

Service Plan 2022-2025 (rolling 3 years)		Head of Service:	Zac Ellwood
		Strategic Director:	Graeme Clark
Service:	Planning and Economic Development	Portfolio Holders:	Cllr Andy MacLeod (Planning) Cllr Liz Townsend (Eco Dev) Cllr Nick Palmer (Enforcement)

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. The progress is monitored on quarterly basis as part of the Corporate Performance Report reviewed by Senior Management Team, O&S Committees and Executive.

Service Profile

The Planning and Economic Development Service includes four 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.
- **Business Support** - charged with leading performance analysis and reporting of the service delivery. Identifying opportunities for improvement and support initiation process. Working across the service teams to champion change and to lead performance management across the service, focusing on customer service whilst maintaining relationships with councillors, partners and customers. To provide business support to the Head of Service.

Service Team: Development Management	Section Manager: Development Leads (Beth Howland-Smith, Chris French, Kathryn Pearson Marie Clarke)
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Ongoing Service Delivery - reviewed annually

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	D/S*	Success is measured / demonstrated by
SP22/25 P1.1	Respond to enquiries in person/writing in accordance with corporate targets	None	01/04/2022	31/03/2025	Business & Performance Manager	Customer satisfaction will reduce and complaints increase.	D	Reduction in number of Level 1 and Level 2 complaints received
SP22/25 P1.2	Improve Customer and Member trust and confidence with timing and content of advice, through enhanced communication and engagement.	None	01/04/2022	31/03/2025	Head of Planning & Economic Development	Customer satisfaction will reduce and complaints increase.	D	Reduction in number of Level 1 and Level 2 complaints received

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	D/S*	Success is measured / demonstrated by
SP22/25 P2.1	PPA timescales met and use of PPAs maximised to provide additional income stream to cover service costs.	None	01/04/2022	31/03/2025	Business & Performance Manager	Reputational damage. Customer satisfaction and quality of submitted development will	D	Ongoing assessment of PPAs and income generated
SP22/25 P2.2	Implement increased income generating opportunities (including new pre-application services and charges, and positive review of other charges)	None	01/04/2022	31/03/2025	Business & Performance Manager	Additional income not achieved to help in order to balance the budget.	D	Increase in income from discretionary services

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	D/S*	Success is measured / demonstrated by
SP22/25 P3.1	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	01/04/2022	31/03/2025	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.	S	Quality checks of decisions made and success at appeal
SP22/25 P3.2	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 (HDT)	None	01/04/2022	31/03/2025	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.	D	Assessment of housing delivery levels and positive annual HDT result
SP22/25 P3.3	Key national KPIs 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	01/04/2022	31/03/2025	Development Leads	Reputational damage. Customer satisfaction will reduce and Government penalties incurred for under-performance (Special Measures)	S	Assessment of KPIs and quarterly PS1/PS2 returns
SP22/25 P3.4	All planning applications (where required information/documentation is not missing) are validated within five working days of receipt	None	01/04/2022	31/03/2023	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.	D	Assessment of performance against this target

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	D/S*	Success is measured / demonstrated by
SP22/25 P4.1	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	01/04/2022	31/03/2023	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	S	Special measures designation avoided
SP22/25 P4.2	Improve appeals process and focus to ensure no more than 30% of all appeals allowed	None	01/04/2022	31/03/2023	Head of Planning & Economic Development, Development Leads and Business & Performance Manager	Reputational damage and potential awards of costs	D	No more than 30% of all appeals upheld by the Planning Inspectorate

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	D/S*	Success is measured / demonstrated by
SP22/25 P5.1	Local Enforcement Plan implemented in compliance with NPPF, legal framework and Local Plan.	None	01/10/2020	31/03/2025	Development Lead for Applications and Enforcement	Customer satisfaction will reduce and unauthorised development will cause undesirable environmental impact	D	Enforcement performance against the timeframes and targets set out in the Local Planning Enforcement Plan
SP22/25 P5.2	Investigations and any necessary actions arising taken in accordance with priorities and time frames as identified in the Local Enforcement Plan 2022	None	01/04/2022	31/03/2025	Planning Enforcement Team Leader	Customer satisfaction will reduce and unauthorised development will cause undesirable environmental impact	D	Enforcement performance against the timeframes and targets set out in the Local Planning Enforcement Plan
SP22/25 P5.3	Formal Enforcement Action (where expedient and in the public interest) taken in timely way to minimise length of breach and potential lawfulness being established	None	01/04/2022	31/03/2025	Planning Enforcement Team Leader	Customer satisfaction will reduce and unauthorised development will cause undesirable environmental impact	D	Enforcement performance against the timeframes and targets set out in the Local Planning Enforcement Plan
SP22/25 P5.4	Planning Enforcement Plan reviewed, scrutinised, adopted, published and implemented in compliance with NPPF, legal framework and new Local Plan.	None	01/04/2022	31/12/2022	Development Lead for Applications and Enforcement	Planning Enforcement priorities may not reflect current Council aspirations and legal requirements.	D	New Local Planning Enforcement Plan published in 2022
SP22/25 P5.5	Training completed for Officers and Councillors on new Local Enforcement Plan	None	01/04/2022	31/03/2023	Development Lead for Applications and Enforcement	Officers and Members may not be fully cognisant and able to implement reviewed Plan.	D	Training completed in 2022/23. Positive feedback from participants

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	D/S*	Success is measured / demonstrated by
SP22/25 P6.1	Towns and Parishes training meeting and planning briefings continued	None	01/04/2022	31/03/2025	Business Support Team Lead	Customer and stakeholder satisfaction does not improve.	D	Number of meetings held and positive feedback from participants
SP22/25 P6.2	Annual post development learning visits for Councillors to be arranged	None	01/04/2022	31/03/2025	Business & Performance Manager	Customer and stakeholder satisfaction does not improve.	D	Member feedback
SP22/25 P6.3	Agents' and Developers' Forums continued on six-monthly basis	None	01/04/2022	31/03/2025	Business & Performance Manager	Customer and stakeholder satisfaction does not improve.	D	Level of attendance and feedback from participants
SP22/25 P6.4	Effective rollout of actions in Development Management Improvement Plan	None	01/04/2022	31/03/2023	Business & Performance Manager	Customer and stakeholder satisfaction does not improve. Reputational damage and increased complaints placing drain on already stretched resources	D	Improvement in efficiency, performance and customer care levels

Service Team: Planning Policy **Section Manager: Graham Parrott - Planning Policy Manager**

Ongoing Service Delivery - reviewed annually

Outcome 7. 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								

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
SP22/25 P7.1	Timely responses to requests for information on Section 106 Agreements	None	01/04/2022	31/03/2025	Planning Policy Manager	Customer and Member dissatisfaction will increase with a lack of access to information	S	Reduction in complaints
SP22/25 P7.2	Monitoring existing and historical Section 106 Agreements to ensure that the obligations have been discharged, amounts due have been paid and infrastructure provided. Including contributing to the annual Infrastructure Funding Statement.	None	01/04/2022	31/03/2025	Planning Policy Manager	Loss of Section 106 income (and non-financial obligations) to support infrastructure provision.	S	IFS published

Outcome 8. 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	D/S*	Success is measured / demonstrated by
SP22/25 P8.1	CIL receipts are collected and recorded in accordance with agreed procedures.	None	01/04/2022	31/03/2025	Planning Policy Manager	Loss of CIL income to support infrastructure provision	S	Successful Audit of CIL process for managing CIL receipts
SP22/25 P8.2	CIL bidding rounds held and reported to CIL Advisory Board and Executive for approval in a timely manner.	None	01/04/2022	31/03/2025	Planning Policy Manager	Strategic and local infrastructure provision is delayed	TBC	Effective and efficient delivery of necessary infrastructure and bidding rounds held at least once per year during Service Plan period

Outcome 9. 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	D/S*	Success is measured / demonstrated by
SP22/25 P9.1	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	01/04/2022	31/03/2025	Planning Policy Manager	Council has reduced capacity to successfully defend its decisions at planning appeals.	S	Appeals performance where 5YHLS is raised as a key issue
SP22/25 P9.2	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)	01/04/2022	31/03/2025	Planning Policy Manager	Quality of design in proposals will reduce. Reputational damage	D	Assessment of design quality/appeal decisions
SP22/25 P9.3	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	01/04/2022	31/03/2025	Planning Policy Manager	Quality of heritage/conservation content of proposals will reduce.	S	Important heritage assets protected
SP22/25 P9.4	Listed building and other heritage applications are determined in accordance with the Council's targets	None	01/04/2022	31/03/2025	Planning Policy Manager	Customer dissatisfaction will increase and risk of increase in appeals against non-determination.	S	Quartey performance reporting

Outcome 10. 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	D/S*	Success is measured / demonstrated by
SP22/25 P10.1	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	01/04/2022	31/03/2025	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.	S	Annual performance against Housing Delivery Test
SP22/25 P10.2	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	01/04/2022	31/03/2025	Planning Policy Manager	Penalties from Government - this is a statutory requirement	S	AMR published annually
SP22/25 P10.3	Implement the actions in the 2020 Housing Delivery Action Plan	None	01/04/2022	31/03/2025	Planning Policy Manager	Penalties from Government - this is a statutory requirement	S	Annual performance against Housing Delivery Test

Outcome 11. 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	D/S*	Success is measured / demonstrated by
SP22/25 P11.1	Conservation Area appraisals carried out in line with Project Plan	None	01/04/2022	31/03/2025	Planning Policy Manager	Conservation Area decision making will occur without up to date review to support quality of decision.	S	Adoption of new CAAs
SP22/25 P11.2	Buildings of Local Merit are agreed and reviewed when necessary or as identified through the Development Management process.	None	01/04/2022	31/03/2025	Planning Policy Manager	Buildings of Merit may not constitute a material consideration in planning decisions, or given less weight.	D	Effective protection of non-designated heritage assets
SP22/25 P11.3	Monitoring of Buildings at Risk (Listed Buildings) register, including the identification of specific buildings and processes to improve their condition.	None	01/04/2022	31/03/2025	Planning Policy Manager	Potential loss of listed buildings, and potential higher cost to the Council in rectifying problems if not identified early.	S	Effective protection of designated heritage assets
SP22/25 P11.4	To run the biennial Design Awards in 2022/23 and 2024/25	~£3,000 per round	01/04/2022	31/03/2025	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.	D	Events held
SP22/25 P11.5	Prepare and adopt design codes for the Borough and consider specific codes for each of the main settlements	Additional officer to support the project and funding for external consultants to support the work	01/04/2022	31/03/2025	Planning Policy Manager	There will be a reliance on the National Model Design Code and guidance that is generic and not Waverley-specific, leading to a dilution of design quality in new development.	S	Design Codes accepted and adopted. Improved quality of developments within the borough

Team Projects

Outcome 12. 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	D/S*	Success is measured / demonstrated by
SP22/25 P12.1	Local Plan Part 2 submitted to Government, examined and adopted in accordance with Local Development Scheme	None	01/04/2022	31/10/2022	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	S	LPP2 adopted in 2022/23
SP22/25 P12.2	Complete review of Local Plan Part 1 to determine if it needs to be updated. 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	S	Initial review undertaken in 2022/23
SP22/25 P12.3	Prepare and adopt Climate Change/Carbon Reduction Supplementary Planning Document (SPD)	None	01/04/2022	31/07/2022	Planning Policy Manager	Impacts of climate change not properly addressed or mitigated.	D	SPD adopted in 2022/23

Outcome 13. 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	D/S*	Success is measured / demonstrated by
SP22/25 P13.1	Timely responses to draft Neighbourhood Plans and other requests for guidance/support from Neighbourhood Plan groups	None	01/04/2022	31/03/2023	Planning Policy Manager	Housing delivery is detrimentally affected and penalties incurred e.g. application of "tilted balance" on appeals.	S	Number of NPs 'made'
SP22/25 P13.2	Current Neighbourhood Plans at appropriate stage successfully proceed to examination, referendum and adoption.	None	01/04/2022	31/03/2023	Planning Policy Manager	Housing delivery is detrimentally affected and penalties incurred e.g. application of "tilted balance" on appeals.	S	Number of NPs 'made'

Outcome 14. 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	D/S*	Success is measured / demonstrated by
SP22/25 P14.1	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)	01/04/2022	31/03/2023	Planning Policy Manager	Planned growth is not accompanied by the required infrastructure causing detrimental environmental impacts and customer/Member dissatisfaction.	D	Successful bids for external infrastructure funding
SP22/25 P14.2	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	D	Review undertaken in 2022/23

Outcome 15. 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	D/S*	Success is measured / demonstrated by
SP22/25 P15.1	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 (£280,000)	07/11/2022	31/03/2025	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.	TBC	Delivery of high quality housing Aligned with Dunsfold Park SPD - 250 dwellings completed by 31 March 2025. Additional Garden Villages funding secured from Homes England

Service Team: Economic Development

Team Manager: Catherine Knight

Ongoing Service Delivery - reviewed annually

Outcome 16. 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	D/S*	Success is measured / demonstrated by
SP22/25 P16.1	Continue positive engagement with the business community through Business Task Group to identify strengths, weaknesses, opportunities and threats and aligning WBC's support to match identify across various business sectors	None	01/04/2022	31/03/2025	Economic Development Team	Become disengaged with the local business community and opportunities for sharing best practice and supporting initiatives are potentially missed.	D	Continued level of attendance and attracting new members
SP22/25 P16.2	Continue ongoing collaboration with the Chambers of Commerce and Town/Parish Clerks to identify local needs and prioritising our actions to respond accordingly.	None	01/04/2022	31/03/2025	Economic Development Team	Become disengaged with the local business community and opportunities for sharing best practice and supporting initiatives are potentially missed.	D	Continued level of attendance, communication and collaboration on projects.
SP22/25 P16.3	Continue close engagement with the EM3 Local Enterprise Partnership, particularly the cross-border Fibre Spine project, and to secure external funding for opportunities/projects that will support business growth.	None	01/04/2022	31/03/2023	Economic Development Team	Not delivering Fibre Spine project will impact detrimentally on our ability to support business growth across the borough, particular in rural parts. Opportunities for securing external funding sired missed/lost	D	Project feasibility study on fibre spine spurs undertaken within 2022/23
SP22/25 P16.4	Strengthen relationships with Economic Development Officers across Surrey and SCC to identify collective priorities, share best practice and work closely on cross boundary ED matters. Explore opportunities for joint working with Guildford Borough Council and SCC. Seek to positively engage with DTI, BEIS, DfIT, DHULC, etc. to coordinate and encourage investment opportunities	Assess existing ED support resources available across the authorities	01/04/2022	31/03/2023	Economic Development Team	Lack of joined up thinking and lost opportunities to provide a better and more efficient level of support to the local economy	D	Strengthen working relationship with external organisations and profile of the borough.

SP22/25 P16.5	Undertake a formal review our contracts with Enterprise First, Business South, Visit Surrey and Click It Local and seek to establish more robust Service Level Agreements to maximise the value of support to new and existing business and ensure VFM from the Council's financial contributions	As set out in agreed ED Budget	01/04/2022	30/06/2022	Economic Development Team	Risk of organisations not delivering the outcomes of their SLAs. Not ensuring good VFM from WBC revenue outlay	D	Best service to the business community at good value for money and return on investment.
SP22/25 P16.6	Review and strengthen engagement 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	None	01/04/2022	31/03/2023	Economic Development Team	Lack of joined up thinking and lost investment opportunities for the borough	D	Shared insights and development of Waverley as a pro "the right" business development for the borough. Support to WBC assets team work.

Outcome 17. 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	D/S*	Success is measured / demonstrated by
SP22/25 P17.1	Support the development of Business Improvement Districts (BID) for the four key centres in Waverley and ensure that robust and thorough process is followed	Delivery of this action is dependent on support from the business rates team, legal, democratic services and	01/04/2022	31/03/2024	Economic Development Team	Legal risk to WBC of not following a thorough process. Risk of not delivering the actions and outcomes of the ED Strategy. High Streets fail. Reputational damage.	D/S	YES vote for four BIDS in 2023/2024 financial year
SP22/25 P17.2	Monitor delivery and success of agreed projects funded through the Additional Restrictions Grant (ARG)	Within existing resources	01/04/2022	30/09/2022	Economic Development Team	High Streets fail. Reputational damage. Financial implication for WBC.	D	Return on investment of wider business support activities indicated by business survival, retention and growth. Increase in sustainability.
SP22/25 P17.3	Monitor information obtained from the footfall counters installed in the four main settlements and evaluate data to identify trends and issues so we can respond accordingly. Review funding mechanism post 2022/23 financial year.	Within existing resources. ED budget 2022/23	04/01/2022	31/10/2023	Economic Development Team	High Streets fail. Reputational damage.	D	Generation of trends pan borough, supporting partnerships

Outcome 18. 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	D/S*	Success is measured / demonstrated by
SP19/22P18.1	Promote and signposting business skills and employment opportunities through Waverley Training Services	None	01/04/2022	31/03/2025	Economic Development Team	Risk of not delivering the Economic Development Strategy.	D	Support right skills available for local businesses to grow
SP19/22P18.2	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 (e.g. current Cranleigh project). Review outcomes/success measures	ED Budget	01/04/2022	31/03/2025	Economic Development Team	Job clubs closing/no specialised service in these communities. New employment opportunities for residents lost.	D	Number of new job opportunities created

SP19/22P18.3	Work with digital partners to develop and deliver Connectivity Strategy for Waverley Borough and input to County-wide initiatives and strategies (e.g. Digital Connectivity Infrastructure Accelerator pilot)	Delivery of this action is dependent on securing an additional expert resource	01/04/2022	31/03/2025	Economic Development Team	Risk of not delivering connectivity aspirations within the Economic Development Strategy.	D	Harnessing private sector investment to the benefit of Waverley business and residents. Support with some access to public sector assets.
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Outcome 19. 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	D/S*	Success is measured / demonstrated by
SP21/20P19.1	Review value of continuing with analysis and reporting on data and trends from the FAME (Financial Analysis Made Easy) database and other available data resources (e.g. Surrey Index)	None	01/04/2022	31/03/2023	Economic Development Team	Lack of sufficient knowledge of economic issues and trends and inability to be responsive to changes	D	Inform Economic Development Strategy review. Facilitate engagement with local business.
SP21/20P19.2	Identify, analyse and monitor key metrics data and adjust dashboard information accordingly to inform necessary interventions/actions. Develop and report on Executive Summary sheet to give a real time snapshot of the 'economic health' of the borough	Delivery of this action is dependent on securing an additional resource	01/04/2022	31/03/2025	Economic Development Team	Lack of sufficient knowledge of economic issues and trends and inability to be responsive to changes	D	Timely production of dashboards for executive, councillors and wider public. Awareness of trends to inform responses.
SP21/20P19.3	Work more closely with other Services in WBC and across Surrey to ensure opportunities for collaboration or support are not missed.	None	01/04/2022	31/03/2025	Head of Planning & Economic Development	Lack of joined up thinking and lost opportunities	D	Best practice sharing and collaboration.

Team Projects

Outcome 20. 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	D/S*	Success is measured / demonstrated by
SP22/25 P20.2	Develop new Economic Development Strategy to align with our Corporate Strategy, and taking account of evolving matters, including sustainability, the climate emergency action plan, Covid-19, Brexit, the changing retail and property markets, etc.	External specialist consultancy support	01/04/2022	31/03/2023	Economic Development Team	Strategy becomes of lessening relevance in a rapidly changing world. Corporate priorities are not accurately reflected in strategy.	D	Concise, accessible, data informed strategy review
SP22/25 P20.3	Conduct Waverley Annual Business Meeting to provide financial oversight to the borough's employers	None	01/01/2022	31/03/2025	Economic Development and Finance Teams	Business community not engaged or informed	S	Relevant, well attended event
SP22/25 P20.4	Successful delivery of strategic priorities through expenditure of corporately-apportioned Additional Restrictions Grant (ARG) funding	Additional Restrictions Grant (ARG) Funding from government (£500k apportioned)	present	31/03/2022	Economic Development and Finance Teams	Lack of strategic support for Waverley's businesses	S	Support provided to key sectors in new and strategic manner.

SP22/25 P20.5	Communication with business audience, stakeholders and potential investors using digital channels. Manage and update businessWaverley.co.uk website, regular e-newsletter and business social media channels (Twitter/ LinkedIn).	None	ongoing	31/03/2023	Economic Development Team with Communications Team	Lack of awareness of business support services throughout council. No signposting.	D	Increasing traffic, use and relevance of communication.
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Service Team: Planning Business Support **Section Manager: Sally Busby - Business and Performance Manager**

Ongoing Service Delivery - reviewed annually

Outcome 21. Performance Management Actions to be in place and reportable								
Corporate Priority:								
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
SP22/25 P21.1	Work alongside DM Leads and HoS to identify strengths, weaknesses, opportunities and goals within the service to improve productivity, initiate budget savings and champion customer service.	None	01/04/2022	31/03/2023	Economic Development Team	Risk of not delivering the actions and outcomes of the Covid Action Plan and Economic Development Strategy.	D	Budget improvements, reduced complaints and maintaining deliverables
SP22/25 P21.2	Deliver the DM Planning Service Improvement Plan for streamlined and accountable performance	None	current	31/03/2023	Business Support Team	Risk of a continuance of extended lead times, customer dissatisfaction and complaints.	D	Improved validation and determination times. Procedures implemented and supported by process notes
SP22/25 P21.3	Manage the service plan and review internal audit figures (Pentana) for the service, and champion change to improve internal and national statistics.	None	current	31/03/2023	Business Support Team	No change in culture, direction or customer focus. Economic detriment in terms of service delivery.	D	Accurate and timely submissions of performance data and statistics

Outcome 22. Service Data and FOI Management with timely delivery								
Corporate Priority:								
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
SP22/25 P22.1	Work alongside Data Governance Service to deliver data in a timely manner and improve	None	01/04/2022	31/03/2023	Business Support Team	Risk of not delivering the actions and outcomes of the Governance Policy could result in legal action	S	Response delivery times being met
SP22/25 P22.2	Work with other service managers to ensure data governance is adhered to	None	01/04/2022	31/03/2023	Business Support Team	Increased data breach rates across the service	S	Improved communications and responses to FOI requests

Team Projects - Annual

Outcome 23. 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	D/S*	Success is measured / demonstrated by
SP22/25 P23.1	Next module launch for Horizon system enabling the main system for Enforcement roll out	System Officer - 12 mos. Contract	01/04/2022	31/03/2023	Business Support Team	Inefficiencies and reduced customer service due to continued reliance on existing out of date software.	D	Execution and adoption of software and processes.

SP22/25 P23.2	Internal audit and review of Horizon System and functionality undertaken	None	01/04/2022	31/03/2023	Business Support Team	Inadequate review of project	D	Improved functionality and development points delivered
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Corporate & Service Level Projects (Service wide or cross cutting projects)

New Horizon IT system - covered under Outcome 23

Corporate compliance

Outcome 24. 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
SP22/25 P24.1	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	Head of Service	Staff performance and personal development is compromised and morale affected.	D	Objective achieved
SP22/25 P24.2	Service Plans are reviewed and budget implications fed into budget process.	Dependent on outcome of review, support of the Policy & Performance Officer	August	January	Head of Service	Corporate Strategy objectives will not be achieved.	D	The Service Plans proposals are prepared and presented to the OS and Executive
SP22/25 P24.3	Complete budget preparation in line with agreed timetable.	Within existing budgets, support of Finance Team needed	August	January	Head of Service	Legal obligations are jeopardised.	D	Budget adopted by Full Council.
SP22/25 P24.4	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		Head of Service	Risk Register is not kept up to date and risks are not identified sufficiently to protect the organisation.	S	HoS has updated the register
SP22/25 P24.5	Internal Audit Recommendations are actioned in line with agreed timescales.	Within existing budgets, support from the Internal Audit Manager	Ongoing		Head of Service	Organisation is put at risk.	D	no outstanding recommendations
SP22/25 P24.6	Annual Review of Employee Risk Assessments.	Within existing budgets, support from Emergency Planning Officer	April	July	Head of Service	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.
SP22/25 P24.7	Annual Business Continuity Plans Review.	Within existing budgets, support from Emergency Planning Officer	January	February	Head of Service	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
SP22/25 P24.8	Make sure that Accessibility regulations are adhered to – ensure all documents that appear on the Waverley website (owned by the service) 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		Head of Service	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

SP22/25 P24.9	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		Head of Service	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.
SP22/25 P24.10	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		Head of Service	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

Last update: 28/01/2022 12:16

*D/S - Discretionary / Statutory