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| <b>Service Plan 2023-2026 (rolling 3 years)</b>  |                            | <b>Executive Head of Service:</b> | Marieke van der Reijden |
|  |                            | <b>Joint Strategic Director:</b>  | Dawn Hudd               |
| <b>Service:</b>  | <b>Assets and Property</b> | <b>Portfolio Holders:</b>         | to be confirmed         |
| 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 be subject to review by councillors and officers as a result of the need to reprioritise resources to react to changing circumstances or opportunities. The progress is monitored on quarterly basis as part of the Corporate Performance Report reviewed by the Joint Management Team, O&S Committees and Executive. |                            |                                   |                         |
| <b>Service Profile</b>   |                            |                                   |                         |
| <ul style="list-style-type: none"> <li>• Property and land assets</li> <li>• Engineers</li> <li>• Facilities</li> </ul>  |                            |                                   |                         |

**Service Team: Asset Management (formerly Estate and Valuation) Team Leader: Caroline Wallis - Asset Manager**

**Ongoing Service Delivery - reviewed annually**

| <b>Outcome 1.</b> |  | <b>Increased revenue from the commercial portfolio.</b>  |                   |                 |                                       |   |             |  |
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|                   |  | <b>Corporate Priority:</b> A financially sound Waverley, with infrastructure and resilient services fit for the future |                   |                 |                                       |   |             |  |
| <b>Ref. No.</b>   | <b>Actions / Outputs</b>   | <b>Reference any additional resources needed</b>   | <b>Start Date</b> | <b>End Date</b> | <b>Lead Officer</b>                   | <b>Impact of not completing the action</b>  | <b>D/S*</b> | <b>Success is measured / demonstrated by</b>     |
| SP23/26 AP1.2     | Identify and develop opportunities to generate revenue through property development schemes to increase overall income in line with the Medium Term Financial Plan, Property Investment Strategy and HM Treasury "not for yield" guidelines. | Significant additional resource will be needed from reserves or from borrowing   | 01/04/2022        | 31/03/2025      | Asset Manager (CW)                    | This will impact negatively of budget projections.  | D           | Plan is in place and being actioned.             |
| SP23/26 AP1.3     | Effectively manage the investment property portfolio in support of the Council's Carbon Neutrality Plan whilst ensuring income levels match or exceed budget targets.  | Within existing budgets  | 01/04/2022        | 31/03/2025      | Asset Manager (CW)                    | This will impact negatively on budget projections and failure to reduce carbon emissions.   | D           | Carbon action plans are identified and in place. |
| SP23/26 AP1.4     | Ensure skilled staff recruited and/or retained. Engage external expertise as appropriate in acquisition, portfolio management and project delivery.  | Within existing budgets  | 01/04/2022        | 31/03/2025      | Executive Head of Assets and Property | Insufficient skilled resource will negatively impact on our ability to meet this objective.   | D           | Service is performing and low staff turnover.    |
| SP23/26 AP1.5     | Annual reporting of Property Investment Strategy, Capital Strategy, Financial Management Code and changes in Prudential Code.  | None   | 01/11/2021        | 31/12/2023      | Asset manager (VB)                    | An out of date Asset Management framework will impair the quality the asset management governance potentially resulting in lost opportunity, negative financial impact. | D           | Strategies are adopted and reported to committee |

**Service Team: Property and Engineering Team Leader: Nick Laker - Property and Engineering Manager**

**Ongoing Service Delivery - reviewed annually**

| <b>Outcome 2.</b> |   | <b>Corporate buildings are safe through effective management of assets</b>   |                   |                       |                                       |   |             |  |
|-------------------|---|--|-------------------|-----------------------|---------------------------------------|---|-------------|--|
|                   |   | <b>Corporate Priority:</b> 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 services fit for the future. |                   |                       |                                       |   |             |  |
| <b>Ref. No.</b>   | <b>Actions / Outputs</b>  | <b>Reference any additional resources needed</b>   | <b>Start Date</b> | <b>End Date</b>       | <b>Lead Officer</b>                   | <b>Impact of not completing the action</b>  | <b>D/S*</b> | <b>Success is measured / demonstrated by</b> |
| SP23/26 AP2.1     | Ensure the corporate asset database is up to date, accurate and meets all health and safety requirements. | Within existing budgets  | 01/11/2021        | 31/03/2024<br>Ongoing | Property and Engineering Manager (NL) | The potential of a serious health and safety breach and significant cost implications | S           | Number of incidents recorded                 |

|               |   |                           |            |                       |                                       |  |   |  |
|---------------|---|---------------------------|------------|-----------------------|---------------------------------------|--|---|--|
| SP23/26 AP2.2 | Ensure all fire risk assessments are carried out to all corporate buildings including pavilions.                  | Within existing budgets   | 01/11/2021 | 31/03/2024<br>Ongoing | Property and Engineering Manager (NL) | There will be an increased chance of a fire and a greater chance of casualties as a result of any fire, if appropriate measures and controls are not in place. | S | Number of incidents recorded           |
| SP23/26 AP2.3 | Manage ongoing building maintenance and improvement works to Pavilions  | Capital bid of £165k made | 01/04/2021 | 31/03/2024            | Property and Engineering Manager (NL) | The Pavilions will not be useable without repair work been carried out   | S | Pavilions being brought back into use. |
| SP23/26 AP2.4 | Maintain an effective staff resource to provide a technical competent and responsive service.                     | Within existing budgets   | 01/11/2021 | 31/03/2024<br>Ongoing | Property and Engineering Manager (NL) | Any failure to effectively manage assets will increase the potential of health and safety breaches and/or reactive   | D | Vacancy rates                          |
| SP23/26 AP2.5 | Provide detailed and accurate performance management data to evidence the effectiveness of the inspection regime. | Within existing budgets   | 01/11/2021 | 31/03/2024<br>Ongoing | Property and Engineering Manager (NL) | Corporate decision makers will not have the information they need to scrutinise the effectiveness of the function  | D | Feedback from decision makers          |

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| <b>Outcome 3.</b> | <b>Flood incidents are minimised by monitoring, maintaining and managing watercourses within the borough</b> |
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| <b>Corporate Priority:</b> 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 services fit for the future. |
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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                          | D/S* | Success is measured / demonstrated by |
|---------------|---|---|------------|-----------------------|---------------------------------------|--|------|---------------------------------------|
| SP23/26 AP3.1 | Continue to work effectively with our key partners (Surrey CC, Environmental Agency and Local Flood Groups) in providing a collaborative approach and solution to water management. | Within existing budgets                   | 01/11/2021 | 31/03/2024<br>Ongoing | Property and Engineering Manager (NL) | Increased chances of flooding                                | S    | Number of incidents recorded          |
| SP23/26 AP3.2 | Ensure appropriate inspection and maintenance arrangements are in place to maximise flood prevention.   | Within existing budgets                   | 01/11/2021 | 31/03/2024<br>Ongoing | Property and Engineering Manager (NL) | Increased chances of flooding                                | S    | Number of incidents recorded          |
| SP23/26 AP3.3 | Continue to provide an out of hours flood response service.   | Within existing budgets                   | 01/11/2021 | 31/03/2024<br>Ongoing | Property and Engineering Manager (NL) | Reputational damage if residents are unable to access advice | S    | Service delivered                     |

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| <b>Team Projects - Multi-year</b> |
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| <b>Outcome 4.</b> | <b>The strategy for the maintenance of Waverley owned bus shelters is reviewed and agreed.</b> |
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| <b>Corporate Priority:</b> A financially sound Waverley, with infrastructure and services fit for the future. |
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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   | D/S* | Success is measured / demonstrated by |
|---------------|--|--|------------|------------|--|---|------|---------------------------------------|
| SP23/26 AP4.1 | Review options for Towns and Parishes involvement in the future management of bus shelters | Review can be done within existing budgets | 01/04/2023 | 31/03/2024 | Executive Head of Assets and Property (MvdR) / Property and Engineering Manager (NL) | The Council will continue to have responsibility for the management and maintenance of these assets | D    | Review completed                      |

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| <b>Service Team: Facilities</b> | <b>Team Leader: Steve Holt - Facilities Manager</b> |
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| <b>Ongoing Service Delivery - reviewed annually</b> |
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| <b>Outcome 5.</b> | <b>An effective support infrastructure is provided to Members and Staff</b> |
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| <b>Corporate Priority:</b> A financially sound Waverley, with infrastructure and services fit for the future. |
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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   | D/S* | Success is measured / demonstrated by |
|---------------|---|--|------------|-----------------------|-------------------------|---|------|---------------------------------------|
| SP23/26 AP5.1 | Ensure safety and security arrangements and systems are effective especially if new tenants are occupying the building    | Within existing budgets  | 01/11/2021 | 31/03/2024<br>Ongoing | Facilities Manager (SH) | There is an increased risk of user safety being compromised   | D    | User experience                       |
| SP23/26 AP5.2 | Ensure use of web-cast equipment and other Council Chamber and Member based facilities are maximised and effective        | Additional hardware/software is likely to be required. Estimated costs are in the region of £20k | 01/11/2021 | 31/03/2024<br>Ongoing | Facilities Manager (SH) | Reputational damage can be sustained if there are interruptions to the smooth running of the democratic process | D    | Number of equipment failure instances |
| SP23/26 AP5.3 | Effectively manage the Council's fleet ensuring maximum use from the asset and compliance with the climate emergency plan | Replacement vehicles will be needed over the life of this Plan. Estimated costs of £50k.         | 01/11/2021 | 31/03/2024<br>Ongoing | Facilities Manager (SH) | Inefficient use of assets and a failure to meet carbon emission targets   | D    | User experience                       |
| SP23/26 AP5.4 | Ensure high standards for cleaning of the Burys as evidenced by the outcome of an internal survey                         | Within existing budgets  | 01/11/2021 | 31/03/2024<br>Ongoing | Facilities Manager (SH) | Reputational damage can be created by poor premises conditions  | D    | Internal surveys                      |

**Outcome 6. A profitable external cleaning service is provided**

**Corporate Priority:** A financially sound Waverley, with infrastructure and 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   | D/S* | Success is measured / demonstrated by |
|---------------|--|---|------------|---|-------------------------|---|------|---------------------------------------|
| SP23/26 AP6.1 | Review options to provide cost effective cleaning services to the Housing Department and Godalming Town Council halls, Broadwater and PepperPot, and cease office cleaning contract with Farnham Town Council. | Within existing budgets                   | 01/11/2021 | Exit the Farnham contract by 31/03/2024 | Facilities Manager (SH) | The Housing Department will have low satisfaction levels and may have to procure a more expensive alternative | D    | Client feedback                       |

**Corporate compliance**

**Outcome 7. Standing Corporate Compliance Actions**

**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 AP7.1 | 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 Assets and Property | Staff performance and personal development is compromised and morale affected.                | D    | Objective achieved   |
| SP23/26 AP7.2 | 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 Assets and Property | Corporate Strategy objectives will not be achieved.   | D    | The Service Plans proposals are prepared and presented to the OS and Executive |
| SP23/26 AP7.3 | Complete budget preparation in line with agreed timetable.   | Within existing budgets, support of Finance Team needed                     | August     | January  | Executive Head of Assets and Property | Legal obligations are jeopardised.  | D    | Budget adopted by Full Council.  |
| SP23/26 AP7.4 | The Corporate Risk Register is reviewed and updated quarterly in accordance with the agreed timetable.         | Dependent on outcome of review, support from the                            | Quarterly  |          | Executive Head of Assets and Property | Risk Register is not kept up to date and risks are not identified sufficiently to protect the | S    | HoS has updated the register   |

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| SP23/26 AP7.5  | Internal Audit Recommendations are actioned in line with agreed timescales.  | Within existing budgets, support from the Internal Audit Manager   | Ongoing |          | Executive Head of Assets and Property | Organisation is put at risk.   | D | no outstanding recommendations   |
| SP23/26 AP7.6  | Annual Review of Employee Risk Assessments.  | Within existing budgets, support from Emergency Planning Officer   | April   | July     | Executive Head of Assets and Property | 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 AP7.7  | Annual Business Continuity Plans Review.   | Within existing budgets, support from Emergency Planning Officer   | January | February | Executive Head of Assets and Property | 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 AP7.8  | 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 Assets and Property | 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 AP7.9  | 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 Assets and Property | 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 AP7.10 | 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 Assets and Property | 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  |

\*D/S - Discretionary / Statutory

Last update: 25/05/2023 13:38