

## Service Plan 2020-2023

Head of Service:	Zac Ellwood
Strategic Director:	Graeme Clark
Portfolio Holders:	Cllr Nick Palmer, Cllr Andy MacLeod, Cllr John Neale

Service: **Planning and Economic Development**

### Service Profile

The Planning and Economic Development Service includes three main sections/functions:

- **Development Management** - provides general planning and pre application advice to customers; The Team also validates and processes planning and analogous applications and makes recommendations on these to the Council, for them to be decided by Members at Committee meetings or by the Head of Planning under Delegated Powers. Subsequent appeals against refusals are defended on behalf of the Council. The performance of the Section is monitored by Government indicators for speed and quality (major appeal success).The consequence of underperformance is designation under special measures.

The Planning Enforcement Team investigates alleged breaches of planning control and takes formal action to remedy breaches when necessary.

- **Planning Policy** - covers the preparation of Local Plans, and the monitoring of policies. It monitors the receipt and spending of S106 agreements and will support the implementation of CIL, once implemented. The Projects Team provides specialist advice on design, heritage and trees/landscaping.

- **Economic Development** - charged with delivering the recently adopted strategy making Waverley a business friendly borough.

Service Team: Development Management

Section Manager: Beth Howland-Smith - Development Manager

### Business As Usual - Annual

Outcome 1.	Delivery of excellent customer service.					
Corporate Priority: Responsible planning and development, supporting place-shaping and local engagement in planning policy						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
SP20/21P1.1	Respond to enquiries in person/writing in accordance with corporate targets	None	01/04/20	31/03/21	Development Manager (BHS)	Customer satisfaction will reduce and complaints increase.
SP20/21P1.2	Improve Customer and Member trust and confidence with timing and content of advice, through enhanced communication and engagement.	None	01/04/20	31/03/21	Development Manager (BHS) and Head of Planning and Economic Development (ZE)	Customer satisfaction will reduce and complaints increase.

<b>Outcome 2. Delivery of efficient and effective pre-application advice.</b>						
<b>Corporate Priority: Responsible planning and development, supporting place-shaping and local engagement in planning policy</b>						
<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>
SP20/21P2.1	Corporate timescales for written responses met	None	01/04/20	31/03/21	Development Manager (BHS)	Customer satisfaction and quality of submitted development will decline.
SP20/21P2.2	PPA timescales met and use of PPAs maximised to provide additional income stream to cover service costs.	None	01/04/20	31/03/21	Development Manager (BHS)	Reputational damage. Customer satisfaction and quality of submitted development will decline.
SP20/21P2.3	Explore increased income generating opportunities ( review of pre-application services and charges, annual review of other charges)	None	01/04/20	31/03/21	Development Manager (BHS)	Additional income not achieved to help in order to balance the budget.

<b>Outcome 3. Planning and analogous applications are processed in a timely, delivery focused and customer friendly manner.</b>						
<b>Corporate Priority: Responsible planning and development, supporting place-shaping and local engagement in planning policy</b>						
<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>
SP20/21P3.1	Planning decisions are determined in accordance with the development plan (unless material considerations indicate otherwise) - in accordance with requirements of Section 38(6) of Planning and Compulsory Purchase Act 2004	None	01/04/20	31/03/21	Development Manager (BHS)	Reputational damage. Increased risk of successful appeals and enhanced risk of legal challenge to the Council's decisions.

SP20/21PS.2	Aim to optimise delivery of housing in accordance with Local Plan Part 1 target to deliver 590 new homes per annum, and to meet requirements of national Housing Delivery Test	None	01/04/20	31/03/21	Development Manager (BHS)	Housing delivery is detrimentally affected and penalties incurred e.g. application of "tilted balance" on appeals. Lack of 5-year housing land supply leads to increased number of applications for new development in areas not identified in either LPP1 or LPP2 and potentially costly appeals.
SP20/21P3.3	Key national PIs are met for speed and quality of decision: 60% determined within 13 weeks for major development; 70% determined within 8 weeks for non-major applications	None	01/04/20	31/03/21	Development Manager (BHS)	Reputational damage. Customer satisfaction will reduce and Government penalties incurred for under-performance (Special Measures)
SP20/21P3.4	All planning applications (where required information/documentation is not missing) are validated within five working days of receipt	None	01/04/20	31/03/21	Development Manager (BHS)	Delays to validation impact negatively on ability to meet key performance indicators for processing applications with implications as set out in P3.3.

<b>Outcome 4.</b>	<b>Planning appeals are defended to ensure Council's Local Plan policies and Government targets for quality indicator are met and "Special Measures" designation is avoided.</b>					
	<b>Corporate Priority: Responsible planning and development, supporting place-shaping and local engagement in planning policy</b>					
<b>Ref. No.</b>	<b>Actions / Outputs</b>	<b>Reference any additional resources</b>	<b>Start Date</b>	<b>End Date</b>	<b>Lead Officer</b>	<b>Impact of not completing the action</b>

SP20/21P4.1	Statutory timeframes and national indicators for handling appeals are met and "special measures" designation avoided in terms of percentage of appeals upheld	None	01/04/20	31/03/21	Development Manager (BHS)	Government penalties will be incurred for under-performance; unnecessary cost to Council of indefensible
SP20/21P4.2	Evidence to support Local Plan Policies provided to defend decisions	None	01/04/20	31/03/21	Development Manager (BHS) and Planning Policy Manager (GP)	Government penalties will be incurred for under-performance; unnecessary cost to Council of indefensible

<b>Outcome 5.</b>	<b>Planning Enforcement function ensures that development is built out in compliance with the Council's adopted policies and guidelines and the adopted Enforcement Plan.</b>					
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<b>Corporate Priority: Responsible planning and development, supporting place-shaping and local engagement in planning policy</b>						
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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
SP20/21P5.1	Enforcement Action taken in timely way to minimise length of breach	None	01/04/20	31/03/21	Development Manager (BHS)	Customer satisfaction will reduce and unauthorised development will cause undesirable environmental impact
SP20/21P5.2	Investigations and any necessary actions arising taken in accordance with priorities and timeframes as identified in the Enforcement Plan	None	01/04/20	31/03/21	Development Manager (BHS)	Customer satisfaction will reduce and unauthorised development will cause undesirable environmental impact

<b>Team Projects - Multi-year</b>						
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<b>Outcome 6.</b>	<b>New IT system is implemented (transferred from Service Plans 2018/19, action ref. SP18/19P1.1).</b>					
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<b>Corporate Priority: Responsible planning and development, supporting place-shaping and local engagement in planning policy</b>						
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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
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PR20P6.1	Test phase of Horizon system for development management carried out and completed (joint project with Transformation)	None	01/04/20	01/06/20	Development Manager (BHS)	Inefficiencies and reduced customer service due to continued reliance on existing out of date software.
PR20P6.2	Training for all officers/users on Horizon system	None	01/04/20	01/07/20	Development Manager (BHS)	Inefficiencies and reduced customer service due to continued reliance on existing out of date software.
PR20P6.3	New system implemented for Development Management/Enforcement	None	01/07/20	01/08/20	Development Manager (BHS)	Inefficiencies and reduced customer service due to continued reliance on existing out of date software.

<b>Outcome 7</b>	<b>Enforcement Plan Review complete, adopted and published on website.</b>					
	<b>Corporate Priority: Responsible planning and development, supporting place-shaping and local engagement in planning policy</b>					
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
PR20P7.1	Planning Enforcement Plan reviewed, adopted, published and implemented in compliance in compliance with NPPF, legal framework and new Local Plan.	None	01/04/20	31/05/20	Development Manager (BHS)	Planning Enforcement priorities may not reflect current Council aspirations and legal requirements.
PR20P7.2	Training completed for Officers and Councillors on new Enforcement Plan	None	01/04/20	01/07/20	Development Manager (BHS)	Officers and Members may not be fully cognisant and able to implement reviewed Plan.

<b>Outcome 8.</b>	<b>Planning decision making is more efficient and delivery focused.</b>					
	<b>Corporate Priority: Responsible planning and development, supporting place-shaping and local engagement in planning policy</b>					
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action

PR20P8.1	Review of Planning Committee structure completed Joint project with Democratic and Legal Services	Democratic/ Legal Services	01/04/20	30/06/20	Head of Planning and Economic Development (ZE)	Planning Committee decision taking is less strategic and may undermine performance on housing delivery. Resources for servicing 5 separate Planning Committees not reduced.
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<b>Outcome 9. Customer satisfaction with Planning Service is improved.</b>						
<b>Corporate Priority: Responsible planning and development, supporting place-shaping and local engagement in planning policy</b>						
<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>
PR20P9.1	Customer engagement protocol for Planning Service adopted and implemented to include Councillors, developers, Town and Parish Councils and resident groups	None	01/01/20	30/06/20	Head of Planning and Economic Development (ZE)	Customer and stakeholder satisfaction does not improve.
PR20P9.2	Towns and Parishes training meetings, including "Roadshows" around Parishes, continued	None	01/04/20	31/03/23	Head of Planning and Economic Development (ZE)	Customer and stakeholder satisfaction does not improve.
PR20P9.3	Annual post development learning visits for Councillors ("The Good, the Bad and the Mediocre tour")	None	01/04/20	31/03/23	Head of Planning and Economic Development (ZE)	Customer and stakeholder satisfaction does not improve.
PR20P9.4	Regular Agents' and Developers' Forums continued on six monthly basis	None	01/04/20	31/03/23	Head of Planning and Economic Development (ZE)	Customer and stakeholder satisfaction does not improve.

<b>Outcome 10. Recruitment and retention of planning staff are improved.</b>						
<b>Corporate Priority: Responsible planning and development, supporting place-shaping and local engagement in planning policy</b>						
<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>

PR20P10.1	In line with approved HR Strategy, comprehensive review of structure and pay scale in Development Management Section is carried out to improve recruitment success, reduce turnover and establish roles to support housing delivery objectives; establish reasons for staff turnover.	HR Support (KM)	01/01/20	31/03/21	Head of Planning and Economic Development (ZE)	Performance and customer satisfaction are not improved due to continued turnover and loss of experienced staff and failure to recruit suitable replacements. Necessary budget savings not met.
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**Service Team: Planning Policy**      **Section Manager: Graham Parrott - Planning Policy Manager**

**Business As Usual - Annual**

<b>Outcome 11.</b>	<b>The collection, monitoring and spending of Section 106 Agreements are carried out in an efficient, effective and transparent way.</b>					
	<b>Corporate Priority: Responsible planning and development, supporting place-shaping and local engagement in planning policy</b>					
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
SP20/21P11.1	Timely responses to requests for information on Section 106 Agreements	None	01/04/20	31/03/21	Planning Policy Manager (GP)	Customer and Member dissatisfaction will increase with a lack of access to information
SP20/21P11.2	Monitoring existing and historical Section 106 Agreements to ensure that the obligations have been discharged and infrastructure provided.	None	01/04/20	31/03/21	Planning Policy Manager (GP)	Loss of Section 106 income (and non-financial obligations) to support infrastructure provision.

<b>Outcome 12.</b>	<b>The collection, monitoring and spending of CIL receipts are carried out in an efficient, effective and transparent way.</b>					
	<b>Corporate Priority: Responsible planning and development, supporting place-shaping and local engagement in planning policy</b>					
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action

SP20/21P12.1	CIL receipts are collected and recorded in accordance with agreed procedures.	None	01/04/20	31/03/21	Planning Policy Manager (GP)	Loss of CIL income to support infrastructure provision
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<b>Outcome 13. The quality of development proposals is enhanced through provision of specialist advice and determination of applications.</b>						
<b>Corporate Priority: Responsible planning and development, supporting place-shaping and local engagement in planning policy</b>						
<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>
SP20/21P13.1	Provision of high quality and timely policy advice to Planning Officers in relation to development proposals and the current status of 5-year Housing Land Supply - including support at Hearings and Public Inquiries where required	None	01/04/20	31/03/21	Planning Policy Manager (GP)	Council has reduced capacity to successfully defend its decisions at planning appeals.
SP20/21P13.2	Provision of high quality and timely design advice to Planning Officers in relation to development proposals - including support at Hearings and Public Inquiries where required	Design South East (£3,000 contribution to Surrey Design)	01/04/20	31/03/21	Planning Policy Manager (GP)	Quality of design in proposals will reduce.
SP20/21P13.3	Provision of high quality and timely tree and landscape advice to Planning Officers in relation to development proposals - including support at Hearings and Public Inquiries where required	None	01/04/20	31/03/21	Planning Policy Manager (GP)	Quality of arboriculture content of proposals will reduce.
SP20/21P13.4	Provision of high quality and timely heritage and conservation advice to Planning Officers in relation to development proposals - including support at Hearings and Public Inquiries where required	None	01/04/20	31/03/21	Planning Policy Manager (GP)	Quality of heritage/conservation content of proposals will reduce.
SP20/21P13.5	Tree work applications are determined in a timely manner in accordance with statutory framework and guidelines.	None	01/04/20	31/03/21	Planning Policy Manager (GP)	Customer dissatisfaction will increase and risk of increase in appeals against non-determination.
SP20/21P13.6	Listed building application are determined in accordance with the Council's targets	None	01/04/20	31/03/21	Planning Policy Manager (GP)	Customer dissatisfaction will increase and risk of increase in appeals against non-determination.



SP20/21P13.7	Making new Tree Preservation Orders to protect trees of amenity value	None	01/04/20	31/03/21	Planning Policy Manager (GP)	Customer dissatisfaction will increase and risk of increase in appeals against non-determination.
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<b>Outcome 14.</b>	<b>Housing delivery is maintained to ensure availability of affordable and other housing to meet needs and to maintain Council control over decision making.</b>					
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<b>Corporate Priority: Responsible planning and development, supporting place-shaping and local engagement in planning policy</b>						
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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
SP20/21P14.1	Regular monitoring of starts and completions and direct liaison with developers, particularly where there is evidence that potential housing sites are not coming forward as quickly as expected	None	01/04/20	31/03/21	Planning Policy Manager (GP)	Inadequate information will be available to inform Council's understanding of performance against the Housing Delivery Target. Corrective action may not be triggered in a timely way.
SP20/21P14.2	Expand the scope of monitoring information reported in the Authority's Monitoring Report (AMR) to include monitoring the effectiveness of the adopted LPP1 policies	None	01/04/20	31/03/21	Planning Policy Manager (GP)	Penalties from Government - this is a requirement
SP20/21P14.3	Implement the actions in the 2019 Housing Delivery Action Plan (HDAP)	None	01/04/20	31/03/21	Planning Policy Manager (GP)	Penalties from Government - this is a requirement

<b>Team Projects - Multi-year</b>
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<b>Outcome 15.</b>	<b>Local Plan Part 2 completed and adopted in accordance with agreed milestones.</b>					
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<b>Corporate Priority: Responsible planning and development, supporting place-shaping and local engagement in planning policy</b>						
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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
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PR20P15.1	Completion of LPP2 to address site allocations and development management policies - response to Climate Emergency and related objectives	None	01/04/20	30/06/20	Planning Policy Manager (GP)	Local Plan Part 1 could be deemed out-of-date. Housing delivery is detrimentally affected and penalties incurred e.g. application of "tilted balance" on appeals. Development Management policies (e.g. internal space standards) cannot be applied.
PR20P15.2	Local Plan Part 2 submitted to Government, examined and adopted	None	30/08/20	30/06/21	Planning Policy Manager (GP)	Local Plan Part 1 could be deemed out-of-date. Housing delivery is detrimentally affected and penalties incurred e.g. application of "tilted balance" on appeals. Development Management policies (e.g. internal space standards) cannot be applied.
PR20P15.3	Complete review of Local Plan Part 1 to see if any policies need to be updated. Review must be completed by Feb 2023	None	01/10/20	28/02/23	Planning Policy Manager (GP)	Local Plan Part 1 could be deemed out-of-date. Housing delivery is detrimentally affected and penalties incurred e.g. application of "tilted balance" on appeals. Development Management policies (e.g. internal space standards) cannot be applied.
PR20P15.4	Prepare and adopt Climate Change/Carbon Reduction Supplementary Planning Document (SPD)	None	01/07/20	31/12/21	Planning Policy Manager (GP)	Impacts of climate change not properly addressed or mitigated.

<b>Outcome 16.</b>	<b>Neighbourhood Plans and similar initiatives are supported and progressed to adoption.</b>
	<b>Corporate Priority: Responsible planning and development, supporting place-shaping and local engagement in planning policy</b>

Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
PR20P16.1	Timely responses to draft Neighbourhood Plans and other requests for guidance and support from Neighbourhood Plan groups	None	01/04/20	31/03/23	Planning Policy Manager (GP)	Housing delivery is detrimentally affected and penalties incurred e.g. application of "tilted balance" on appeals.
PR20P16.2	Neighbourhood Plans successfully proceed to examination, referendum and adoption.	None	01/04/20	31/03/23	Planning Policy Manager (GP)	Housing delivery is detrimentally affected and penalties incurred e.g. application of "tilted balance" on appeals.
PR20P16.3	Assistance provided with Farnham Strategic Plan.	None	01/04/20	31/03/22	Planning Policy Manager (GP)	Housing delivery is detrimentally affected and penalties incurred e.g. application of "tilted balance" on appeals.

<b>Outcome 17. Infrastructure is provided to support planned growth.</b>						
<b>Corporate Priority: Responsible planning and development, supporting place-shaping and local engagement in planning policy</b>						
Ref. No.	Actions / Outputs	Reference any additional resources	Start Date	End Date	Lead Officer	Impact of not completing the action
PR20P17.1	Timely implementation of infrastructure projects in accordance with Council corporate targets	None	01/04/20	31/03/23	Planning Policy Manager (GP)	Planned growth is not accompanied by the required infrastructure causing detrimental environmental impacts and customer/Member dissatisfaction.

PR20P17.2	Successful bidding for funds from external sources (SCC, EM3 LEP, Homes England and other sources) to support infrastructure provision	Shared Transport Planner post with Surrey County Council (£32-£35k per annum - not	01/04/20	31/03/23	Planning Policy Manager (GP)	Planned growth is not accompanied by the required infrastructure causing detrimental environmental impacts and customer/Member dissatisfaction.
PR20P17.3	Agreed procedures for the identification of new requests for Section 106 contributions and for the allocation of Section 106 funds to projects	None	01/04/20	31/03/23	Planning Policy Manager (GP)	Planned growth is not accompanied by the required infrastructure causing detrimental environmental impacts and customer/Member dissatisfaction.
PR20P17.4	Contribute to the process of allocating CIL funding.	None	01/04/20	31/03/23	Planning Policy Manager (GP)	Planned growth is not accompanied by the required infrastructure causing detrimental environmental impacts and customer/Member dissatisfaction.
PR20P17.5	Commence review of the CIL charging schedule	None	01/10/20	31/03/23	Planning Policy Manager (GP)	Unable to address any adverse consequences of current CIL schedule

<b>Outcome 18.</b>	<b>Dunsfold New Settlement is developed as a garden village community.</b>					
	<b>Corporate Priority: Responsible planning and development, supporting place-shaping and local engagement in planning policy</b>					
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
PR20P18.1	Timely and positive progress with pre-application, master planning and planning applications to support the implementation of Local Plan Part 1 Policies SS7 and SS7A	Development Management Corporate Support	07/11/20	31/03/23	Head of Planning and Economic Development (ZE) and Planning Policy Manager (GP)	Housing delivery is detrimentally affected and penalties incurred e.g. application of "tilted balance" on appeals.

<b>Outcome 19. Environmental quality is maintained and enhanced.</b>						
<b>Corporate Priority: Responsible planning and development, supporting place-shaping and local engagement in planning policy</b>						
<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>
PR20P19.1	Conservation Area appraisals carried out in line with Project Plan (transferred from Service Plans 2018/19, action ref. SP18/19P4.4)	None	01/04/20	31/03/23	Planning Policy Manager (GP)	Conservation Area decision making will occur without up to date review to support quality of decision.
PR20P19.2	Tree Preservation Orders are reviewed (10 per year)	None	01/04/20	31/03/23	Planning Policy Manager (GP)	Decision making on trees on an ad hoc basis will occur. Out of date protection of trees may lead to unnecessary constraint; but trees worthy of protection may be lost.
PR20P19.3	Buildings of Local Merit are agreed and reviewed when necessary or as identified through the Development Management process.	None	01/04/20	31/03/23	Planning Policy Manager (GP)	Buildings of Merit may not constitute a material consideration in planning decisions, or given less weight.
PR20P19.4	Creation of Buildings at Risk (Listed Buildings) register, including the identification of specific buildings and processes to improve their condition.	None	01/04/20	31/03/23	Planning Policy Manager (GP)	Potential loss of listed buildings, and potential higher cost to the Council in rectifying problems if not identified early.
PR20P19.5	Local Heritage Assets (LHA) consolidated from existing information to move away from the Lotus Notes application.	None	01/04/20	31/03/21	Planning Policy Manager (GP)	Information is lost if Lotus Notes is removed.

PR20P19.6	To run the biennial Design Awards in 2020 and 2022.	~£3,000 per award round	01/09/20	31/10/22	Planning Policy Manager (GP)	Losing a positive opportunity to promote the Planning & Economic Development Service and Waverley more widely. WBC commitment to encouraging high quality design in all development not signposted.
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**Service Team: Economic Development**

**Team Leader: Gill Dally, Catherine Knight, Debbie Smith**

**Business As Usual - Annual**

<b>Outcome 20.</b>	<b>Sustainable business and employment growth is encouraged in our urban and rural areas.</b>					
	<b>Corporate Priority: A thriving local economy, supporting local businesses and employment</b>					
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
SP20/21P20.1	Support Waverley's businesses through council procurement processes to create opportunities to bid for council contracts.	None	01/04/20	31/03/21	Economic Development Project Officer (GD/CK)	Reduces opportunities for Waverley business to bid for contracts.

<b>Outcome 21.</b>	<b>Existing and new businesses in Waverley are supported.</b>					
	<b>Corporate Priority: A thriving local economy, supporting local businesses and employment</b>					
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
SP20/21P21.1	Support and promote rural businesses working closely with key partners such as parish councils, the National Trust, Surrey Hills Area of Outstanding Natural Beauty and the National Farmers' Union.	Officer time	01/04/20	31/03/21	Economic Development Partnerships Officer (CK)	Risk of not delivering the actions and outcomes of the new Economic Development Strategy.

SP20/21P21.2	Respond and support local businesses to changes in national and local priorities such as Brexit.	Officer time	01/04/20	31/03/21	Economic Development Project Officer (GD)/ Economic Development Partnerships Officer (CK)	Risk of businesses feeling isolated and unsupported.
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<b>Outcome 22.</b>	<b>Suitable communication channels to reach businesses, investors and homeworkers are developed.</b>					
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<b>Corporate Priority: A thriving local economy, supporting local businesses and employment</b>						
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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
SP20/21P22.1	Development of external website hub and regular e-newsletter to increase awareness of Council's support of business partners, investment opportunities and promotion of council properties.	Budget £10k / Communications / external provider	01/04/20	31/03/21	Economic Development Partnerships Officer (CK)/Estates	Risk of not delivering the actions and outcomes of the new Economic Development Strategy.

<b>Outcome 23.</b>	<b>High quality business and employment support is provided with key partners (EM3, Growth Hub and Business South).</b>					
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<b>Corporate Priority: A thriving local economy, supporting local businesses and employment</b>						
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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
SP20/21P23.1	Maximise the value of support to new and existing businesses through management of our business support contracts. Retendering of Enterprise First and Business South contracts in 2020	ED Budget	01/04/20	31/03/21	Economic Development Project Officer (GD) /Economic Development Partnerships Officer (CK)	Risk of organisations not delivering the outcomes of their SLAs.
SP20/21P23.2	Work with the Surrey Futures working group to create a "Place ambition for Surrey"	Officer time	01/04/20	31/03/21	Economic Development Partnerships Officer (CK)	Potential gap in partnership working if not involved.

<b>Outcome 24.</b>	<b>Support healthy town centres by working closely with the local chambers and town clerks.</b>					
<b>Corporate Priority: A thriving local economy, supporting local businesses and employment</b>						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
SP20/21P24.1	Support the development of four Business Improvement Districts (BID) for the four town centres. Establish baseline agreements and possibly support with private investment fund software for the Business Rates levy.	£15k for software	01/04/20	31/03/21	Economic Development Partnerships Officer (CK) with Legal, Environment and Electoral Services.	Risk of not delivering the actions and outcomes of the new ED Strategy. Poor PR for WBC.
SP20/21P24.2	Sponsor and support the cross Waverley chambers events	£10k officer time per year	01/04/20	31/03/21	Economic Development Partnerships Officer (CK)	Risk of not delivering the actions and outcomes of the new ED Strategy

<b>Outcome 25.</b>	<b>The actions of the Economic Development Strategy Action Plan (2018 - 2023) are delivered and monitored.</b>					
<b>Corporate Priority: A thriving local economy, supporting local businesses and employment</b>						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
SP20/21P25.1	Present performance indicators of action plan to Overview and Scrutiny annually.	Democratic Services	01/04/20	31/03/21	Economic Development Partnerships Officer (CK)	Failure to update councillors on progress
SP20/21P25.2	Undertake a review of the Economic Development Strategy 2018-23 to update it taking account of evolving matters, including climate change, Britain's exit from the European Union, the changing retail and property markets and the Council's Place-Shaping agenda	None	01/04/20	31/03/21	Head of Planning and Economic Development and Economic Development Partnerships Officer (CK)	Strategy becomes of lessening relevance in a rapidly changing world. Corporate priorities are not accurately reflected in strategy.

<b>Outcome 26.</b>	<b>Business skills and employment opportunities are created across the borough.</b>					
<b>Corporate Priority: A thriving local economy, supporting local businesses and employment</b>						



Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
SP20/21P26.1	Create business skills and employment opportunities with Waverley Training Services	Officer time	01/04/20	31/03/21	Economic Development Partnerships Officer (CK)/ Centre Manager WTS (AOS)/RP	Risk of not delivering the actions and outcomes of the new ED Strategy
SP20/21P26.2	Work with the local job and opportunities clubs to help address unemployment in deprived wards	ED Budget	01/04/20	31/03/21	Economic Development Project Officer (GD)	Job clubs closing / no specialised service in these communities
SP20/21P26.3	Support UCA graduates staying and working in the borough	Officer time	01/04/20	31/03/21	Economic Development Partnerships Officer (CK/GD),and Estates Team	Loss of potential skills to local economy
SP20/21P26.4	Support education establishments to maximise opportunities to work with local communities	Officer time	01/04/20	31/03/21	Economic Development Partnerships Officer (CK/GD)	Loss of potential skills to local economy

<b>Outcome 27. Visitor economy initiatives are supported.</b>						
<b>Corporate Priority: A thriving local economy, supporting local businesses and employment</b>						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
SP20/21P27.1	Evaluate the value of the local visitor economy on annual or biennial basis.	£1.5k	01/04/20	31/03/21	Economic Development Partnerships Officer (CK)	Not understanding or increasing local visitor economy for local businesses.
SP20/21P27.2	Work with Visit Surrey to find a long term solution for supporting the tourism sector	Officer time	01/04/20	31/03/21	Economic Development Partnerships Officer (CK)	Reduction in visitors negative impact on local businesses.

SP20/21P27.3	Produce marketing materials to promote tourism and the visitor economy in the Borough	ED Budget	01/04/20	31/03/21	Economic Development Partnerships Officer (CK)/Community Development Officer - Arts (CH)	Tourism businesses not promoted.
SP20/21P27.4	Hold quarterly tourism and performing arts venue events.	ED Budget / Officer time	01/04/20	31/03/21	Economic Development Partnerships Officer (CK)	No network opportunities

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

Listed under team projects sections

Last updated: 24/01/20 11:06