

Service Plan 2023-2026 (rolling 3 years)	Executive Head of Service:	Abi Lewis
	Joint Strategic Director:	Dawn Hudd
Service: Regeneration and Planning Policy	Portfolio Holders:	Cllr Andy MacLeod, Cllr Liz Townsend, Cllr Nick Palmer, Cllr Mark Merryweather

This Service Plan is a rolling three year programme of both business as usual and project activity. It is reviewed annually to ensure it is consistent with and reflects the Council's priorities and the Medium Term Financial Plan. From time to time Service Plans will 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. Their progress is monitored on quarterly basis as part of the Corporate Performance Report reviewed by Joint Management Team, O&S Committees and Executive.

Service Profile

- Corporate capital projects/ regeneration
- Economic development
- Housing delivery
- Planning policy, design, conservation, transport
- CIL & S106

Service Team: Economic Development	Team Manager: Catherine Knight	Executive Portfolio Holder: Cllr Liz Townsend
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Business As Usual - Annual

Outcome 1. 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
SP23/26 RPP1.1	Continue positive engagement with the business community through the newly formed Local Economic Advisory Forum (LEAF) to identify strengths, weaknesses, opportunities and threats to economic development and business growth. WBC support to align with the requirements of various business sectors, with projects and strategy discussed with business forums to receive feedback.	None	01/04/2023	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. Economic Development Strategy and service plan may not align with local need nor have buy-in from external partners.	D	Continued level of attendance and attracting new members
SP23/26 RPP1.2	Continue ongoing collaboration with the Chambers of Commerce and Town/Parish Clerks to identify local needs and prioritising our actions to respond accordingly.	None	01/04/2023	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	Supporting BID development in Farnham, Cranleigh and Godalming to successful ballot results 2022/23 which will increase inward investment in borough high streets. Supporting Chamber in Haslemere. Attendance of quarterly meetings
SP23/26 RPP1.3	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	01/04/2023	31/03/2026	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 are missed/lost	D	Delivery of digital infrastructure to local businesses and homes.
SP23/26 RPP1.4	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, DLUHC etc. to coordinate and encourage investment in the borough.	Assess existing ED support resources available across the authorities	01/04/2023	31/03/2026	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	Best practice sharing and collaboration on joint projects. Offering good value for money for budget and additional funding into borough. Strengthen customer experience for businesses.

SP23/26 RPP1.5	Undertake a formal review our contracts with IncuHive, Business South and Visit Surrey 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	01/04/2023	31/03/2024	Economic Development Team	Risk of organisations not delivering the outcomes of their SLAs. Not ensuring good VFM from WBC revenue outlay	D	Good VFM and contacts from providers for local economy.
SP23/26 RPP1.6	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. Boost Waverley's profile as a location for investment.	None	01/04/2023	31/03/2026	Economic Development Team	Lack of joined up thinking and lost investment opportunities for the borough	D	Intelligence sharing resulting in quality businesses moving into the borough.
SP23/26 RPP1.7	Develop a protocol with Development Management to enable early advice (in advance of pre-app) on potential business/ employment investments	Development Management support	01/09/2023	31/03/2024	Economic Development Team	Lost inward investment to the borough or retention of existing employers	D	Introduction of protocol and feedback from commercial agents about improved engagement with DM

Outcome 2. 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
SP23/26 RPP2.1	Support the development of Business Improvement Districts (BID) for the three key centres in Waverley (Cranleigh, Godalming, Farnham)	Resource requirement from business rates, finance and democratic services - additional capacity not yet identified.	01/04/2023	31/03/2024	Economic Development Team	Loss of opportunity in securing additional investment to support high streets. Risk of not delivering the actions and outcomes of the Economic Development Strategy and Corporate Plan.	D	YES vote for three BIDS in 2023/2024 financial year
SP23/26 RPP2.2	Administer funding awarded through UK Shared Prosperity Fund and Rural Prosperity Fund, and monitor delivery and success of projects supported	Retention of Funding and Projects Officer post, funded centrally by WBC.	01/04/2023	31/03/2025	Economic Development Team	Financial implications for Council if not compliant with Funding Agreement with Government e.g. repayment of grant. Projects supported not able to benefit from funding.	D	Achieving the outputs and outcomes specified within the approved Investment Plan.
SP23/26 RPP2.3	Monitor information obtained from the footfall counters installed in the three main settlements and evaluate data to identify trends and issues so we can respond accordingly. Look to transfer responsibility to BIDs in 2023/4		01/04/2023	31/12/2023	Economic Development Team	Unable to identify where WBC resources should be applied to support success of high streets.	D	Generation of data trends across borough, benefitting partners. Use of data by Council services e.g. parking, planning policy

Outcome 3. 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
SP23/26 RPP3.1	Promote and signposting business skills and employment opportunities through Waverley Training Services. Promote Surrey Chambers of Commerce delivery of Local Skills Improvement Plan.	None	01/04/2023	31/03/2026	Economic Development Team	Untapped opportunity to support employment opportunities/ skills development for residents.	D	Support right skills available for local businesses to grow and new businesses to be attracted to the borough. Retention of graduates in borough.

SP23/26 RPP3.2	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. Review outcomes/success measures	None	01/04/2023	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 employment opportunities created for residents.
SP23/26 RPP3.3	Work with partners (SCC, EM3 LEP, other districts & boroughs) to lobby investment in infrastructure to address existing digital "not-spots" and areas of need, and input into County-wide initiatives and strategies.	None	01/04/2023	31/03/2026	Economic Development Team	Continued digital exclusion of residents and businesses in "not spots" across the borough. Potential inhibitor to inward investment and business relocation.	D	Support growth by providing right skills available for local businesses to grow
SP23/26 RPP3.4	Work with Asset Management to identify opportunities to use WBC assets to support 5G & broadband infrastructure.	None	01/04/2023	31/03/2024	Economic Development Team	Missed opportunity to broaden digital connectivity across borough. Untapped commercial opportunity for Council	D	Development and approval of strategy

Outcome 4.	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
SP23/26 RPP4.1	Annual review of 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)	Ongoing cost of FAME licence	01/04/2024	31/03/2025	Economic Development Team	Lack of sufficient knowledge of economic issues and trends and inability to be responsive to changes	D	Improved level of engagement with businesses and visibility of trends
SP23/26 RPP4.2	Work more closely with other Services in WBC, other authorities across Surrey and other public partners (e.g. SCC, One Public Estate) to ensure opportunities for collaboration or support are not missed	None	01/04/2023	31/03/2026	Head of Regeneration & Planning Policy	Lack of joined up thinking and lost opportunities	D	Regular meetings with other teams across Council. Improved level of engagement with partners.

Team Projects

Outcome 5.	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
SP23/26 RPP5.1	Develop and adopt new Economic Development Strategy to align with our Corporate Strategy, and taking account of evolving matters, including sustainability, the climate emergency action plan, the changing retail and property markets etc.	External specialist consultancy support	01/04/2023	31/03/2024	Economic Development Team	Lack of clarity on whether WBC resources are being applied appropriately to support business community, residents and encourage economic development	D	Concise, accessible, data informed strategy produced and adopted by Council

Outcome 6.	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
SP23/26 RPP6.1	Work alongside DM Leads and EHoS to identify strengths, weaknesses, opportunities and goals within the service to improve productivity, initiate budget savings and champion customer service.	None	01/04/2022	31/03/2024	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

Service Team: Planning Policy **Section Manager: Andrew Longley** **Executive Portfolio Holder: Cllr Liz Townsend**

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.**

Outcome 8.								
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
SP23/26 RPP8.1	Timely responses to requests for information on Section 106 Agreements	None	01/04/2023	31/03/2026	Planning Policy Manager	Customer and Member dissatisfaction will increase with a lack of access to information	S	Reduction in complaints
SP23/26 RPP8.2	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	01/04/2023	31/03/2026	Planning Policy Manager	Loss of Section 106 income (and non-financial obligations) to support infrastructure provision.	S	IFS published

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	D/S*	Success is measured / demonstrated by
SP23/26 RPP9.1	CIL receipts are collected and recorded in accordance with agreed procedures.	Additional staffing needed to support on administrative tasks.	01/04/2023	31/03/2024	Planning Policy Manager	Loss of CIL income to support infrastructure provision	S	Successful Audit; Appeal outcomes; Regulatory compliance
SP23/26 RPP9.2	Annual Strategic CIL bidding rounds held and reported to CIL Advisory Board and Executive/ Council for approval in a timely manner.	None	01/04/2023	31/03/2024	Planning Policy Manager	Strategic and local infrastructure provision is delayed	TBC	Effective and efficient delivery of necessary infrastructure

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	D/S*	Success is measured / demonstrated by
SP23/26 RPP10.1	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	01/04/2023	31/03/2026	Planning Policy Manager	Council has reduced capacity to successfully defend its decisions at planning appeals.	D	Attendance at appeals/inquiries.
SP23/26 RPP10.2	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)	01/04/2023	31/03/2026	Planning Policy Manager	Quality of design in proposals will reduce. Reputational damage	D	Attendance at appeals/inquiries.
SP23/26 RPP10.3	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	01/04/2023	31/03/2026	Planning Policy Manager	Quality of heritage/conservation content of proposals will reduce.	D	Attendance at appeals/inquiries.
SP23/26 RPP10.4	Listed building application are determined in accordance with the Council's targets	None	01/04/2023	31/03/2026	Planning Policy Manager	Customer dissatisfaction will increase and risk of increase in appeals against non-determination.	S	Number of application determined within statutory timescales.

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	D/S*	Success is measured / demonstrated by

SP23/26 RPP11.1	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	31/03/2024	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.	D	Submission of data to Government for the Housing Delivery Test. Publication of the AMR and Five Year Housing Land Supply Position Statement
SP23/26 RPP11.2	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	31/03/2024	Planning Policy Manager	Penalties from Government - this is a statutory requirement	S	Publication of the Annual Monitoring Report

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	D/S*	Success is measured / demonstrated by
SP23/26 RPP12.1	Conservation Area appraisals carried out in line with Project Plan	None	01/04/2023	31/03/2026	Planning Policy Manager	Conservation Area decision making will occur without up to date review to support quality of decision.	TBC	TBC
SP23/26 RPP12.2	Buildings of Local Merit are agreed and reviewed when necessary or as identified through the Development Management process.	None	01/04/2023	31/03/2026	Planning Policy Manager	Buildings of Merit may not constitute a material consideration in planning decisions, or given less weight.	TBC	TBC
SP23/26 RPP12.3	Monitoring of Buildings at Risk (Listed Buildings) register, including the identification of specific buildings and processes to improve their condition.	None	01/04/2023	31/03/2026	Planning Policy Manager	Potential loss of listed buildings, and potential higher cost to the Council in rectifying problems if not identified early.	TBC	TBC
SP23/26 RPP12.4	To run the biennial Design Awards in 2024 and consider opportunity to deliver jointly with Guildford Borough Council	~£3,000 per round	01/04/2023	31/03/2026	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	TBC
SP23/26 RPP12.5	Prepare and adopt design codes for the Borough and consider specific codes for each of the main settlements	Additional officer support 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.	TBC	TBC

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	D/S*	Success is measured / demonstrated by
SP23/26 RPP13.1	Local Plan Part 2 adopted	None	01/04/2023	01/09/2023	Planning Policy Manager	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.	S	Adoption of LPP2 by Council

SP23/26 RPP13.2	Scope and undertake evidence base collation to inform any update of Local Plan Part 1.	None beyond draft budget	01/04/2023	31/03/2025	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. Council would not be in a position to progress rapidly with an update when the time is right in relation to the proposed planning reforms	S	Completion of evidence base collation
SP23/26 RPP13.3	Respond to consultations on proposed changes to Planning Policy at national and local level e.g. National Planning Policy Framework, AONB Review to ensure that WBC position articulated.	None	01/04/2023	31/03/2026	Planning Policy Manager	Inability to influence new policy which has an impact on the borough	D	Submission of response to consultations

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	D/S*	Success is measured / demonstrated by
SP23/26 RPP14.1	Timely responses to draft Neighbourhood Plans and other requests for guidance/support from Neighbourhood Plan groups	None	01/04/2022	31/03/2024	Planning Policy Manager	Housing delivery is detrimentally affected and penalties incurred e.g. application of "tilted balance" on appeals.	D	Adoption of Neighbourhood Plans
SP23/26 RPP14.2	Current Neighbourhood Plans at appropriate stage successfully proceed to examination, referendum and adoption.	None	01/04/2022	31/03/2024	Planning Policy Manager	Housing delivery is detrimentally affected and penalties incurred e.g. application of "tilted balance" on appeals.	D	Adoption of Neighbourhood Plans

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	D/S*	Success is measured / demonstrated by
SP23/26 RPP15.2	Continue to review (as has been undertaken previously) the effects of CIL on development delivery. A formal review of the CIL Charging Schedule may be appropriate alongside any update of LPP1	None	01/04/2023	28/02/2026	Planning Policy Manager	Unable to address any adverse consequences of current CIL schedule	S	Ongoing assessment and review of impact

Corporate compliance

Outcome 19.	Standing Corporate Compliance Actions are achieved							
	Corporate Priority: ALL							
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
SP23/26 RPP19.1	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
SP23/26 RPP19.2	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
SP23/26 RPP19.3	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.

SP23/26 RPP19.4	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
SP23/26 RPP19.5	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
SP23/26 RPP19.6	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.
SP23/26 RPP19.7	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
SP23/26 RPP19.8	Make sure that Accessibility regulations are adhered to – ensure that all content including all documents that appear on the Waverley website (owned by the service) or any other sub sites created for projects are created in an accessible format and make available accessibility training to staff where appropriate. Make sure that Equality Impact Assessments are carried out by teams as appropriate.	Within existing budgets, support from Corporate Equality Group	Ongoing		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
SP23/26 RPP19.9	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	
SP23/26 RPP19.10	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: 02/03/2023 15:20

*D/S - Discretionary / Statutory