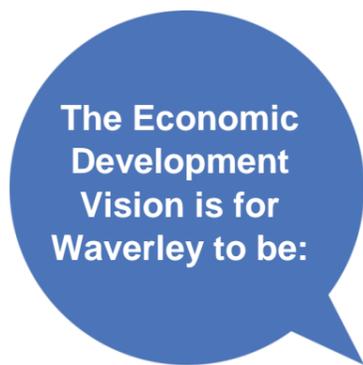


# Waverley's Economic Development Strategy 2018–2032: Action Plan

The Economic Development Strategy has three parts – the Economic Development Vision, the Long-Term Economic Plan and the Action Plan. The Economic Development Strategy 2018-2032 main document sets out these first two parts in full, alongside the evidence base. This document sets out the Action Plan. Please consult the full Economic Development Strategy.

The **Economic Development Vision** is the high-level ambition for Waverley's economy over the life of the Strategy to 2032 and beyond. The delivery of the Economic Development Vision is supported by six Themes which represent the areas in which Waverley Borough Council ("the Council") will work with its partners.



*A successful place where local businesses can grow and flourish. Where all our rural and urban communities have access to sustainable, high quality employment. Where everyone living and working in Waverley can share in its beautiful natural environment and economic prosperity.*

**Achievement of the Vision is supported by six Themes:**



**Encourage sustainable business and employment growth in both our urban and rural areas**



**Provide high quality business and employment support**



**Support healthy town and village centres**



**Encourage a successful visitor economy that is right for Waverley**



**Expand links with and support for the education sector**



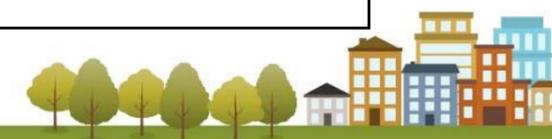
**Support the right housing developments in Waverley**

**The Action Plan** sets out shorter-term activities in relation to each of the Themes. Where possible, these activities are designed with measurable targets to allow progress to be assessed objectively and reported on at least annually to the Overview & Scrutiny Committees. Further, the Council and its partners have identified roles in achieving each of these targets. The Action Plan will be flexible to local concerns that arise, and the economic monitoring that is undertaken, by incorporating new actions and targets as required over time.

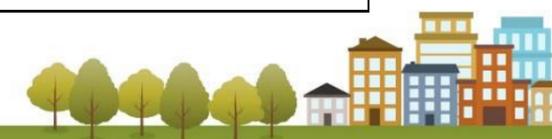
The following table presents the 2018-20 Action Plan that has been developed by Waverley Borough Council in line with the 2018-32 Economic Development Strategy.

## Economic Development Action Plan 2018-20

ACTION	STRATEGIC THEME	LEAD	TARGETS AND MEASURES
<p>1. Boost Waverley's businesses through awarding of council contracts.</p>	<p>Encourage sustainable quality business and employment growth</p>	<p>Procurement/ Economic Development</p>	<p>Increase the share of Waverley Borough Council contracts that are awarded to local businesses by 5% in spend by 2020. (Excluding major contracts)</p>
<p>2. Foster effective regional partnerships to encourage business growth and sectoral support. Including: Enterprise M3 LEP, Surrey County Council, Surrey and local Chambers of Commerce, Business South, DIT and the Department for Business, Energy &amp; Industrial strategy (BEIS), Federation of Small Businesses and Invest in Surrey.</p> <p>Investigate and encourage business sectors where there is scope for growth and collaboration, including local clusters e.g. KIBS, creative, health and IT.</p>	<p>Provide high quality business and employment support</p> <p>Support the right housing developments</p>	<p>Economic Development team/ Housing/ Planning</p>	<p>Maintain a strong relationship with Enterprise M3. Leader of the council current on the LEP board.</p> <p>Attend EM3 and SCC economic development officer meetings quarterly for bench marking and group working.</p> <p>Calculate local infrastructure project investment by 2020 Increase number of business meetings/ opportunities with partners to encourage export.</p> <p>Bid for investment in infrastructure needed to support new homes. (e.g. Transport, high speed broadband, parks, leisure, health, cultural services, employment support, where relevant.)</p>
<p>3. Commercial Premises Identify and invest in new commercial premises, and other investment projects alongside The Enterprise Centre and Wey Court, Farnham and Langham Park, Godalming to protect suitable employment space and provide long term stable units as well as increasing the council's income. Be "a landlord of choice".</p> <p>Explore opportunities to work in partnership with the private sector e.g. consider hotel/leisure development partnership opportunities.</p> <p>The council to work with local town and parish councils and chambers to monitor and safeguard the loss of key office and retail sites via permitted development rights.</p>	<p>Supporting sustainable quality business and employment growth</p>	<p>Investment Board with assistance from Economic development team/ chambers of commerce.</p>	<p>Once purchased, measure unit take up and monitor occupancy and aim for at least a 90% occupancy rate.</p> <p>Monitor permitted development rights of employment space.</p>
<p>4. The council to maximise the potential benefits of the Brightwells regeneration project for the residents of Waverley.</p>	<p>Supporting healthy town centres</p>	<p>Crest Nicholson/ Cratus/ Economic</p>	<p>Number of jobs created, number of local people employed. Monitor the available employment support in advance of opening.</p>



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<p>The council to work closely with the developer of the project to encourage support of local initiatives and sponsor local events.</p> <p>Working with the developer, its tenants and Waverley Training Services to create employment opportunities and matching skill sets.</p> <p>Support the effective use of the developers' financial contributions towards infrastructure and public art.</p>		<p>development team/ Waverley Training Services/ arts and culture team.</p>	<p>Value of inward investment to Farnham</p> <p>Number of units let.</p> <p>Business rates value</p>
<p>5. Supporting Waverley's existing and new businesses</p> <p>Offer free commercial property searches for businesses.</p> <p>Signposting to free business advice from the Enterprise First service and other partners.</p> <p>Create marketing opportunities for SME's by providing free networking opportunities and training events with the Enterprise M3 LEP and growth hub in key areas. One to one business clinics, cyber security and GDPR.</p> <p>Sponsor and promote business involvement of Waverley's BIG business awards in 2018.</p> <p>Develop opportunities for the Creative Industries sector, including craft makers.</p>	<p>Supporting sustainable quality business and employment growth</p> <p>And</p> <p>Provide high quality business and employment support.</p>	<p>Economic Development team</p>	<p>Create clear KPI's that monitor an Increase the number of businesses/ residents supported by Enterprise First contract. Provide advice to at least 150 people every year.</p> <p>Monitor number and attendance of Waverley's SME's events provided and evaluate quality/ relevance of events.</p> <p>Increase the press coverage of the business awards for local businesses and create an evaluation toolkit.</p> <p>Ensure value/ return on investment for Business South membership fee. Monitor opportunities for business support/ growth and business engaged.</p>
<p>6. Support the rural economy</p> <p>Working with parishes and key partners such as Guildford Borough Council, Wey &amp; Arun Canal Trust and the Surrey Hills ANOB to communicate business support opportunities.</p> <p>With the National Trust, create an ecobuild café at Frensham Great Pond.</p> <p>Look at new approaches to woodland management to create business opportunities.</p> <p>Work with local landowners and Natural England to increase access.</p>	<p>Supporting sustainable quality business and employment growth</p>	<p>All. Economic development/ parks &amp; countryside.</p>	<p>Establish regular meetings with key partners i.e. National Trust, Surrey Hills, Guildford BC rural team, estates.</p> <p>Explore the nature of rural businesses and their needs.</p> <p>Establish a protocol for woodland management that creates opportunities.</p>



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<p>7. Skills and employment Work with Waverley Training Services promote the benefits of apprenticeships to employers. Place more people into apprenticeships including the young, returners to work, reskilling and the over 50's.</p> <p>Provide recruitment events looking at key areas such as branding your business for recruitment success and the future of employment with artificial intelligence and robots for local employers.</p>	Supporting sustainable quality business and employment growth	Waverley Training Services/ Economic Development team	<p>Waverley Training Services (WTS) to place at least 100 apprentices in local placements a year</p> <p>Increase awareness of apprentices and increase the number of businesses who have an apprentice. Five new businesses a year.</p> <p>Monitor number of businesses attending Waverley Borough Council (WBC) events over 2018-20</p>
<p>8. Address unemployment by helping people in deprived wards in Waverley into work.</p>	Supporting sustainable quality business and employment growth and Provide high quality business and employment support.	Economic Development team with GATE Farnham job club	<p>Farnham Job Club to assist 50 local residents per year in education or employment.</p> <p>Support a new job club in Godalming and projects to support residents and evaluate numbers who get into education and employment as a result of the job clubs.</p>
<p>9. Monitor the state of the local economy and boost Waverley's businesses through initiatives and events.</p> <p>Offer the business perspective internally.</p> <p>Support local initiatives such as the Haslemere Business Centre.</p> <p>Support business community to investigate feasibility of a four site Business Improvement District (BID) project.</p> <p>Support Dunsfold Park and other business parks in providing employment space for knowledge intensive businesses.</p> <p>Support prompt and proactive planning responses to commercial applications.</p>	Provide high quality business and employment support.  Supporting healthy town centres	Waverley leadership team.  Economic development team.	<p>Number of business engagement opportunities. 100 per annum.</p> <p>Create economic dashboard for borough to identify patterns and changes. Share annual economic dashboard results.</p> <p>Record number of downloads and requests for "Start your business in Waverley" book, monitor those setting up a business.</p> <p>Monitor business start-up and survival rates to deliver improvement survival rates by 2020</p> <p>Establish an exit survey for businesses where possible and evaluate findings.</p> <p>Monitor and record business rates and issues.</p> <p>Business engagement in BID feasibility study 2018/19</p> <p>Monitor PDR numbers.</p>
<p>10. Communicate effectively with businesses using the most appropriate channels.</p>	Provide high quality business and employment support	Economic development/ communications department WBC	<p>Meet the four chambers of commerce at least three times a year to discuss projects of mutual interest.</p> <p>Carry out annual survey of Waverley businesses to gauge opinion, direct activities. Share findings. Increase response rate year on year.</p>



ACTION	STRATEGIC THEME	LEAD	TARGETS AND MEASURES
			<p>Council and economic development team will keep updated and communicate with partners to understand impacts and issues of Brexit. Will refine business support services in light of this.</p> <p>Monitor number of communication/ marketing/business engagement opportunities achieved via Surrey Chamber of Commerce membership.</p> <p>Grow business GDPR compliant newsletter database from 1200 in summer 2018.</p> <p>Monitor traffic figures to business webpages and evaluate content on a regular basis.</p> <p>Have initial meetings with the key 15/20 employers in the borough 2018/19 to build a stronger business understanding and community.</p> <p>Develop communication with key business parks in the area. Face to face meetings with 4x in 2018</p> <p>Monitor meetings with key partners, SCC/DIT/ Growth hub.</p> <p>Begin to use the EM3/ SCC/HCC customer relationship management system.</p> <p>Establish contacts with house builders who provide work space.</p> <p>Explore the needs of existing chamber members via one to one meetings. Encourage businesses join local chambers of commerce.</p>
<p>11. Work closely with town and parish councils to identify key areas of activity and explore joint projects to support high streets, retail and service activities.</p> <p>Explore new infrastructure projects. Submit regular infrastructure proposals through the LEP.</p>	<p>Supporting healthy town centres and</p> <p>Provide high quality business and employment support</p> <p>Encourage the visitor economy in a way that fits Waverley</p>	<p>Economic Development team / procurement/ parks &amp; countryside team</p>	<p>Joint town council meetings every quarter</p> <p>Monitor vacancy rates and unit mix bi-annually.</p> <p>Communication with parishes on an annual basis regular basis and more regularly on specific projects i.e. Vacancy rates.</p> <p>Monitor the number of local events promoted via WBC channels.</p> <p>Record the number of businesses benefited from participation in Compete on the Street.</p>
<p>12. Help businesses meet their corporate social responsibility objectives by promoting and encouraging the business sector working with the local community.</p> <p>Be principal sponsor of the Waverley BIG business awards with a partnership award.</p>	<p>Provide high quality business and employment support</p>	<p>Economic Development team/ Communities/ Housing/Planning/ Economic Development team</p>	<p>Measure return on investment of sponsorship in terms of press coverage for local businesses and council.</p> <p>Measure the number of businesses engaged with.</p> <p>Create a number of on and offline opportunities to promote CRS and working with the voluntary sector and local town and parish councils.</p>
<p>13. The council to provide a parking strategy for each town centre in order to maximise the use of existing</p>	<p>Supporting healthy town centres</p>	<p>Environmental Services/</p>	<p>Put a car parking strategy in place for each town and monitor</p>



ACTION	STRATEGIC THEME	LEAD	TARGETS AND MEASURES
parking capacity and provide additional capacity where needed and local employees parking schemes.		Economic Development team	
<p>14. Promote Waverley as a visitor destination</p> <p>Increase the number of visitor overnights and value of the visitor economy to local businesses by working with Visit Britain/ Visit England/ Tourism South East/ Visit Surrey/ the National Trust to promote the borough as a business and leisure destination via business support, Product development, Enterprise and employment and Visitor management projects and activities.</p>	Encourage the visitor economy in a way that fits Waverley	Economic Development team/ planning/ communications	<p>Increase the number of hotel beds/stays therefore the value and employment value of the sector. Monitor</p> <p>Increase number of networking opportunities created for businesses per annum.</p> <p>Recommend transfer ownership of land to Wey &amp; Arun canal.</p> <p>Quarterly cross borough/ county, performing arts venues meetings. Hosted by venues.</p> <p>Increase the income generation of filming for the council and borough and per annum. Value of filming on WBC land £7,000 for WBC in 2016/17</p>
15. The council to contribute to consultations on all forms of local service supply and monitor community asset stock.	Support the right housing development	Economic development team with planning.	<p>Number of consultations responded to.</p> <p>Communicated to local businesses/ councils.</p> <p>Increase number of businesses engaged in the supply chain.</p>
<p>16. Support education establishments to maximise opportunities to work with local communities and businesses. From facilities and careers advice.</p> <p>Identify suitable premises for creative use for people across the borough, but particularly UCA students and organisations to work with the UCA.</p> <p>Support UCA find local student accommodation and establish more suitable premises for local work and exhibition space.</p>	Develop links and support higher educational institutions	Head of Service/Planning/Economic Development team	<p>Monitor student accommodation in and out of the borough</p> <p>Increase in number of graduates staying and working in Waverley.</p> <p>Increase in number of local work and exhibition spaces</p>

