting Estates and Legal in making income from capital receipts for easements negotiated across Council land.	Estates, Property, Legal	Ongoing	31/03/2024	Tree and Woodlands Officer / Green Spaces Manager	Income potential not realised therefore not contributing to the Medium Term Financial Plan. Opportunity missed to contribute to the climate emergency resulting in reputational damage to the council.
CS27.3	Corporate Projects to lead on development of the Land and Assets project, bringing together key sites in the borough to identify opportunities to invest and review current land ownership in a co-ordinated strategy.	Estates, Property, Finance, Planning	Ongoing	31/03/2024	Development Programme Manager	Income potential not realised therefore not contributing to the Medium Term Financial Plan. Opportunity missed to contribute to the climate emergency resulting in reputational damage to the council.
CS27.4	Work with Surrey County Council to master-plan assets in towns to help form a long-term strategic plan for the development of the Borough	Estates, Property, Legal	Ongoing	31/03/2024	Development Programme Manager	Income potential not realised therefore not contributing to the Medium Term Financial Plan. Opportunity missed to contribute to the climate emergency resulting in reputational damage to the council.

Outcome 28.	Delivery of the Brightwells Yard regeneration project.					
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
	Corporate Priorities: A sense of responsibility by all for our environment, promoting biodiversity, championing the green economy and protecting our planet					
CS28.1	Work closely with external partners and internal departments to ensure effective stewardship and delivery of the Brightwells project.	Legal; Estates; Communications; Planning	01/04/2020	31/03/2022	Head of Commercial Services / Development Programme Manager	Key Stakeholders are not aware of ongoing works creating potential reputational risks.
CS28.2	Ensure effective engagement with residents, local businesses and stakeholders to ensure people are informed of next steps and project progress.	Legal; Estates; Communications; Planning	01/04/2020	31/03/2022	Head of Commercial Services / Development Programme Manager	Key Stakeholders are not aware of ongoing works creating potential reputational risks.

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