

WAVERLEY BOROUGH COUNCIL

LANDLORD SERVICES ADVISORY BOARD

28 JANUARY 2022

Title:

SERVICE PLANS 2022-2025
(3 YEAR ROLLING PLANS)

Portfolio Holder(s): Co-Portfolio Holders for Housing Paul Rivers and Nick Palmer

Head of Service: Hugh Wagstaff, Head of Housing Operations

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 2020-2025](#) and the Medium Term Financial Plan.
- 1.2. In 2019 the Council reviewed its approach to service planning, changing them from annual plans to three yearly rolling plans. This approach allows not only for an easier alignment with the Council's Medium Term Financial Plan (MTFP), but also a better transparency on delivery of multi-year projects and other initiatives. The ongoing service delivery is 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 is monitored on a quarterly basis through the Corporate Performance Report.
- 1.3. It is worth noting that the service plans are an operational management tool, and as such are laid out in a way which allows 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 projects.
- 1.4. The Landlord Services Advisory Board is asked to review the areas under their remit as listed below:
 - Housing Operations Service Plan 2022-25
 - Housing Delivery and Communities Service Plan 2022-25 (Housing Development only)

2. **Recommendation**

It is recommended that the Landlord Services Advisory Board consider the Service Plans for 2022-25 as set out at Annexe 1 and:

- a) makes any observations or comments to the Executive,
- b) confirm mid year reporting cycle to LSAB, and
- c) make suggestions for future LSAB agenda items

3. **Reason for the recommendation**

The annual review process of service plans is a subject of internal as well as external scrutiny. The LSAB review the proposals and pass their comments and recommendations to the Executive for their consideration ahead of the approval process. The LSAB will monitor the progress and performance of actions in the service plan and may indicate future agenda items to review projects in more detail.

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. The housing service plans link to the Corporate Strategy's priority for "*Good quality housing for all income levels and age groups*" and the Corporate aim "*to be the best council landlord in the South East and to be acknowledged so by our tenants*"

5. **Implications of decision(s)**

5.1 **Resource (Finance, procurement, staffing, IT)**

Draft Service Plans are prepared as part of the annual budget setting process and any financial implications are included in the draft budget proposals that will be also presented at the 28 January 2022 LSAB.

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 on projects and policies when necessary, across the council to ensure service delivery meets the requirements of the Public Sector Equality Duty under the Equality Act 2010.

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

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 2020-2025](#) 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 created and approved.

6. Consultation and engagement

6.1 The preparation of Service Plans take place in early autumn alongside the budget planning process and will include consultation 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 LSAB and Overview and Scrutiny Committees at January cycle and final approval by the Executive at a February/March meeting.

7. Other options considered

7.1 Not applicable

8. Governance journey

8.1 The Landlord Services Advisory Board and Overview and Scrutiny Committees will pass on their comments and recommendations to the Executive who will take these into consideration when approving the proposals. Once approved the Service Plans will guide the Council's operations for the coming year and the next scheduled review will take place in autumn/winter 2022, when the new proposals for the year 2023-2026 will be considered.

Annexes:

Annexe 1 Joint Housing Operations and Delivery Service Plan

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 and Annalisa Howson
Title: Policy & Performance Officer and
Housing Service Improvement Manager
Telephone: 01483 523465 01483 523453
E-mail: nora.copping@waverley.gov.uk
annalisa.howson@waverley.gov.uk

Agreed and signed off by:

Head of Finance: Agreed in the SMT meeting on 9 November 2021

Strategic Director: Agreed in the SMT meeting on 9 November 2021
Portfolio Holder: Agreed in the Executive Briefing on 7 December 2021
Legal Services: Agreed on 7 December 2021