

Service Plan 2021-2024		Head of Service:	Zac Ellwood
		Strategic Director:	Graeme Clark
Service:	Planning and Economic Development	Portfolio Holders:	Cllr Nick Palmer, Cllr Andy MacLeod, 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 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 & Economic Development 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.
Planning Enforcement - investigates alleged breaches of planning control and takes formal action to remedy breaches when necessary.
Planning Policy - covers the preparation of Local Plans, supporting Neighbourhood Planning and the monitoring of policies. It monitors the receipt and spending of S106 agreements and CIL income. The Projects Team provides specialist advice on design, Dunsfold Park, heritage and trees/landscaping.
Economic Development - charged with delivering the Economic Development Covid-19 Action Plan, Economic Development Strategy and supporting Waverley's businesses, jobs and the wider economy.

Service Team: Development Management	Section Manager: Beth Howland-Smith - Development Manager
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Business As Usual - Annual

Outcome 1.	Delivery of excellent customer service.					
	Corporate Priority: Effective strategic planning and development management which supports the planning and infrastructure needs of local 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
SP21/24P1.1	Respond to enquiries in person/writing in accordance with corporate targets	None	01/04/2021	31/03/2022	Business & Performance Manager	Customer satisfaction will reduce and complaints increase.
SP21/24P1.2	Improve Customer and Member trust and confidence with timing and content of advice, through enhanced communication and engagement.	None	01/04/2021	31/03/2022	Head of Planning & Economic Development	Customer satisfaction will reduce and complaints increase.

Outcome 2.	Delivery of efficient and effective pre-application advice.					
	Corporate Priority: Effective strategic planning and development management which supports the planning and infrastructure needs of local 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
SP21/24P2.1	PPA timescales met and use of PPAs maximised to provide additional income stream to cover service costs.	None	01/04/2021	31/03/2022	Business & Performance Manager	Reputational damage. Customer satisfaction and quality of submitted
SP21/24P2.2	Explore increased income generating opportunities (review of pre-application services and charges, positive review of other charges)	None	01/04/2021	31/03/2022	Business & Performance Manager	Additional income not achieved to help in order to balance the budget.

Outcome 3. Planning and other formal applications are processed in a timely, delivery focused and customer friendly manner.						
Corporate Priority: Effective strategic planning and development management which supports the planning and infrastructure needs of local 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
SP21/24P3.1	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	01/04/2021	31/03/2022	Head of Planning & Economic Development and Development Leads	Reputational damage. Increased risk of successful appeals and enhanced risk of legal challenge to the Council's decisions.
SP21/24P3.2	Strategic planning applications for residential development processed in a proactive and expeditious manner to seek to facilitate delivery of housing in accordance with Local Plan targets and to meet requirements of national Housing Delivery Test	None	01/04/2021	31/03/2022	Head of Planning & Economic Development and Business & Performance Manager	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 Local/Neighbourhood Plans and potentially costly appeals and harm to the character of those areas.
SP21/24P3.3	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	01/04/2021	31/03/2022	Development Leads	Reputational damage. Customer satisfaction will reduce and Government penalties incurred for under-performance (Special Measures)
SP21/24P3.4	All planning applications (where required information/documentation is not missing) are validated within five working days of receipt	None	01/04/2021	31/03/2022	Systems & Processes Team Leader	Delays to validation impact negatively on ability to meet key performance indicators for processing applications with implications as set out in P3.3.
Outcome 4. Planning appeals robustly defended to ensure Council's Local Plan policies and Government targets for quality indicators are met and "Special Measures" designation avoided.						
Corporate Priority: Effective strategic planning and development management which supports the planning and infrastructure needs of local communities						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
SP21/24P4.1	Statutory timeframes and national indicators for appeals are met and "special measures" designation avoided in terms of percentage of appeals on Major applications upheld	Legal Services	01/04/2021	31/03/2022	Head of Planning & Economic Development, Development Leads and Business & Performance Manager	Government penalties will be incurred for under-performance; unnecessary cost to Council of indefensible appeals
SP21/24P4.2	Improve appeals process and focus to ensure no more than 30% of all appeals allowed	None	01/04/2021	31/03/2022	Head of Planning & Economic Development, Development Leads and Business & Performance Manager	Reputational damage and potential awards of costs

Outcome 5. Ensure development is built out in compliance with the Council's approvals and alleged breaches investigated in accordance with the adopted Local Enforcement Plan.						
Corporate Priority: Effective strategic planning and development management which supports the planning and infrastructure needs of local communities						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
SP21/24P5.1	Local Enforcement Plan implemented in compliance with NPPF, legal framework and Local Plan.	None	01/04/2021	31/03/2022	Planning Enforcement Team Leader	Customer satisfaction will reduce and unauthorised development will cause undesirable environmental impact
SP21/24P5.2	Investigations and any necessary actions arising taken in accordance with priorities and time frames as identified in the Local Enforcement Plan 2021	None	01/04/2021	31/03/2022	Planning Enforcement Team Leader	Customer satisfaction will reduce and unauthorised development will cause undesirable environmental impact
SP21/24P5.3	Formal Enforcement Action (where expedient and in the public interest) taken in timely way to minimise length of breach and	None	01/04/2021	31/03/2022	Planning Enforcement Team Leader	Customer satisfaction will reduce and unauthorised development will cause
SP21/24P5.4	Training completed for Officers and Councillors on new Local Enforcement Plan	None	01/04/2021	31/03/2022	Head of Planning & Economic Development	Officers and Members may not be fully cognisant and able to understand implications of reviewed LEP

Outcome 6. Customer satisfaction with Planning Service is improved.						
Corporate Priority: Effective strategic planning and development management which supports the planning and infrastructure needs of local communities						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
SP21/24P6.1	Towns and Parishes training meetings, including "Roadshows" around Parishes, continued	None	01/04/2021	31/03/2022	Business & Performance Manager	Customer and stakeholder satisfaction does not improve.
SP21/24P6.2	Annual post development learning visits for Councillors ("The Good, the Bad and the Mediocre tour")	None	01/04/2021	31/03/2022	Business & Performance Manager	Customer and stakeholder satisfaction does not improve.
SP21/24P6.3	Agents' and Developers' Forums reintroduced and continued on six-monthly basis	None	01/04/2021	31/03/2022	Business & Performance Manager	Customer and stakeholder satisfaction does not improve.
SP21/24P6.4	Effective rollout of actions in Development Management Improvement Plan	None	01/05/2021	30/11/2021	Business & Performance Manager	Customer and stakeholder satisfaction does not improve. Reputational damage and increased complaints placing drain on already stretched resources

Team Projects

Outcome 7. New Horizon IT system is fully embedded into day-to-day practices and refined to ensure efficient and effective use of the technology.						
Corporate Priority: Effective strategic planning and development management which supports the planning and infrastructure needs of local 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
SP21/24P7.1	New system embedded as the main system for Development Management/Enforcement	None	01/04/2021	30/09/2021	Systems & Processes Team Leader and Business & Performance Manager	Inefficiencies and reduced customer service due to continued reliance on existing out of date software.
SP21/24P7.2	Internal audit and review of Horizon System and functionality undertaken	None	01/06/2021	30/09/2021	Internal Audit, Systems & Processes Team Leader and Business & Performance Manager	Inadequate review of project

Service Team: Planning Policy	Section Manager: Graham Parrott - Planning Policy Manager
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Business As Usual - Annual

Outcome 8. The collection, monitoring and spending of Section 106 Agreements are carried out in an efficient, effective and transparent way.

Corporate Priority: Open, democratic and participative governance / Effective strategic planning and development management which supports the planning and infrastructure needs of local communities

Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
SP21/24P8.1	Timely responses to requests for information on Section 106 Agreements	None	01/04/2021	31/03/2022	Planning Policy Manager	Customer and Member dissatisfaction will increase with a lack of access to information
SP21/24P8.2	Monitoring existing and historical Section 106 Agreements to ensure that the obligations have been discharged and infrastructure provided.	None	01/04/2021	31/03/2022	Planning Policy Manager	Loss of Section 106 income (and non-financial obligations) to support infrastructure provision.

Outcome 9. The collection, monitoring and spending of CIL receipts are carried out in an efficient, effective and transparent way.

Corporate Priority: Open, democratic and participative governance / Effective strategic planning and development management which supports the planning and infrastructure needs of local communities

Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
SP21/24P9.1	CIL receipts are collected and recorded in accordance with agreed procedures.	None	01/04/2021	31/03/2022	Planning Policy Manager	Loss of CIL income to support infrastructure provision
SP21/24P9.2	CIL bidding rounds held and reported to CIL Advisory Board and Executive for approval in a timely manner.	None	01/04/2021	31/03/2022	Planning Policy Manager	Strategic and local infrastructure provision is delayed

Outcome 10. The quality of development proposals is enhanced through provision of specialist advice and determination of applications.

Corporate Priority: Effective strategic planning and development management which supports the planning and infrastructure needs of local communities

Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
SP21/24P10.1	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	01/04/2021	31/03/2022	Planning Policy Manager	Council has reduced capacity to successfully defend its decisions at planning appeals.
SP21/24P10.2	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)	01/04/2021	31/03/2022	Planning Policy Manager	Quality of design in proposals will reduce. Reputational damage
SP21/24P10.3	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	01/04/2021	31/03/2022	Planning Policy Manager	Quality of arboriculture content of proposals will reduce. Potential loss of trees
SP21/24P10.4	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	01/04/2021	31/03/2022	Planning Policy Manager	Quality of heritage/conservation content of proposals will reduce.
SP21/24P10.5	Tree work applications are determined in a timely manner in accordance with statutory framework and guidelines.	None	01/04/2021	31/03/2022	Planning Policy Manager	Customer dissatisfaction will increase and risk of increase in appeals against non-determination.

SP21/24P10.6	Listed building application are determined in accordance with the Council's targets	None	01/04/2021	31/03/2022	Planning Policy Manager	Customer dissatisfaction will increase and risk of increase in appeals against non-determination.
SP21/24P10.7	Making new Tree Preservation Orders, where justified on arboriculture grounds, to protect trees of amenity value	None	01/04/2021	31/03/2022	Planning Policy Manager	Customer dissatisfaction will increase and risk of increase in appeals against non-determination.

Outcome 11.	Housing delivery is maintained to ensure availability of affordable and other housing to meet needs and to maintain Council control over decision making.					
	Corporate Priority: Housing to buy and to rent, for those at all income levels / Effective strategic planning and development management which supports the planning and infrastructure needs of local communities					

Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
SP21/24P11.1	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	01/04/2021	31/03/2022	Planning Policy Manager	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.
SP21/24P11.2	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	01/04/2021	31/03/2022	Planning Policy Manager	Penalties from Government - this is a statutory requirement
SP21/24P11.3	Implement the actions in the 2020 Housing Delivery Action Plan	None	01/04/2021	31/03/2022	Planning Policy Manager	Penalties from Government - this is a statutory requirement

Outcome 12.	Environmental quality is maintained and enhanced.					
	Corporate Priority: Effective strategic planning and development management which supports the planning and infrastructure needs of local communities / 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
SP21/24P12.1	Conservation Area appraisals carried out in line with Project Plan (transferred from Service Plans 2018/19, action ref. SP18/19P4.4)	None	01/04/2020	31/03/2024	Planning Policy Manager	Conservation Area decision making will occur without up to date review to support quality of decision.
SP21/24P12.2	Tree Preservation Orders are reviewed (10 per year)	None	01/04/2020	31/03/2024	Planning Policy Manager	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.
SP21/24P12.3	Buildings of Local Merit are agreed and reviewed when necessary or as identified through the Development Management process.	None	01/04/2020	31/03/2024	Planning Policy Manager	Buildings of Merit may not constitute a material consideration in planning decisions, or given less weight.
SP21/24P12.4	Monitoring of Buildings at Risk (Listed Buildings) register, including the identification of specific buildings and processes to improve their condition.	None	01/04/2020	31/03/2024	Planning Policy Manager	Potential loss of listed buildings, and potential higher cost to the Council in rectifying problems if not identified early.

SP21/24P12.5	To run the biennial Design Awards in 2022 and 2024	~£3,000 per round	01/04/2022	31/03/2024	Planning Policy Manager	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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Team Projects

Outcome 13. Local Plan Part 2 completed and adopted in accordance with agreed milestones.

Corporate Priority: Effective strategic planning and development management which supports the planning and infrastructure needs of local communities

Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
SP21/24P13.1	Local Plan Part 2 submitted to Government, examined and adopted	None	01/04/2021	28/02/2022	Planning Policy Manager	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.
SP21/24P13.1	Complete review of Local Plan Part 1. Review must be completed by Feb 2023	None	01/04/2022	28/02/2023	Planning Policy Manager	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.
SP21/24P13.1	Prepare and adopt Climate Change/Carbon Reduction Supplementary Planning Document (SPD)	None	01/04/2021	31/12/2021	Planning Policy Manager	Impacts of climate change not properly addressed or mitigated.

Outcome 14. Neighbourhood Plans and similar initiatives are supported and progressed to adoption.

Corporate Priority: Effective strategic planning and development management which supports the planning and infrastructure needs of local communities

Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
SP21/24P14.1	Timely responses to draft Neighbourhood Plans and other requests for guidance/support from Neighbourhood Plan groups	None	01/04/2021	31/03/2022	Planning Policy Manager	Housing delivery is detrimentally affected and penalties incurred e.g. application of "tilted balance" on appeals.
SP21/24P14.2	Current Neighbourhood Plans at appropriate stage successfully proceed to examination, referendum and adoption.	None	01/04/2021	31/03/2022	Planning Policy Manager	Housing delivery is detrimentally affected and penalties incurred e.g. application of "tilted balance" on appeals.

Outcome 15.	Infrastructure is provided to support planned growth.					
	Corporate Priority: A financially sound Waverley, with infrastructure and resilient services fit for the future / Effective strategic planning and development management which supports the planning and infrastructure needs of local communities					
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
SP21/24P15.1	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 (~£35k per annum - not currently budgeted for)	01/04/2021	31/03/2022	Planning Policy Manager	Planned growth is not accompanied by the required infrastructure causing detrimental environmental impacts and customer/member dissatisfaction.
SP21/24P15.2	Commence review of the CIL charging schedule	None	01/04/2022	28/02/2023	Planning Policy Manager	Unable to address any adverse consequences of current CIL schedule

Outcome 16.	Dunsfold New Settlement is developed as a garden village community.					
	Corporate Priority: Effective strategic planning and development management which supports the planning and infrastructure needs of local communities					
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
SP21/24P16.1	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, Homes England GC Grant monies (£130,000)	07/11/2020	31/03/2023	Head of Planning & Economic Development and Planning Policy Manager	Housing delivery is detrimentally affected and penalties incurred e.g. application of "tilted balance" on appeals.

Service Team: Economic Development	Team Manager: Catherine Knight
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Business As Usual - Annual

Outcome 17.	Working with partners to promote the borough to new businesses and to identify potential sources of funding and support.					
	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
SP21/24P17.1	Work with newly formed Business Task Group to identify strengths, weaknesses, opportunities and threats and aligning WBC's support to match identify across various business sectors	None	01/04/2021	31/03/2022	Economic Development Team	Risk of not delivering the actions and outcomes of the Covid Action Plan and Economic Development Strategy.
SP21/24P17.2	Work closely with the Chambers of Commerce and Town/Parish Clerks, with particular focus on the High Street/Retail sectors to identify local needs and prioritising our actions to respond accordingly.	None	01/04/2021	31/03/2022	Economic Development Team	Risk of not delivering the actions and outcomes of the Covid Action Plan and Economic Development Strategy.
SP21/24P17.3	Engaging closely with the EM3 Local Enterprise Partnership to secure funding for projects (e.g. Fibre Spine) and general business growth benefitting Waverley.	None	01/04/2021	31/03/2022	Economic Development Team	Opportunities for external funding lost.
SP21/24P17.4	Strengthen relationships with EDOs across Surrey and SCC to identify collective priorities, share best practice and work closely on cross boundary ED matters	None	01/04/2021	31/03/2022	Economic Development Team	Lack of joined up thinking and lost opportunities
SP21/24P17.5	Work through our contracts with Enterprise First, Business South, Visit Surrey and Click It Local to maximise the value of support to new and existing business	As set out in agreed ED Budget	01/04/2021	31/03/2022	Economic Development Team	Risk of organisations not delivering the outcomes of their SLAs.

SP21/24P17.6	Engage with Commercial Agents to identify trends and share business intelligence in the commercial market to enable appropriate interventions for the benefit of the business community (e.g. High Street vacancies)	None	01/04/2021	31/03/2022	Economic Development Team	Lack of joined up thinking and lost opportunities
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Outcome 18. Support healthy town centres by developing Business Improvement Districts and other initiatives.

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
SP21/24P18.1	Support the development of Business Improvement Districts (BID) for the four key centres in Waverley	Assistance from central government/BEIS	01/04/2022	31/03/2024	Economic Development Team	Risk of not delivering the actions and outcomes of the ED Strategy. High Streets fail. Reputational damage.
SP21/24P18.2	Deliver scheme to provide vinyl's for empty shop windows to improve appearance of High Streets, promote Waverley as a visitor destination and to identify sources of support to the retail sector	ARG funding	01/04/2021	30/06/2021	Economic Development Team	High Streets fail. Reputational damage.
SP21/24P18.3	Install footfall counters in the four main settlements and evaluate data to identify trends and issues so we can respond accordingly.	ED budget	04/01/2021	31/10/2021	Economic Development Team	High Streets fail. Reputational damage.
SP21/24P18.4	Secure funding to deliver a scheme to provide e-Cargo Bikes for communal use by business for sustainable local deliveries	EM3 LEP Supporting High Streets Fund	01/04/2021	30/09/2021	Economic Development Team	High Streets fail. Reputational damage.

Outcome 19. Training and skills opportunities are developed across the borough.

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
SP19/22P19.1	Promote and signposting business skills and employment opportunities through Waverley Training Services	None	01/04/2021	31/03/2022	Economic Development Team	Risk of not delivering the actions and outcomes of the Covid Action Plan and Economic Development Strategy.
SP19/22P19.2	Work with and promote existing local Job Clubs and provide support, identify potential venues and start-up resources for the setting up of new Clubs	Approved ED Budget	01/04/2021	31/03/2022	Economic Development Team	Job clubs closing/no specialised service in these communities
SP19/22P19.3	Work with digital partners to provide free advice and upskill businesses on developing an online presence and strengthening digital awareness (e.g., through Webinars)	None	01/04/2021	31/03/2022	Economic Development Team	Risk of not delivering the actions and outcomes of the Covid Action Plan and Economic Development Strategy.

Outcome 20. Improve business intelligence through data collection and analysis to inform Service interventions and initiatives.

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
SP21/20P20.1	Regular analysis and reporting on data and trends from the FAME (Financial Analysis Made Easy) database.	Ongoing cost of FAME licence	01/04/2021	31/03/2022	Economic Development Team	Lack of sufficient knowledge of economic issues and trends and inability to be responsive to changes
SP21/20P20.2	Obtain and evaluate key economic information from surveys and partnership feedback	None	01/04/2021	31/03/2022	Economic Development Team	Lack of sufficient knowledge of economic issues and trends and inability to be responsive to changes
SP21/20P20.3	Evaluate data from High Street footfall counters and respond accordingly.	None	01/04/2021	31/03/2022	Economic Development Team	Lack of sufficient knowledge of economic issues and trends and inability to be responsive to changes

SP21/20P20.4	Continue to monitor commercial property vacancy rates	None	01/04/2021	31/03/2022	Economic Development Team	Lack of sufficient knowledge of economic issues and trends and inability to be responsive to changes
SP21/20P20.5	Work more closely across WBC to ensure opportunities for collaboration or support are not missed and to raise the profile of the work of the Economic Development Team.	None	01/04/2021	31/03/2024	Head of Planning & Economic Development	Lack of joined up thinking and lost opportunities

Team Projects

Outcome 21.	Supporting sustainable business and employment growth in our urban and rural areas and responding to the challenges of Covid 19 and Brexit.					
	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
SP21/24P21.1	Deliver the Economic Development Covid-19 Action Plan	As set out in the Action Plan	01/04/2021	31/10/2021	Economic Development Team	Reduces opportunities for Waverley business to bid for contracts.
SP21/24P21.2	Commence review of Waverley's Economic Development Strategy 2018-32 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	01/11/2021	31/03/2022	Economic Development Team	Strategy becomes of lessening relevance in a rapidly changing world. Corporate priorities are not accurately reflected in strategy.
SP21/24P21.3	Prepare and input to Waverley Annual Business Meeting to provide financial oversight to the borough's employers	None	01/01/2022	31/03/2022	Economic Development and Finance Teams	Business community not engaged or informed
SP21/24P21.4	Successful delivery of strategic priorities through expenditure of corporately-apportioned Additional Restrictions Grant (ARG) funding	Additional Restrictions Grant (ARG) Funding from government	01/04/2021	31/03/2022	Economic Development and Finance Teams	Lack of strategic support for Waverley's businesses

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

Outcome 22.	Planning decision making is more efficient and delivery focused.					
	Corporate Priority: Effective strategic planning and development management which supports the planning and infrastructure needs of local communities					
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
SP21/24P22.1	Review of Planning Committee structure completed. Joint project with Democratic and Legal Services	Democratic and Legal Services	01/04/2021	30/06/2021	Head of Planning & Economic Development	Planning Committee decision taking is less strategic and may undermine performance on housing delivery. Resources for Planning Committees not reduced.
SP21/24P22.2	Review Scheme of Delegation and DM sub-scheme of Delegation	Democratic and Legal Services	01/05/2021	30/11/2021	Head of Planning & Economic Development	Unnecessary delay in determining applications and pre-apps

Last updated:

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