

Service Plan 2023-2026 (rolling 3 years)		Executive Head of Service:	Sam Hutchison
		Strategic Director:	Annie Righton
Service:	Community Services	Portfolio Holders (Pfhs):	Cllr Penny Marriott, Cllr Kika Mirylees
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. From time to time Service Plans will			
Service Profile			
• Careline			
Service Team: Careline		Team Leader: David Brown - Senior Living and Careline Manager (KM)	

Ongoing Service Delivery - reviewed annually

Outcome 1. 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	D/S*	Success is measured / demonstrated by
SP23/26 CU1.1	Provide and maintain a full range of Careline and telecare equipment across the Borough. Maximising different funding streams such as Disabled Facilities Grant to further promote the service and generate more options to assist residents to live independently for longer. To continue with our preparations for the digital switchover in 2025.	None	01/04/2022	31/03/2023	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 .	D	The number of Careline customers. Improved timeframes for residents to be able to leave hospital and return home (or not need to go to hospital) with the assistance of Careline/telecare services.
SP23/26 CU1.2	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	01/04/2022	31/03/2023	Senior Living and Careline Services Manager	New customers who would benefit from the service may not be reached.	D	The number of Careline customers. Improved timeframes for residents to be able to leave hospital and return home (or not need to go to hospital) with the assistance of Careline/telecare services.
SP23/26 CU1.3	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	01/04/2022	01/04/2023	Senior Living and Careline Services Manager	Residents ability to live independently could be compromised. Total customer numbers may not be maximised.	D	The number of Careline customers. Improved timeframes for residents to be able to leave hospital and return home (or not need to go to hospital) with the assistance of Careline/telecare services.

Outcome 2. Delivering high quality public service with partners and To be recognised as an effective partner within the community by attaining nominations, publishing case studies and participating in joint events.								
Corporate Priority: Open, democratic and participative governance / high quality public services accessible for all / effective strategic planning and development management which supports the planning and infrastructure needs of local								
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
SP23/26 CU2.1	To maintain effective partnerships to support Community Safety, good neighbourhoods and communities resulting in council housing tenants feeling safe in their neighbourhood (STAR 2023 question).	Within the existing budgets and resources	01/04/2020	30/09/2023	Housing Manager (LD) and Senior Living and Careline Manager (DB)	Poor service delivery.	S	increase in satisfaction at STAR 2023
SP23/26 CU2.2	Work with Partners to seek opportunities to promote health and wellbeing and address health inequalities. All staff to attend Safeguarding and Mental Health training to support residents in accessing support to live best life.	Within the existing budgets and resources	01/04/2020	31/12/23	Service Improvement Manager (AH)	Reputational damage with partners.	D	Promote at least two initiatives through staff training and/or tenants newsletter
SP23/26 CU2.3	To maintain and develop professional relationships with statutory agencies to support and signpost tenants appropriately with Safeguarding, ASB, mental health and domestic abuse cases.	Within the existing budgets and resources	01/04/2021	31/03/2023	Housing Manager (LD) and Senior Living and Careline Manager (DB)	Fail to meet tenants needs. Failure to adhere to residents charter or regulatory code	S	Attend at least three statutory agency partnership groups and maintain signposting records

SP23/26 CU2.4	To develop Housing Procurement Strategy to be responsive to market and agile in procurement to build successful long term contractor partnerships.	Within the existing budgets and resources	01/04/2022	30/03/2023	Strategic Asset Manager (PD) and Housing Operations Manager (HR)	Reputational damage with partners. Poor service delivery.	S	Publish strategy
Service Team: Community Services		Team Leader: Katie Webb			Executive Portfolio Holder: Kika Mirylees, Penny Marriott			

Ongoing Service Delivery - reviewed annually

Outcome 3. Development of new Health and Wellbeing Strategy to reflect current needs and priorities.								
Corporate Priority: Improving the health and wellbeing of our residents and communities								
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
SP23/26 CU3.1	Coordinate the development and delivery of the new Health and Wellbeing Strategy to reflect the current and emerging themes post pandemic / the cost of living crisis and supporting vulnerable residents, including Waverley's older residents.	Surrey CC, Health associated voluntary and statutory organisations	01/04/2022	31/03/2024	Executive Head of Communities / Community Services Manager/Community Partnerships Officer	Health and Wellbeing Strategy not aligned to corporate priorities, SCC and Health Priorities.	D	Health and Wellbeing Strategy developed and reviewed and delivering services and activities that meet objectives: scrutinised by Services O&S
SP23/26 CU3.2	Deliver initiatives that support wider health and wellbeing of vulnerable residents, tackling loneliness and social isolation and health inequalities.	Surrey County Council, Health associated voluntary and statutory organisations.	01/04/2022	31/03/2025	Community Services Manager/Community Partnerships Officer	Risk of not delivering health and community safety initiatives and activities that meet the need of the borough's vulnerable residents.	D	As above

Outcome 4. Deliver the statutory responsibilities of the Community Safety Partnership								
Corporate Priority: Improving the health and wellbeing of our residents and communities								
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
SP23/26 CU4.1	Co-ordinate the work of the Safer Waverley Partnership, including delivering a Partnership Strategy and action plan and by ensuring partnership groups (Joint Action Group (JAG), Community Harm and Risk Management Meeting (CHaRMM), Serious Organised Crime Joint Action Group (SOC JAG) function effectively to deliver the Partnership's priorities.	Funded from Community Safety/Safer Waverley Partnership budget	01/04/2022	31/03/2025	Safer Communities Officer	Risk of not delivering the SWP Partnership Plan priorities and objectives.	S	Anti-social behaviour, serious neighbourhood disputes are effectively managed in partnership; strong working relationship with partners, especially Surrey Police.
SP23/26 CU4.2	Support the Safer Waverley Partnership and Independent Chair to Carry out Domestic Homicide Reviews (DHR) - Note: Active DHRs in progress 6, 7 & 8	Budget to appoint an Independent Chair - Additional administration support through existing resources	01/04/2022	31/03/2025	Community Services Manager / Safer Communities Officer	Failure to meet the statutory requirements of the Home Office to carry out a DHR within the appropriate timescales as set out in the guidance for relevant organisations.	S	DHRs executed in a timely way; Home Office sign-off.
SP23/26 CU4.3	Co-ordinate and respond to Community Trigger Applications on behalf of the Safer Waverley Partnership.	Recruitment of and Anti-Social Behaviour Lead Officer	01/04/2022	01/04/2025	Community Services Manager/Safer Communities Officer	Failure to deliver a statutory requirement and review cases of anti-social behaviour; escalation of issues and resulting intransigence of parties involved, making anti-social behaviour practically impossible to resolve.	S	Community Triggers executed effectively and all agencies acting appropriately to resolve issues.
SP23/26 CU4.4	Use targeted engagement opportunities to promote and support local and national awareness campaigns and provide crime prevention and community safety advice to the local community.	Funded from Community Safety/Safer Waverley Partnership budget	01/04/2022	31/03/2025	Safer Communities Officer	Failure to deliver national objectives which aim to reduce crime and disorder.	S	Awareness raised with public and appropriate engagement by local communities.

Outcome 5. Community Safety is integrated throughout the Council								
Corporate Priority: Improving the health and wellbeing of our residents and communities								
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by

SP23/26 CU5.1	To work with services across the Council to ensure obligations under Section 17 of the Crime and Disorder Act 1998 are fulfilled; to do all that can reasonably be done to prevent crime and disorder (including anti-social behaviour).	Existing Resources through Safer Communities Officer and Anti-Social Behaviour Officer	01/04/2022	31/03/2025	Executive Head of Communities/ Community Services Manager	Failure to deliver national objectives which aim to reduce crime and disorder.	S	Anti-social behaviour, crime and disorders are effectively managed by teams across the Council and with external partners.
SP23/26 CU5.2	Develop and implement a corporate Anti-Social Behaviour Policy with processes and procedures to provide officers across the Council with the tools to effectively manage anti-social behaviour internally and with partners.	Existing Resources Anti-Social Behaviour Officer	01/04/2022	30/09/2024	Executive Head of Communities / Community Services Manager/ Anti-Social Behaviour Officer	Failure to deliver a statutory requirement to manage anti-social behaviour across the council and failure to focus on the victim first and not be victim focussed; failure to utilise powers available under the Anti-Social Behaviour, Crime and Policing Act 2014.	S	Effective management of anti-social behaviour across the Council; officers equipped to intervene and escalate where appropriate; reduction in ASB, fewer Community Triggers and long term neighbour disputes should be the result.
SP23/26 CU5.3	To act as the single point of contact for the Council for residents, council staff, elected members, key partners, stakeholders on significant community issues that impact on residents' ability to feel safe within their community	Existing Resources through Safer Communities Officer / Anti-Social Behaviour Officer	01/04/2022	31/03/2025	Community Services Manager/Safer Communities Officer/Anti-Social Behaviour Officer	Failure to meet the Council's obligations under Section 17 of the Crime and Disorder Act 1998 and the Anti-Social Behaviour, Crime and Policing Act 2014	S	Effective management of anti-social behaviour across the Council; officers equipped to intervene and escalate where appropriate; reduction in ASB, fewer Community Triggers and long term neighbour disputes should be the result.
SP23/26 CU5.4	Coordinate the internal Community Safety Oversight Group with the relevant Heads of Service to identify where community safety features in the Corporate Strategy and the Service Plans. Identify areas of community safety which would benefit from strategic oversight.	Community Safety budget; Safer Waverley Partnership Budget (SWP)	01/04/2022	31/03/2025	Executive Head of Communities and Community Services Manager	Community safety not being coordinated across teams causing duplication of work, preventing appropriate escalation and failure to meet statutory obligations.	S	Anti-social behaviour, crime and disorders are effectively managed by teams across the Council and with external partners.

Outcome 6. Work in partnership with voluntary organisations and Adult Social Care and Clinical Commissioning Groups								
Corporate Priority: Improving the health and wellbeing of our residents and communities								
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
SP23/26 CU6.1	Identify opportunities to develop and deliver activities to support the health and wellbeing of residents; this to be achieved through partnership and 'at place'.	Budget to deliver activities	01/04/2022	31/03/2025	Community Partnerships Officer	Risk of not delivering health and wellbeing initiatives and activities that meet the need of the borough's residents; lack of use of available Council resources: e.g. Careline, Disabled facilities Grants	D	Effective health and wellbeing initiatives delivered; joined up working with other Council services and funding streams.
SP23/26 CU6.2	Administer and deliver the Waverley's allocation of the Governments Household Support Fund Scheme	Existing Resource / Funding for basis elements of administration through the scheme	01/04/2023	31/03/2024	Community Partnerships Officer	Risk of not disseminating the fund to those residents who are impacted through the cost of living crisis.	S	Fund is spent and has reached those residents most in need.

Outcome 7. The organisations funded through the Council's Thriving Communities Commissioning Scheme are delivering the agreed outcomes.								
Corporate Priority: Improving the health and wellbeing of our residents and communities								
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
SP23/26 CU7.1	Implement the Council's Thriving Communities Commissioning Fund with effect from 1 April 2022. Note: this replaces Service Level Agreements that expire on 31 March 2022.	Existing Resources	01/04/2022	31/03/2025	Community Services Manager/Community Partnerships Officer	Risk that the Council does not fund organisations that deliver effective services to residents, and that those organisations do not reflect or contribute to the changing landscape and offer value for money.	D	Funding targeted to organisations that are delivering identified commissioned services; reviewed by Services O&S.

SP23/26 CU7.2	Collect, review and present quarterly monitoring data.	Existing Resources	01/04/2022	01/04/2025	Community Services Manager/Community Partnerships Officer	Risk of organisations not delivering the outcomes of the commissioning fund.	D	As above
SP23/26 CU7.3	Hold, minute and follow through actions from annual end of meetings with all commissioned organisations	Existing Resources	01/04/2022	02/04/2025	Community Services Manager/Community Partnerships Officer	Risk of organisations not delivering the outcomes of the commissioning fund.	D	As above

Outcome 8. Waverley Borough Council fulfils its safeguarding responsibilities								
Corporate Priority: Improving the health and wellbeing of our residents and communities								
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
SP23/26 CU8.1	Ensure the revised Safeguarding Policy for the Council (including Prevent, Modern Slavery, Hate Crime) is implemented across all service areas.	Existing resources	01/04/2022	31/03/2025	Executive Head of Communities/ Community Services Manager	Failure to safeguard children and adults at risk. Criminal prosecution. Serious reputational damage.	S	Safeguarding Policy regularly refreshed and updated; staff and members know how to make a safeguarding referral to Surrey County Council's Children and Adult Services
SP23/26 CU8.2	Coordinate the regular Internal Safeguarding Board that oversees the Council's safeguarding responsibilities.	Existing resources	01/04/2022	31/03/2025	Executive Head of Communities/ Community Services Manager	Failure to safeguard children and adults at risk. Criminal prosecution. Serious reputational damage.	S	As above; Council's overall safeguarding responsibilities and functions regular monitored and reviewed, and improved when necessary.
SP23/26 CU8.3	Ensure all staff and councillors are trained at appropriate level, including reference to the implications for Serious Organised Crime and Exploitation of Children.	Existing resources	01/04/2022	31/03/2025	Executive Head of Communities/ Community Services Manager/Head of Policy and Governance	Failure to safeguard children and adults at risk. Criminal prosecution. Serious reputational damage.	S	Training programme implemented and rolled out to all staff and members.

Corporate compliance (ALL Pfhs)

Outcome 9. Standing Corporate Compliance Actions are achieved								
Corporate Priority: ALL								
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
SP23/26 CU9.1	All Performance Agreement Meetings are completed by the target date, staff targets are set and L&D identified.	Within existing budgets, support of HR Team needed	March	May	Executive Head of Community Services	Staff performance and personal development is compromised and morale affected.	D	Objective achieved
SP23/26 CU9.2	Service Plans are reviewed and budget implications fed into budget process.	Dependent on outcome of review, support of the Policy & Performance Officer	August	January	Executive Head of Community Services	Corporate Strategy objectives will not be achieved.	D	The Service Plans proposals are prepared and presented to the OS and Executive
SP23/26 CU9.3	Complete budget preparation in line with agreed timetable.	Within existing budgets, support of Finance Team needed	August	January	Executive Head of Community Services	Legal obligations are jeopardised.	D	Budget adopted by Full Council.
SP23/26 CU9.4	The Corporate Risk Register is reviewed and updated quarterly in accordance with the agreed timetable.	Dependent on outcome of review, support from the Procurement Officer	Quarterly		Executive Head of Community Services	Risk Register is not kept up to date and risks are not identified sufficiently to protect the organisation.	S	HoS has updated the register
SP23/26 CU9.5	Internal Audit Recommendations are actioned in line with agreed timescales.	Within existing budgets, support from the Internal Audit Manager	Ongoing		Executive Head of Community Services	Organisation is put at risk.	D	no outstanding recommendations
SP23/26 CU9.6	Annual Review of Employee Risk Assessments.	Within existing budgets, support from Emergency Planning Officer	April	July	Executive Head of Community Services	Employees' health is potentially put at risk and the organisation fails to comply with the H&S regulations.	S	All employees to have completed their relevant risk assessments. Measured by annual audit via H&S team.

SP23/26 CU9.7	Annual Business Continuity Plans Review.	Within existing budgets, support from Emergency Planning Officer	January	February	Executive Head of Community Services	Unable to provide vital services in an emergency situation.	S	Each Service to review their business continuity plan annually. Measured by annual test of plans against most likely business continuity events
SP23/26 CU9.8	Make sure that Accessibility regulations are adhered to – ensure that all content including all documents that appear on the Waverley website (owned by the service) or any other sub sites created for projects are created in an accessible format and make available accessibility training to staff where appropriate. Make sure that Equality Impact Assessments are carried out by teams as appropriate.	Within existing budgets, support from Corporate Equality Group	Ongoing		Executive Head of Community Services	Visually impaired website readers will be excluded from accessing documents. Failure to comply with the legislation puts the organisation at risk of being fined.	S	All documents published on our website to be accessible - checked quarterly by Website Team
SP23/26 CU9.9	HoS to ensure that all staff within the service are aware of the current Safeguarding Policy for Children and Adults- updated2020.docx process and procedures including the Safeguarding referral process and that any issues are dealt with in a prompt manner. Where required make sure that key members of staff complete appropriate training recommended by Waverley's Safeguarding Board.	Within existing budgets, support from Safeguarding Board	Ongoing		Executive Head of Community Services	Failure to discharge our responsibility under the Care Act 2014 and Children Act 2004, and potentially putting lives and wellbeing of our residents and staff at risk.	S	Safeguarding Policy regularly refreshed and updated; staff and members know how to make a safeguarding referral to Surrey County Council's Children and Adult Services Training programme implemented and rolled out to all staff and members.
SP23/26 CU9.10	Information management - data is deleted in accordance with the data retention schedule.	Within existing budgets, support from Data Protection Officer and Information Governance representatives	Ongoing		Executive Head of Community Services	Failure to comply with the legislation puts the organisation at risk of being fined. Over retention of information is costly in terms of storage and access.	S	The teams can demonstrate that data outside of the retention period gets logged and safely disposed off

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*D/S - Discretionary / Statutory