

To: All Members and Substitute Members of
the Overview & Scrutiny Committee -
Value for Money & Customer Service
(Other Members for Information)

When calling please ask for:
Georgina Hall, Democratic Services Officer
Policy and Governance
E-mail: georgina.hall@waverley.gov.uk
Direct line: 01483 523224
Date: 14 May 2021

Membership of the Overview & Scrutiny Committee - Value for Money & Customer Service

Cllr Peter Martin (Chairman)	Cllr Jerry Hyman
Cllr Joan Heagin (Vice Chairman)	Cllr Peter Marriott
Cllr Brian Adams	Cllr Stephen Mulliner
Cllr Roger Blishen	Cllr Peter Nicholson
Cllr Jerome Davidson	

Substitutes

Cllr Richard Cole	Cllr Kika Mirylees
Cllr Simon Dear	

Members who are unable to attend this meeting must submit apologies by the end of Monday, 17 May 2021 to enable a substitute to be arranged.

Dear Councillor

A meeting of the OVERVIEW & SCRUTINY COMMITTEE - VALUE FOR MONEY & CUSTOMER SERVICE will be held as follows:

DATE: MONDAY, 24 MAY 2021
TIME: 7.00 PM
PLACE: COUNCIL CHAMBER

The Agenda for the Meeting is set out below.

Please note that due to current Covid restrictions, seating in the public gallery is extremely limited. The meeting can be viewed remotely via [Waverley Borough Council's YouTube channel](#) or by visiting www.waverley.gov.uk/webcast.

Yours sincerely

ROBIN TAYLOR
Head of Policy and Governance

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Waverley Corporate Strategy 2020 - 2025

Vision

Our vision is that Waverley will be environmentally, economically and financially sustainable with healthy, inclusive communities and housing available for all who need it.

Our strategic priorities:

- ✓ Local, open, participative government
- ✓ Supporting a strong, resilient local economy
- ✓ Taking action on Climate Emergency and protecting the environment
- ✓ Good quality housing for all income levels and age groups
- ✓ Effective strategic planning and development management to meet the needs of our communities
- ✓ Improving the health and wellbeing of our residents and communities
- ✓ Financial sustainability

Good scrutiny:

- is an independent, Member-led function working towards the delivery of the Council's priorities and plays an integral part in shaping and improving the delivery of services in the Borough;
- provides a critical friend challenge to the Executive to help support, prompt reflection and influence how public services are delivered;

- is led by 'independent minded governors' who take ownership of the scrutiny process; and,
- amplifies the voices and concerns of the public and acts as a key mechanism connecting the public to the democratic process.

NOTES FOR MEMBERS

Members are reminded that contact officers are shown at the end of each report and members are welcome to raise questions etc in advance of the meeting with the appropriate officer.

AGENDA

1. **CONFIRMATION OF CHAIRMAN AND VICE CHAIRMAN**

To confirm the Chairman and Vice Chairman at the start of the new council year.

2. **MINUTES**

To confirm the Minutes of the Meeting held on 8th March 2021 (to be laid on the table 30 minutes before the meeting).

3. **APOLOGIES FOR ABSENCE AND SUBSTITUTES**

To receive apologies for absence and note any substitutions.

Members who are unable to attend this meeting must submit apologies by the end of Monday 17 May to enable a substitute to be arranged, if applicable.

4. **DECLARATIONS OF INTERESTS**

To receive Members' declarations of interests in relation to any items included on the agenda for this meeting, in accordance with Waverley's Code of Local Government Conduct.

5. **QUESTIONS FROM MEMBERS OF THE PUBLIC**

The Chairman to respond to any written questions received from members of the public in accordance with Procedure Rule 10.

Questions should be received by 5pm on Monday 17 May 2021.

6. **COMMITTEE WORK PROGRAMME** (Pages 7 - 16)

The Value for Money & Customer Service Overview & Scrutiny Committee is responsible for managing its work programme.

A Scrutiny Tracker has been produced to assist the Committee in monitoring the recommendations that have been agreed at its meetings. The Tracker

details the latest position on the implementation of these recommendations and is attached as Part C of the work programme.

Recommendation

That the Committee note the work programme and make suggestions.

7. QUESTIONS FROM MEMBERS

The Chairman to respond to any questions received from Members in accordance with Procedure Rule 11.

Questions should be received by 5pm on Monday 17 May.

8. CORPORATE PERFORMANCE REPORT QUARTER 4

The Corporate Performance Report provides an analysis of the Council's performance for the fourth quarter of 2020 / 2021.

This will be presented by the Corporate Policy Manager.

Recommendation

That the Committee consider and comment on the report.

Report to be circulated as a supplementary document.

9. KEY PERFORMANCE INDICATOR REVIEW REPORT

To receive a report from the Policy and Performance Officer. This will be presented by the Corporate Policy Manager.

Recommendation

To consider the performance of the service areas under the committee's remit and make any recommendations to senior management or the Executive as appropriate, and consider the Annual Review of Performance Indicators and make any comments or recommendations to the Executive.

Report to be circulated as a supplementary document.

10. RECOVERY, CHANGE AND TRANSFORMATION PROJECT EVALUATIONS
(Pages 17 - 46)

To receive a report from the Head of Commercial Services. It will be presented by the Development Programme Manager.

Recommendation

That the Committee notes the closure of the RCT Projects, and therefore the

overall Programme, discussed in the report and passes any comments and observations to the Executive.

11. ECONOMIC DEVELOPMENT STRATEGY (Pages 47 - 144)

To be led by the Head of Planning and Economic Development

Recommendation

To consider the Economic Development Strategy, the Waverley Economic Development Strategy Action Plan and the Economic Development Covid 19 Action Plan and make any suggestions to the portfolio holder and / or the Executive.

12. WORKPLACE PROFILE UPDATE (Pages 145 - 164)

To receive a report from Sally Kipping, HR Manager

Recommendation

The Committee is asked to note this report and to make any comments or recommendations to the Executive based on its contents.

13. PROPERTY INVESTMENT UPDATE (Pages 165 - 172)

This will include an update on the transformation of The Burys site.

Recommendation

That the Committee notes the property investment activity and makes any observations or recommendations to the Portfolio Holder and/or Executive as appropriate

14. EXCLUSION OF PRESS AND PUBLIC

To consider the following recommendation on the motion of the Chairman:

Recommendation

That pursuant to Procedure Rule 20 and in accordance with Section 100A(4) of the Local government Act 1972, the press and public be excluded from the meeting during consideration of the following items on the grounds that it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the public were present during the items, there would be disclosure to them of exempt information (as defined by Section 100I of the Act) of the description specified in the appropriate paragraph(s) of the revised Part 1 of Schedule 12A to the Act (to be specified at the meeting).

14.a PROPERTY INVESTMENT QUARTERLY REPORT (Pages 173 - 174)

15. ANY OTHER ISSUES TO BE CONSIDERED IN EXEMPT SESSION

To consider any matters relating to aspects of any reports on this agenda which, it is felt, may need to be considered in exempt session.

Officer contacts:

Mark Mills, Policy Officer - Scrutiny

Tel. 01483 523078 or email: mark.mills@waverley.gov.uk

Georgina Hall, Democratic Services Officer

Tel. 01483 523224 or email: georgina.hall@waverley.gov.uk

INTRODUCTION TO WAVERLEY BOROUGH COUNCIL

OVERVIEW AND SCRUTINY WORK PROGRAMME

The programme is designed to assist the Council in achieving its corporate priorities by ensuring topics add value to the Council's objectives, are strategic in outlook, are timed to optimise scrutiny input and reflect the concerns of Waverley residents and council members. The programme is indicative and is open to being amended with the agreement of the Chair with whom the item is concerned. The work programme consists of three sections:-

- Section A – Lists the Scrutiny tracker of recommendations for the municipal year.
- Section B – Lists items for Overview and Scrutiny consideration. It is not expected that the Committee cover all items listed on the work programme and some items will be carried over into the following municipal year. In-depth scrutiny review topics for consideration by the respective Committee will also be listed in this section.
- Section C – Lists live in-depth scrutiny task and finish groups, including objectives, key issues and progress.

Section A

Scrutiny Tracker 2020/21

Value for Money and Customer Service O&S Scrutiny Tracker				
Meeting date	Agenda item	Outcomes / Recommendations	Officer / Executive response	Timescale
9 th March 2021	Service Plans	Head of Planning and Economic Development requested to bring the detail of the Economic Development Strategy to the next Value for Money and Customer Service Overview and Scrutiny Committee. Legal services to add performance indicators in the Corporate Performance report where appropriate.	PIs related to land charges and FOI are being developed and will be presented to the June committee.	June 2021
	Recovery change and transformation project	The Head of Commercial Services requested to bring an end of programme report to the next meeting of the Value for Money and Customer Services Overview and Scrutiny Committee.		June 2021
	Business Transformation project	The Head of Business Transformation to provide cost savings for the current projects.		June 2021
	Committee Work Programme	A presentation for the next meeting on the Community Infrastructure Levy (CIL) process.		June 2021
	Corporate Performance Report Q.4	Head of Finance and Property was requested to introduce a new KPI on property investment.		June 2021

Value for Money and Customer Service Overview and Scrutiny Committee

	Property Investment	A timeline on the transformation of The Burys site to come to the next meeting of Value for Money Overview and Scrutiny.		June 2021
25 January 2021	General Fund Budget 2021/22 and Medium Term Financial Plan 2021/22 - 2024/25	<p>The strategic director Graeme Clark agreed to circulate more information on inflation and contractual charges.</p> <p>The Chairman requested more comprehensive budget papers in future. It was also suggested that it would be helpful to see causal analysis showing the effect of Covid-19 on the budget. The Capital Projects Spending Review would look at whether the Council's spending priorities were still correct in the time of Covid-19.</p> <p>The committee requested separate pages of information about property.</p>		2021/22
	Review of complaints closed in 2019/20	The Corporate Complaints Manager agreed to look into a complaint about postal voting following a comment from the Vice Chair. The lessons learnt from the housing complaints would be taken to the Housing O&S committee with a breakdown of what had actually been done about the complaints.	Email with details sent on 26/1/21.	March 2021
	Property Investment Advisory Board activity update	The Committee heard that the Property Investment Strategy was being reviewed in light of changes of Government's rules. The Committee will review this at the next meeting.		March 2021
	Committee Work Programme	A request to see the Economic Development Strategy on the Overview and Scrutiny agenda and a review of whether the Community Infrastructure Levy process was working.	Added to Forward Work Programme	2021/22

Value for Money and Customer Service Overview and Scrutiny Committee

16 November	Medium Term Financial Plan update	<p>The Committee noted the report and resolved: To look at the Council's reserves and provisions in another meeting in greater depth prior to the budget setting. The Committee would like financial data to be presented differently in future meetings so that when figures are presented, they know how much it is out of. The Committee wanted to see gross figures presented on the left hand side of any tables of figures. Reminded the Executive of the suggestions made in July in the context of the Contingency Revised General Fund Budget for 2020/21 relating to areas where further cost savings might be possible.</p>	An informal session on Council Reserves being arranged in early January 2021.	
	Recovery Change and Transformation Programme	<p>The Committee noted the progress which had been made and requested more commentary on the cost cutting nature of the financial information presented to be brought to the next committee meeting.</p>		
21 September 2020	Corporate Strategy	<p>The Committee considered the draft Strategy and made the following suggestions; point 23 needs to be more flexible as it is unlikely to be possible to have paperless agendas due to certain health and accessibility issues; the points should be grouped into portfolios; the objectives need to be 'smart' and point 11 needs targets.</p>	The comments made will be considered for the final version of the Strategy which will come back to the Committee in November.	November 2020

Value for Money and Customer Service Overview and Scrutiny Committee

13 July 2020	Contingency Revised Budget 2020/21	The Committee considered the proposed contingency budget produced in response to the immediate financial impacts of covid and made the following suggestions regarding the MTFP: wider use of the Better Care fund; an increase in the green waste subscription fee, and cutting grass verges to the standard allowed with funding from SCC. The Committee also suggested reconsideration of the SANG reserve to contribute to the short-term shortfall.	The contingency budget 2020/21 was passed at Council 11 August 2020. The suggestions for the MTFP were noted and the Committee will have a chance to consider these in more depth when it considers the revised MTFP November 2020.	August 2020
20 January 2020	Medium Term Financial Plan 2020/21 – 2023/24 and General Fund Budget 2020/21	The Committee generally supported the five recommendations from Executive to Council.	The recommendations were agreed at full Council 18 February 2020.	February 2020
18 November 2019	Budget Strategy Working Group Interim Report	The Committee recommended that transformation costs should be carefully estimated with regard to both quantum and timing and included in the MTFP model.	The transformation costs will be included in the revised MTFP which is being worked on and will be reported in November 2020.	November 2020
	Review of Complaints Closed in 2018/19	Given the higher number of complaints for Housing Operations compared to other services, the Committee requested officers undertake some research into the number of complaints of other local authorities with a similar level of housing stock.	Initial research has been carried out but it has been very difficult to find published data from similar organisations. The Housing O&S Committee are continuing to monitor the level of complaints.	June 2020
24 June 2019	Work programming	The Committee agreed to invite the Portfolio Holder to address the Committee regarding finalisation of Community Infrastructure Levy governance arrangements and any anticipated change of policy direction.	The Committee did have this item on the work programme for June 2020 but the disruption caused by covid means it remains on the work programme to be considered at a later date.	2021

Value for Money and Customer Service Overview and Scrutiny Committee

26 June 2017	Performance Management Report	The Committee requested suggestions from officers for establishing customer satisfaction baseline data.	Key performance indicators and management information should be in place by the end of this financial year.	March 2021
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Section B

Work programme 2020/21

Subject	Purpose for Scrutiny	Lead Member / Officer	Date for O&S consideration	Date for Executive decision (if applicable)
Q.4 Corporate Performance Review	To receive a report on the performance indicators for the previous quarter	Louise Norie	May 2021	N/A
Recovery, Change and Transformation Programme update	To receive an end of programme report on the elements of the programme relevant to the committee's remit.	Kelvin Mills / Debbie Smith	May 2021	As and when within the projects
Property Investment quarterly report (exempt)	To receive an item detailing the performance of property portfolio.	Peter Vickers	May 2021	N/A
Property Investment Advisory Board Activity update report	To receive a report updating the Committee on the progress and activity of the Property Investment Advisory Board.	Peter Vickers	May 2021	N/A
Council accommodation at the Burys	To receive an update on the possible future of these premises in light of the options appraisal.	Peter Vickers	May 2021	N/A
Workforce profile	To provide detailed information about the Council's workforce to help assess staff resilience.	Sally Kipping	May 2021	June 2021
Community Infrastructure Levy (CIL)	To receive and scrutinise the annual review of CIL governance arrangements after the first bidding round.	Zac Elwood	May 2021	N/A
Economic Development Strategy	To receive an update on the delivery of the Strategy	Zac Elwood	May 2021	N/A
Car Parking Review Report (in relation to the remit of the Committee)	To scrutinise the income element of car parking, with particular focus on its relevance to meeting the Medium Term Financial Plan.	Richard Homewood	2021	2021
Business Transformation Project	To receive an update on progress and savings realisation.	David Allum	September 2021	N/A
Capital Strategy	To consider the Capital Strategy which incorporates the property and treasury strategies.	Peter Vickers	January 2022	February 2022
Commercial Strategy – income generation projects	To scrutinise the progress of specified income generation work-streams within the Commercial Strategy against the targets within the Medium-Term Financial Plan.	Kelvin Mills	TBC	N/A

Value for Money and Customer Service Overview and Scrutiny Committee

Subject	Purpose for Scrutiny	Lead Member / Officer	Date for O&S consideration	Date for Executive decision (if applicable)
Collaborative working with other local authorities	To scrutinise the proposed arrangements to collaborate with Guildford Borough Council.	Tom Horwood	Autumn 2022	TBC
Brightwells Yard	To monitor the income generation element of the Brightwells Yard development.	Kelvin Mills	2022	N/A
Budget reserves	To review the adequacy and utility of the Council's budget reserves	Peter Vickers	Sept 2021	N/A

Section C

Scrutiny Reviews 2020/21

Subject	Objective	Key issues	Lead officer	Progress
Budget Strategy Working Group	To strategically support the MTFP initiatives by implementing a support strategy that investigates the reduction of costs through efficiency measures and divesting services alongside a transformation programme.	<ul style="list-style-type: none"> • Medium term financial plan • Budget gap • Revenue support grant • Income generation • Participatory budgeting • Service delivery • Asset utilisation 	Peter Vickers	A written report was presented to the Committee at the January 2020 meeting.

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WAVERLEY BOROUGH COUNCIL

VALUE FOR MONEY OVERVIEW & SCRUTINY

MARCH 2021

Title:

Recovery, Change & Transformation (RCT) Programme completion

Portfolio Holder: Cllr P Follows Leader

Head of Service: Kelvin Mills, Head of Commercial Services

Key decision: No

Access: Public

1. Purpose and summary

This report is to update the Value For Money Overview & Scrutiny Committee on the closure and moving of the Recovery, Change and Transformation (RCT) projects into business as usual through updated ways of working and Service Plan priorities.

There were 10 projects in the overall programme, 7 of which report to this O&S Committee and the others to Community and Housing O&S.

The RCT Programme was set up in April 2020 in response to the emergency situation caused by Covid-19 pandemic. It sought to understand the impact of the COVID-19 pandemic on Waverley Borough Council, to acknowledge the change that has been required to respond, and to identify the immediate needs of the organisation and community as they move from emergency operations to recovery and planning for the future.

The recovery programme involves two main strands of activity and focused on the organisation's recovery (organisational recovery) and the community and economic recovery of the Waverley area.

The RCT Programme has achieved its aim, the impact of Covid-19 has now been assimilated into the normal business operation of the Council and how it supports its business and wider community.

All projects are proposed to close or transfer back to Business Transformation and a detailed project close report for five of the seven (non - Business Transformation) projects are attached in Annexe 1.

2. Recommendation

It is recommended that the Committee notes the closure of the RCT Projects, and therefore the overall Programme, discussed in this report and pass any comments and observations to the Executive.

3. Reason for the recommendation

To note the update and feedback any questions or comments.

4. Background

The COVID-19 pandemic continues to have a significant effect on the Council, its services, residents, businesses, staff and Councillors. As the emergency situation continues through periods of lockdown, and a TIER based system, it is clear that we are becoming more used to our new ways of working and living, and that we will need to adjust to this reality for a longer time to come.

It is evident that some of the new ways of working are of benefit to the Council's financial situation and must be captured as soon as possible before a return to working pre-pandemic is assumed.

For some of the projects that have continuing objectives, it is clear that they have become usual Council business and objectives are being updated in Service Plans going forward. In addition a new Corporate Strategy has been agreed at Council reflecting the new environment.

There are 10 projects: Three are considered by other O&S Committees (Housing, Economic Recovery and Community Resilience). The seven projects that have been identified for the O&S VFM Committee to have oversight of are:

Organisational Change projects

- Service Plans assessment and update – project close report attached
- People & Staff – project close report attached
- Corporate Projects – project close report attached
- Finance– project close report attached

Organisation Transformation Projects

- Agile working and IT – transfer back to Business Transformation
- Governance Decision Making– project close report attached
- Future Office Requirements – transfer back to Business Transformation

It is worth noting that this programme was set up whilst many services were still responding to the emergency situation that was required of them. For example, finance

supporting with business grants and community services playing a huge role to support individuals and families in urgent need.

The Programme was set up with no specific end date, however, the objectives of individual projects largely focused upon the financial year end as a point of completion.

Officers throughout the council were re-deployed to support the project process focusing the project teams on the objectives and proposed timelines.

A copy of the project close and lessons learned reports (including original objectives) can be found in Annex 1.

5. Relationship to the Corporate Strategy and Service Plan

One of the key strands of work from this programme was to update to the current Corporate Strategy and Service plans, having taken into account the impact of the pandemic.

The revised Corporate Strategy was signed off at December Council and the Service Plans continue to be reviewed ready for 2021-24 financial years.

6. Implications of decision

6.1 Resource (Finance, procurement, staffing, IT)

Closing this programme will allow services to utilise their business as usual models of working. However, it is anticipated that some of the learning from the project process will be taken forward in many areas. It is therefore not anticipated that any further staff, or financial support will be required organisationally.

6.3 Legal

The Recovery, Change and Transformation project was provided with legal support at the Programme Working Group level with representation by the Borough Solicitor, and each Project Board work stream is supported by either active participation or call-on when required support from a specific member of the Legal Services team. This ensured that any legal risks and opportunities were identified within each work stream and coordinated at the overarching Working Group.

6.4 Equality, diversity and inclusion

There is no Equality & Impact assessment for the programme itself as each project carried out its own assessment.h

6.5 Climate emergency declaration

Sustainability was identified as a cross-cutting theme across all projects within the programme.

7. Consultation and engagement

7.1 Each project close report has been signed off by the relevant Portfolio Holder and agreed at the RCT Programme Board. Individual project updates were taken to the relevant O&S Committees for scrutiny and where necessary involved wider stakeholder engagement. Two key examples of wider engagement were the Community Resilience and Economic Recovery projects. The overall Programme was overseen by the Leader and Deputy Leader of the Council.

8. Other options considered

8.1 To have continued without a formal programme that did not address the impact of the pandemic would have meant that the Council would not have been able to continue to operate its full range of services and would have had to take drastic cost cutting measures to balance its budget. Without the programme there would have been a less informed approach to generate the financial savings required.

Now these implications have been considered it is the right time to close the programme and update Service Plans to reflect the initial and on-going impact of Covid-19.

9. Governance journey

9.1 Executive, O&S Value for Money and O&S Community

Annexes:

Annexe 1 - All Project Close Reports

Background Papers

There are / are no background papers, as defined by Section 100D(5) of the Local Government Act 1972).

CONTACT OFFICER:

Name: Debbie Smith / Kelvin Mills
Position: Development Programme Manager / Head of Commercial Services
Telephone: 01483 523 432
Email: Debbie.smith@waverley.gov.uk or Kelvin.Mills@waverley.gov.uk

Agreed and signed off by:
Legal Services:
Head of Finance:

ValueforMoneyOSRCTReportMay21 FINAL.docx

PROJECT END AND LESSONS LEARNT REPORT

SERVICE PLANS

REPORT DATE: 29th January 2021

Purpose of Document

This report is the Project Manager’s report to the Project Board on how well the project has performed against its Project Initiation Document, including the original planned cost, schedule and tolerances, in order to hand over any duties and to receive a final project sign off. The original Business Case, Project Initiation Document and final version of the Project Plan should be provided as supporting documentation to this report.

SECTION A. PROJECT DETAILS

Project Name:	Service Plans Assessment and Update (RCT Project)		
Project Manager	Louise Norie	Project Start Date	May 2020
Project Sponsor	Robin Taylor	Project Original Finish Date	September 2020
Project Ref. No	<i>If applicable</i>	Project Expected Finish Date	December 2020

Project Priorities & Status

Project Priority Status RAG*
Completed On track
Completed Off track
Off track – not completed

Priority	Quality / Cost / Time	RAG Status	Comments
1	Quality	On track	All Service Plans with Covid Impact Assessment have been completed with a fair degree of consistency.
2	Time	Off track	Full update of Service Plans have been delayed
3	Cost	On track	No costs above establishment expected.

SECTION B. END OF PROJECT SUMMARY

Achievement of project objectives	
1-page SWOT analysis with Portfolio Holder engagement.	Complete
Create a comprehensive list of all services, for discussion by the Recovery, Change & Transformation Programme Board, provided by the Council that identifies:	Assessment made by HOST and managers in regards to their services, what was on hold and re-starting when appropriate. This was made

<p>(1) The current operational RAG status of each</p> <p>(2) The current level of demand vs pre-covid level of demand</p> <p>(3) Current staffing levels against establishment</p> <p>(4) Can additional staff be offered up for redeployment? Are additional internal redeployees needed?</p> <p>(5) Where services have been decommissioned, is there a business case for recommissioning them? If so, what is it? If not, what needs to be actioned for an orderly wind-up?</p> <p>(6) Where services have not been decommissioned, how will they be different in the future or will they be the same?</p>	<p>in conjunction with the financial analysis of the current budget and corporate projects project.</p>
<p>Once review of service plans are completed, review and if necessary, revise all recovery projects to check all areas are covered.</p>	<p>Completed at appropriate time in project</p>
<p>Revised Service Plans</p>	<p>Not yet completed but moving into next year processes.</p>
<p>A new Corporate Strategy for Waverley</p>	<p>Completed and signed off by full Council on 15th December</p>

<p>Benefits achieved as a result of the project</p> <p>Taking the time to consider how best to move forward with service plans and a full and thorough update of how each service had to change and adapt to work during the pandemic was a positive experience. It meant that all plans were updated consistently with guidance on thought process given.</p>

<p>Performance against planned time, cost and other tolerances</p> <p>No costs associated with this project</p>
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<p>Statistics on Project Issues</p>
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<p>Deliverables</p> <p>Updated Corporate Strategy</p>
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SECTION C. LESSONS LEARNT AND RECOMMENDATIONS

This document should also include any lessons that can be usefully applied to other projects. The data in the report should be used to refine, change and improve processes and quality standards.

Lessons Learnt
Ensure that process for project does not overtake the actual work itself. Reporting and meeting structure adjusted accordingly (meetings only taking place when necessary and simplified reports).

Handover roles and responsibilities
Service Plans remain business as usual for the team.

SECTION D. PROJECT CLOSURE AND SIGN OFF

Project Closure Meeting Date with the Project Board, Director or Head of Service
Programme Board on 1 st Feb 2021

Project Closure Meeting Details
The Programme Board agreed the close report

	Project Sign off from Project Manager	Project Sign off from Project Sponsor / Project Board representative / Director or HoS
Full Name	<i>Debbie Smith</i>	<i>Programme Board</i>
Sign off Date	<i>29th January 2020</i>	<i>1st February 2021</i>
Signature if applicable		

PROJECT END AND LESSONS LEARNT REPORT

REPORT DATE: 27th January 2021

Purpose of Document

This report is the Project Manager's report to the Project Board on how well the project has performed against its Project Initiation Document, including the original planned cost, schedule and tolerances, in order to hand over any duties and to receive a final project sign off. The original Business Case, Project Initiation Document and final version of the Project Plan should be provided as supporting documentation to this report.

SECTION A. PROJECT DETAILS

Project Name:	People and Staff (RCT Programme)
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Project Manager	Debbie Smith	Project Start Date	May 2020
Project Sponsor	Robin Taylor	Project Original Finish Date	June 2021
Project Lead / Prime User	Sally Kipping	Project Expected Finish Date	February 2021

Project Priorities & Status


Specify which criteria (quality, cost or time) is most critical for your project in order of priorities. Refer to the business case justification form. Also, populate the project status with RAG rating against each of priorities.

Project Priority Status RAG*
Completed On track
Completed Off track
Off track – not completed

Priority	Quality / Cost / Time	RAG Status	Comments
1	Time	Completed	A small percentage of staff have continued to work in The Bury's office space throughout the lockdown period, with the majority of staff continuing to work at home. However, as the restrictions start to ease, a comprehensive strategy for those needing to return to the office must be put in place.
2	Quality	Completed	All of the necessary measures in place to enable staff to return safely.
3	Cost	Completed	Currently no budget implications

SECTION B. END OF PROJECT SUMMARY

Achievement of project objectives

Establish a set of principles and values that will guide both our short term and longer term recovery	Complete
Preparing and implementing a healthy, safe and positive return of staff and councillors into the office.	<p>90% complete – implemented 27/07/20. A limited number of staff have been able to return to the office building in a controlled manor with an agreed policy in place (Return to Office Working Policy).</p> <p>Office signage in place re distancing and cleanliness.</p> <p>As we are not fully back into the office space and the country is still in lockdown, this objective will be monitored through the Covid Response Group, with an option to call this group together if required. It was agreed that this group would meet once the national lockdown starts to ease.</p> <p>ACTION – DS to speak to Wendy about adding this to the FOR PID - complete</p>
Create a plan for managing the transition to a new normal in the medium and longer term (working from home safely).	<p>This work has been largely completed from a point of view of recovery and the remaining elements will move into the Business Transformation project – ‘Future Office Requirements’.</p> <p>Working From Home Safely Guidance published Site Safety Guidance published</p> <p>ACTION - Workstation assessment form to be updated / made more comprehensive by Taz to include home working area.</p>
Support organisational change and HR activity required to bridge our new budget gap. Short term work completed - Longer term processes to return to HR business as usual	Business Transformation and HR ‘Business as usual’
Deliver an expanded wellbeing programme for both staff and councillors.	<p>Complete - Well Being Strategy developed and delivered and continues - strategy attached.</p> <p> Wellbeing Plan 2020.docx</p> <p>HR Business as usual.</p>

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Benefits achieved as a result of the project

The People & Staff group has worked well together across a number of teams and will continue to work together.

Good representation and participation on the group. It has been very good having UNISON representation on the group.

Lots of positive feedback from staff on how the pandemic has been handled – good collaborative group that has dealt with the medium term impacts.

Covid Hub on BackStage – Claire-Marie worked to keep this up to date with continual change

Able to make decisions quickly – respond quickly to changes made suddenly by national government

FAQs updated clearly and quickly

Regular staff and managers meetings which we are hoping to continue into the future. Spending time on the objectives and outcomes of the meetings.

Each member of the group completed research and gathered information externally to help make decisions and plans on a subject we were all new to. The group given this as their priority to focus on, was a safe open space to talk and make suggestions.

The new flexible working arrangements create resilience to other emergency situations in the future

Performance against planned time, cost and other tolerances
--

Minimal costs spent

Statistics on Project Issues

--

Deliverables

Return to Office Working Policy Digital Meeting Etiquette Site visit guidance Working From Home guidance Well-being programme including (Staff briefings and Time to Talk, Resilience, Well-being week) Communication strategy for staff and Councillors Suite of promotional signage / stickers etc that can also be used in the future Covid Hub FAQs

SECTION C. LESSONS LEARNT AND RECOMMENDATIONS

This document should also include any lessons that can be usefully applied to other projects. The data in the report should be used to refine, change and improve processes and quality standards.

Lessons Learnt

Regularly check the objectives of the group and remember to check other project objectives within the programme to ensure no overlap.

Took some time to establish the group but consider this to be normal to a new project group, especially in light of the national situation at the early stages of the project.

Could have completed an emergency exercise based on a pandemic as part of training. Did we look at our Business Continuity Plans when this situation arose?

Handover roles and responsibilities

Future Office Requirements group to cover return to office policy should that need to change / be updated in light of the return to a new normal.

Ensure that Health & Safety rep is on the Office Requirements group as this worked well in the People & Staff group

Immediate comms around the pandemic that continue to be required will be dealt with by HR and Comms directly.

Should the group be required to make changes to agreed policies or meet again this can be arranged.

Continue regular and more frequent managers group meetings

Ask Heads of Services to feedback on their Business Continuity Plan and whether they were looked at, need to be reviewed, updated etc – Tas to take forward

Managers and HOST to review their Business Continuity plans with contractors - Tas

SECTION D. PROJECT CLOSURE AND SIGN OFF

Project Closure Meeting Date with the Project Board, Director or Head of Service

Project Working Group met on 26th January and agreed the report.

Project Closure Meeting Details

Feedback from the Programme Board on 1st Feb was positive and agreed the close report

	Project Sign off from Project Manager	Project Sign off from Project Sponsor / Project Board representative / Director or HoS
Full Name	<i>Debbie Smith</i>	<i>Programme Board</i>
Sign off Date	<i>29th January 2021</i>	<i>1st February 2021</i>
Signature if applicable		

PROJECT END AND LESSONS LEARNT REPORT

REPORT DATE: 15 October 2020

Purpose of Document

This report is the Project Manager's report to the Project Board on how well the project has performed against its Project Initiation Document, including the original planned cost, schedule and tolerances, in order to hand over any duties and to receive a final project sign off. The original Business Case, Project Initiation Document and final version of the Project Plan should be provided as supporting documentation to this report.

SECTION A. PROJECT DETAILS

Project Name:	RCT Corporate Projects (Capital)
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Project Manager	Fotini Vickers	Project Start Date	April 2020
Project Sponsor	Kelvin Mills	Project Original Finish Date	August 2020
Project Ref. No	NA	Project Expected Finish Date	September 2020

Project Priorities & Status
--

Specify which criteria (quality, cost or time) is most critical for your project in order of priorities. Refer to the business case justification form. Also, populate the project status with RAG rating against each of priorities.

Project Priority Status RAG*
Completed On track
Completed Off track
Off track – not completed

Priority	Quality / Cost / Time	RAG Status	Comments
1	Time	Completed on track	The time scales were adjusted slightly to allow for an additional objective that was not in place at the beginning. Project was completed on time based on the revised timescales.
2	Quality	Completed on track	All original objectives, as well as an additional one were completed successfully
3	Cost	Completed on track	There were no direct cost implications from this project

SECTION B. END OF PROJECT SUMMARY

Achievement of project objectives
--

The project objectives have all been completed and are listed below:

1. *1-page SWOT analysis with Portfolio Holder engagement.* – Successfully produced a SWOT analysis following consultation with Cllr Merryweather.

2. *Review and consolidate one consistent Corporate Projects list detailing the allocated financial commitments* – A list of projects was produced by consolidating projects from the capital programme and those projects monitored by the Audit committee. The HRA projects were excluded from the scope of this project as they do not have an impact to the General Fund (GF)
3. *Review all projects funded from the GF and propose maximum saving to assist with mid-year budget review* – The rapid assessment of projects directly funded by the GF identified immediate savings that were incorporated into the midyear Emergency Contingency Budget review. A total of £480k of savings was achieved for 2020/21.
4. *Update from Project Leads on Corporate Projects Register in line with new priorities by working with existing Project Managers* – successful engagement with heads of service responsible for each project took place to identify where the opportunities for savings might be.
5. *Assessment and prioritisation of projects against agreed criteria, the criteria will include, but not be limited to ; Deliverability ;Impact of stopping; Financial & Resource Implications; Political Will* – Two sets of assessment criteria were developed to rank all project in the scope of this work. The primary assessment identified legislative/contractual commitments that meant the projects were essential. The secondary assessment produced a scoring system for all remainder projects.
6. *Creation of corporate project list with recommendations to either: Commit, Pause, Cancel* – a briefing report was produced and presented that listed a table of projects that were recommended to proceed, a table of projects ranked in terms of their proposed priority and finally a list of projects that were proposed to stop.

Benefits achieved as a result of the project

- A total of £480k worth of savings in 2020/21
- Set of assessment criteria was created to be used going forward to assess capital project requests.
- Positive engagement with pfh to produce a swot analysis

Performance against planned time, cost and other tolerances

As presented in the RAG rating above, the project was delivered on time and achieved all its objectives. There was no direct cost impact other than officer time that was covered by existing budgets.

Statistics on Project Issues

No issues arisen

Deliverables

- A total of £480k worth of savings in 2020/21
- Set of assessment criteria was created to be used going forward for new capital project requests.

SECTION C. LESSONS LEARNT AND RECOMMENDATIONS

This document should also include any lessons that can be usefully applied to other projects. The data in the report should be used to refine, change and improve processes and quality standards.

Lessons Learnt
<ul style="list-style-type: none"> • Further engagement with service heads to scrutinise current budgets could have resulted in more immediate savings.

Handover roles and responsibilities
<p>List the operational roles that will now be responsible for the operation of the project products and document the handover acceptance status (if applicable).</p> <p>The finance team are now using the assessment criteria for future capital bids.</p>

SECTION D. PROJECT CLOSURE AND SIGN OFF

Project Closure Meeting Date with the Project Board, Director or Head of Service
Meeting Date: 15 October 2020

Project Closure Meeting Details
Project Board

	Project Sign off from Project Manager	Project Sign off from Project Sponsor / Project Board representative / Director or HoS
Full Name	<i>Fotini Vickers</i>	<i>Programme Board</i>
Sign off Date	<i>7th October 2020</i>	<i>15th October 2020</i>
Signature if applicable		

PROJECT END AND LESSONS LEARNT R



REPORT DATE:

Purpose of Document

This report is the Project Manager's report to the Project Board on how well the project has performed against its Project Initiation Document, including the original planned cost, schedule and tolerances, in order to hand over any duties and to receive a final project sign off. The original Business Case, Project Initiation Document and final version of the Project Plan should be provided as supporting documentation to this report.

SECTION A. PROJECT DETAILS

Project Name:	Governance Decision Making
----------------------	-----------------------------------

Project Manager	Debbie Smith	Project Start Date	May 2020
Project Sponsor	Robin Taylor	Project Original Finish Date	April 2021
Project Lead / Prime User	Fiona Cameron	Project Expected Finish Date	February 2021

Project Priorities & Status

Project Priority Status RAG*
Completed On track
Completed Off track
Off track – not completed

Priority	Quality / Cost / Time	RAG Status	Comments
1	Quality	On Track	On track
2	Time	On Track	Within the timescales of the projects deliverables
3	Cost	On Track	No cost implications

SECTION B. END OF PROJECT SUMMARY

Achievement of project objectives	
1-page SWOT analysis with Portfolio Holder engagement.	Complete and well received
Revise the Executive Forward programme	Completed within agreed timescales
Implement phase 1 of agreed remote meetings schedule: Exec, Standards, Extraordinary Council, Planning, priority O&S, Audit	First meetings implemented by 21 st May 2020 (Standards Committee).
Implement phase 2 of agreed remote meetings schedule (widened schedule)	Meetings were running via video conferencing, Zoom platform chosen and broadcasted as normal.

	<p>Committee Rm 1 set up with video conferencing facilities to enable Officer support in one room.</p> <p>Ensured members were set up with relevant IT equipment and training given.</p>
<p>Pre sunset clause review – do any of the temporary governance arrangements need to be extended / changed?</p>	<p>On-going</p> <p>As we have been in the pandemic situation for nearly a year we have grown more used to the technologies that are available for the virtual meeting set up.</p> <p>The current Coronavirus Bill with the legislation for Local Authorities to meet and make decisions virtually will be in place until May 7th 2021. The Council have currently allowed for virtual meetings to continue until 31st March 2021.</p> <p>Decisions on how to proceed after 31st March will be required. It is anticipated that this will be agreed through the usual Management Board, Executive / Council process rather than through the RCT Board.</p>
<p>Re-convene and complete the existing Governance review, taking account of how things changed in terms of both governance and culture as a result of the pandemic.</p> <p>This may also take account of governance changes required as a result of other recovery work streams.</p>	<p>This has been started and remains the Business as Usual piece of work for the Policy & Governance team. Links in with the boundary review work.</p>

<p>Benefits achieved as a result of the project</p> <p>The initial benefits of taking time to review what actions were needed to continue Council business as quickly and efficiently as possible in a project format allowed the thought processes of those involved to be joined up and clarified.</p> <p>Linkage with People & Staff group regarding the on-line meeting etiquette and linking up with legal in relation to how Members are able to be present at an on-line meeting.</p>

<p>Performance against planned time, cost and other tolerances</p>

<p>Statistics on Project Issues</p> <p>Issues of connectivity and IT equipment for members and ability for staff to present. This has been overcome, for example Planners often attend a meeting virtually in the office , as do others in an Executive or O&S committee to facilitate in person support to Chair a meeting.</p>

Deliverables
SWOT analysis Executive Forward Programme

SECTION C. LESSONS LEARNT AND RECOMMENDATIONS

This document should also include any lessons that can be usefully applied to other projects. The data in the report should be used to refine, change and improve processes and quality standards.

Lessons Learnt

Handover roles and responsibilities
Fiona Cameron / team to take on Governance Review and Sunset clause as Business as Usual. Note the risk re Sunset Clause ending 7 th May 2021. Mitigation plan in place – a limited number of councillors socially distanced in the Council Chamber with officers joining by zoom as required.

SECTION D. PROJECT CLOSURE AND SIGN OFF

Project Closure Meeting Date with the Project Board, Director or Head of Service
Meeting on 25 th January with Project Sponsor

Project Closure Meeting Details

	Project Sign off from Project Manager	Project Sign off from Project Sponsor / Project Board representative / Director or HoS
Full Name	<i>Debbie Smith</i>	<i>Project Sponsor</i>
Sign off Date	<i>20th January 2021</i>	<i>25th January 2021</i>
Signature if applicable		

PROJECT END AND LESSONS LEARNT R



REPORT DATE: 05 November 2020

Purpose of Document

This report is the Project Manager's report to the Project Board on how well the project has performed against its Project Initiation Document, including the original planned cost, schedule and tolerances, in order to hand over any duties and to receive a final project sign off. The original Business Case, Project Initiation Document and final version of the Project Plan should be provided as supporting documentation to this report.

SECTION A. PROJECT DETAILS

Project Name:	Finance (RCT Programme)
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Project Manager	Tamsin McLeod	Project Start Date	May 2020
Project Sponsor	Peter Vickers	Project Original Finish Date	February 2021
Project Ref. No	<i>If applicable</i>	Project Expected Finish Date	November 2020

Project Priorities & Status

Project Priority Status RAG*
Completed On track
Completed Off track
Off track – not completed

Priority	Quality / Cost / Time	RAG Status	Comments
1	Time	On track	Project was completed on time
2	Quality	On track	All objectives completed successfully
3	Cost	On track	No direct cost implications

SECTION B. END OF PROJECT SUMMARY

Achievement of project objectives

1. Assist all HoS to develop action plans to reinstate all Covid-19 related negatively impacted income streams - Achieved
2. Develop an emergency budget and options to resolve the 2020/21 projected budget deficit - Achieved
3. Revise the MTFP assumptions, base budget adjustments and MTFP action plan targets informed by the recovery programme outcomes and objectives 1 and 2 - Achieved
4. Revised 2020/21 based upon monitoring and 19/20 outturn and develop the 2021/22 budget reflecting objectives 1,2,3 – In progress, as part of normal daily business

Benefits achieved as a result of the project

1. Focused cross-service delivery of all highlighted objectives.
2. Emergency budget developed and agreed by Council to address the 2020/21 budget deficit.
3. Realistic budget assumptions formulated for the MTFP.

Performance against planned time, cost and other tolerances

All objectives achieved on time and within cost, quality and scope tolerances.
The project had no direct cost implications, with officer time covered by existing roles and budgets.

Statistics on Project Issues

No project issues encountered.

Deliverables

1. Action plans developed with Heads of Service to reinstate income streams.
2. 2020/21 budget revised, to develop Emergency budget, and agreed by Council with a total of £3.8M savings made.
3. MTFP assumptions revised, base budget adjustments made and MTFP action plan targets established.
4. 2021/22 budget reflecting objectives 1,2,3 – In progress, as part of normal daily business

SECTION C. LESSONS LEARNT AND RECOMMENDATIONS

This document should also include any lessons that can be usefully applied to other projects. The data in the report should be used to refine, change and improve processes and quality standards.

Lessons Learnt

1. Team work delivers great results, even in extremely challenging circumstances.
2. Improved understanding of councillors priorities.

Handover roles and responsibilities

Recommendation – to ensure follow up of services & councillors suggestions for future budgets.
This is already underway for 2021/22 budget.

All other aspects already part of the Finance team daily business.

SECTION D. PROJECT CLOSURE AND SIGN OFF

Project Closure Meeting Date with the Project Board, Director or Head of Service

Meeting Date

Project Closure Meeting Details

Feedback from the Project Board

	Project Sign off from Project Manager	Project Sign off from Project Sponsor / Project Board representative / Director or HoS
Full Name	<i>Tamsin McLeod</i>	
Sign off Date	<i>05.11.20</i>	
Signature if applicable	<i>TMcLeod</i>	

Programme End and Lessons Learnt Report

REPORT DATE: 8th March 2021

Purpose of Document

This report is the Project Manager's report to the Board on how well the project has performed against its Project Initiation Document, including the original planned cost, schedule and tolerances, in order to hand over any duties and to receive a final project sign off. The original Business Case, Project Initiation Document and final version of the Project Plan should be provided as supporting documentation to this report.

SECTION A. PROGRAMME DETAILS

Project Name:	Recovery, Change and Transformation Programme – a set of projects set up to respond to the challenges presented by the Covid-19 pandemic.		
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Project Manager	Debbie Smith	Project Start Date	April 2020
Project Sponsor	Kelvin Mills	Project Original Finish Date	March 2021
Project Ref. No	<i>If applicable</i>	Project Expected Finish Date	March 2021

Project Priorities & Status

Project Priority Status RAG*
Completed On track
Completed Off track
Off track – not completed

Priority	Quality / Cost / Time	RAG Status	Comments
1	Quality	Completed	
2	Time	Completed	
3	Cost	Completed	

SECTION B. END OF PROJECT SUMMARY

Achievement of programme objectives and deliverables

Cross Cutting Themes

- Communication

A key deliverable was an effective **Communication Plan** for staff, councillors, residents, businesses and the community groups as we navigated through the challenges thrown at us by the pandemic– this was agreed at Programme Board. The plan ensured that all stakeholders were engaged with in a timely and effective manner, helping to focus and prioritise groups and work streams where necessary.

- Climate savings

The pandemic has accelerated a change in working that we could not have foreseen. The impact to an individual's carbon footprint in terms of travel has been significantly reduced. As part of the Business Transformation, agile working project, it was noted that they 'anticipate total grey fleet (individual car miles claimed) mileage for 20/21 being 60% less than 19/20.¹ It can probably be assumed that a similar % decrease (and possibly more) can be applied to Member travel (an estimated £15K saving).

The Corporate Projects Project generated a criteria to evaluate projects in 2020-21 budget. This prioritised potential carbon impact (reduce or increase) as a key scoring criteria. This scoring criteria has been used to evaluate projects in the coming financial year, allowing the climate emergency to be appropriately considered in future project evaluation.

The sustainability officer played a pivotal role in project meetings for each of the ten projects focusing the groups on where carbon savings could be made in each project and ensure that teams had considered the climate emergency in their actions.

- Financial Impact

The first pivotal hurdle encountered by the Council and its Community was the financial impact of the pandemic. The primary objective within the Finance Project, identified by the Programme as critical, was to understand and evaluate the financial impact of the emergency situation. The RCT Programme played a vital role in delivering the emergency budget that was approved by Council in the summer 2020.

The Programme identified other projects where savings could be made, largely in the corporate projects area. This was prioritised to feed into this work stream. This, with coordination of Heads of Services to analyse their existing budget all of which co-ordinated by the programme, culminated in an agreed emergency budget. This swift action meant the Council did not have to invoke a Section 114 notice. A full report on where savings were made is part of that agreed emergency budget.

The projects here also had an opportunity to access grants from national government to support the community (£110,000 of the Re-opening High Street Safely Fund (RHSSF) and distributed £533,784 (figure at November 2020) of business rates grants).

Essential Programme deliverables as listed in Programme PID

A Service Delivery Impact Report – assessing all services across the Council and what impact Covid-19 has had on delivery of those, quantified by cost, time and quality.

All Heads of Service completed this as part of their Service Plan review. This impact report is informing Service Plans for 2021-22 as we reflect the on-going changes from the pandemic into our usual priorities.

Lessons Learned Report (from working during the emergency period)- from each service key learning points need to be collected and actions reflected upon. Allowing an informed

¹ Using 18/19 as the basis for our calculations, that year Waverley's business travel accounted for **81,654kg** of direct Greenhouse Gas emissions, based on a total mileage of **276,377** (ECU, casual and lease car mileage). 2019/20 total grey fleet mileage: **248,749**. 2020/21 predicted total grey fleet mileage*: **100,605**. *(based on July-October mileage multiplied to calculate annual total) July-Oct data is because this is when services started to return to "normal" after the first lockdown.

assessment of actions taken that can be useful going forward into our new normal and allow us to be more prepared for future such emergencies

A template was created and given to Heads of Service to aid their updates of Service Plans. The learning is now being incorporated into updated Business Continuity Plans.

More immediately the focus for managers and Heads of Service was to implement a safe way for staff to work at home, focusing on new technologies and on well-being and remote line management. Time was spent on reflecting the best way to move forward when the realisation that we would be working at home for a longer period of time than first envisaged.

The programme allowed a cross organisation, joined up, approach to new ways of working and consistency for teams now working so differently than they had before.

Updated Corporate Strategy and Service Delivery Plans to reflect new priorities

A revised Corporate Strategy was signed off at December 2020 Council.

The updated Service Plans reflecting the Covid impact have also been approved and agreed. These were delivered later than the project objectives had planned as a result of further lockdowns and the continuation of restrictions beyond that first considered.

The prioritisation of work streams across the Programme through an Overall Programme Plan

A programme plan was drafted and agreed at the Programme Board. Priority was focused on ensuring staff / member safety alongside finance and plans to rationalise capital project work. The programme allowed timelines to be stream lined and prioritised to ensure work was completed in the correct order to achieve the financial savings required. Without programme management, each project could have been conducted in silo and timelines not aligned.

Having programme milestones mapped out allowed the Programme Board to understand when work streams would be completed. In due course it set out that the financial sign offs were in place for the emergency budget approvals.

The programme RAG rated the projects priorities against the programme objectives, allowing the individual project objectives to be prioritised against the overall programme to ensure effective delivery. This was shared with the Programme Board and Portfolio Holders which gave them confidence in the programme's ability to deliver.

Updated PIDs and re-direction of finances where necessary for Projects with the new focus and realignment of finance

The Corporate Projects project developed an agreed criteria for project priorities. PIDs have been updated where projects have been put on hold to reflect new timelines – where decisions are still on hold, PIDs will be updated in due course – contributing to an in – year saving of £480,000.

Monitoring of risks associated with the Programme

A full risk register that incorporated programme risks as well as monitoring red scale project risks was presented to the Programme Board on a regular basis. This used the Council's agreed risk strategy and ratings, and was monitored by the Programme Working Group. It fed back into other departments and projects where necessary.

Closer partnership working, shared services, with the county council, towns & parishes and other district and boroughs.

The pandemic has brought together community groups and partnership working with other levels of government that had previously been in place, but with greater focus and urgency. The Community Resilience and Economic Recovery project groups have had a great opportunity to enhance these relationships and work together.

The Economic Recovery Group met with the Town Councils regularly to discuss opening the high street and share ideas. The Reopening High Street Safely Fund was administered by Waverley and shared with the Town Council's to spend. Significant correspondence and liaison with them to agree this fund built rapport and confidence in working with each other.

Through the Community Resilience group, partners were invited to be part of the Project Board itself and the buy-in and attendance to meetings was excellent. The opportunity to meet remotely supported people being able to attend meetings that they might not have been able to previously, enhancing engagement of Council Officers with those from County Council, Health, and Voluntary sectors. Community groups seized the opportunity to demonstrate both their challenges and strengths to the Council.

Through the emergency period, community reliance on largely voluntary community groups was demonstrated. The Council's relationships with these groups have got stronger with the project, boding well for future working practices.

Benefits achieved as a result of the programme

The programme and project structure brought clarity to a process that was a Council wide response, one that could have been haphazard and mixed. The responsive programme to start to 'normalise' the situation, was set up whilst the emergency situation was continuing, where some teams were trying to resolve immediate crisis issues whilst formalising their response. Without the project management support and joined up thinking, this would have not been possible.

The programme used existing agreed project management documentation and structures to bring together a complex programme of work in a systematic response, with rigorous follow up by the Programme Management team. A SWOT analysis of each project in conjunction with the lead Portfolio Holder enabled the projects to be focused with political weight behind them ensuring that objectives were clear and achieved.

Support from project managers across services (not necessarily an officer in the lead team) enabled a more rounded discussion and helpful challenge in the project, with staff seeing challenges from a different perspective outside of the service. Projects reported that having project managers and using the project process enabled clarity, brought focus, and deliverability of the objectives and outcomes.

Early sign off of Objectives within the agreed PID – objectives were critiqued with support from Project Managers and Programme Board early in the process. We took the time to get the objectives right which enabled projects to progress at pace where needed.

The Programme Board highlighted risks to the Covid Response Group (CRG) as we entered the second wave. It gave updates to the Business Transformation Board and CRG meetings to ensure

these linked programmes were kept up to date with RCT progress and no duplication of effort was spent.

The Programme Working Group worked well to pull together a programme with no specific end date and worked flexibly to readjust timelines when Covid has lasted much longer than had been anticipated.

The Programme Working Group worked well with the finance team to bring support and cross service working to enable the creation of an emergency budget at pace.

Allocation of additional resources to projects where required enabled those teams that have traditionally been a small service, but came under significant pressure to respond to the pandemic, were well supported (e.g. Economic Development and Communities).

Performance against planned time, cost and other tolerances

Record performance against time, cost, quality and scope tolerances.

Time – The programme delivered early urgent response to key areas such as staffing policies/resources and the emergency budget. Section 144 Notice was avoided. The pandemic is ongoing, however each project has been delivered in a timely fashion to merge into a new business as usual for each Service area. The timescales for each objective were updated as appropriately as the pandemic evolved.

Cost – The programme did not hold a specific budget. It was staffed using existing resources with many officers adapting their usual work schedules. It delivered significant savings for the emergency budget. It supported the successful management of a number of financial support schemes such as Business Rate Grants, Reopening High Streets Safely Fund and the Emergency Assistance Grant.

Quality – The programme is considered to have achieved its objectives in terms of quality. As well as addressing key emergency challenges and decisions, it has helped re-shape Council services, supported local residents and businesses and identified positive changes for the council's future work.

Scope – The programme remained in scope. It had a wide remit but was able to effectively transfer its work into the new business as usual via service plans, policy updates and action plans.

Deliverables

List the deliverables created during the programme.

- Programme Plan
- Risk Register
- Co-ordination of project update reports

SECTION C. LESSONS LEARNT AND RECOMMENDATIONS

This document should also include any lessons that can be usefully applied to other projects. The data in the report should be used to refine, change and improve processes and quality standards.

Lessons Learnt

It was anticipated at the beginning of the programme that the Programme Board would have more authority on allocation of resources to support the programme - however HR led the redeployment of staff and any extra resources required were managed through the usual process.

Inclusion of Transformation Projects led to confusion at the outset although the link was necessary as the purpose of the programme was to move from recovery to change and eventually transform. However, the requirement to report the transformation activity twice was unnecessary and the projects worked alongside each other where appropriate with representation from each programme attending the requisite Board meetings.

When an emergency situation arises and we have to respond quickly, detailed thought must be given on whether it has any synergies with existing projects and has the potential for overlapping of existing governance structures. There was definitely some confusion about the word 'Transformation' in the programme when compared with the already on-going Business Transformation programme. This was counteracted by having updates about the RCT Programme on the BT Programme Board.

Within the PID there is an opportunity to discuss 'interfacing projects'. It is recommended that a prompt is added regarding governance structures and potential overlaps in outcomes – to ensure time is spent on working these through early on in the process.

Handover roles and responsibilities

1. Continue to make provision for staff to work from home to allow for carbon savings with less travel to the office – part of Business Transformation project, Future Office Working
2. Build into the estates strategy new hubs to allow for local staff and councillors to join meetings at their closest location rather than always in Godalming or at home – part of Future Office Working project and aligned closely with estates
3. Continue to allow and promote on-line meetings where possible to save mileage and expense claims for staff and Councillors as part of Policy and Governance Business as Usual and dependant on law and Council decision
4. Ensure ongoing reviews of IT strategy and online platforms to achieve best collaboration opportunity and value for money
5. Training of Chairs for hybrid meetings should this be allowed
6. Continued communication around how we work during this period of uncertainty whilst Covid continues to be present in our community. Also communication about programme close and where the learning from the projects is going to feed in.

SECTION D. PROJECT CLOSURE AND SIGN OFF

Project Closure Meeting Date with the Project Board, Director or Head of Service
Meeting Date 17 th March 2021

Project Closure Meeting Details
<i>Agreed</i>

	Project Sign off from Project Manager	Project Sign off from Project Sponsor / Project Board representative / Director or HoS
Full Name	<i>Debbie Smith</i>	<i>Kelvin Mills</i>
Sign off Date	<i>17th March 2021</i>	<i>17th March 2021</i>
Signature if applicable		

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Economic Development Strategy 2018 - 2032

Waverley Borough Council



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Foreword



This Economic Development Strategy recognises the importance of a healthy local economy in making Waverley an attractive place and in enhancing the quality of life experienced by its residents. It appreciates the vital contributions of employers, small businesses and the rural economy and sets out how the Council intends to work in partnership with these and other stakeholders.

Waverley has much to celebrate. It has been rated as one of the most desirable places in which to live in the UK. It has beautiful countryside but enjoys convenient proximity to London, major airports and the south coast with good inter-connecting rail services. It has a highly-skilled working age population and a wide range of thriving small businesses.

However, Waverley also faces some significant challenges. It has good quality housing but some of the highest house prices in Surrey which obliges many employees of local businesses to live outside the borough. This makes it harder for local businesses to recruit skilled employees and, despite Waverley's reputation for affluence, it also contains pockets of deprivation where unemployment is a serious problem. In common with many other places, Waverley's high streets are being adversely affected by technology and changes in consumer habits.


There are major projects in the pipeline designed to boost the local economy. Work has already started on the Brightwells Town Centre Regeneration Scheme in Farnham which will create new jobs, new leisure facilities, retail and restaurant spaces and much needed new housing. In the south-east of the borough, the development of Dunsfold Aerodrome is planned to provide significant extra employment space, jobs and homes.

However, to address Waverley's challenges in the longer term, it will be essential to secure future investment in Waverley by nationally-based employers and local businesses. Developing the right business spaces backed by the necessary infrastructure will be a vital component in driving growth in the local economy and providing greater local employment opportunities.

This plan includes six key themes we have developed in response to an analysis of evidence about the local economy, the wider regional and national context and Waverley's ambitions for local business and the local economy. The Council's purchase of business properties and commercial investment programme will help underpin this strategy.

Given shrinking local authority budgets, the scope for direct investment by the Council is limited and so its emphasis must be on playing to its strengths by building strong positive partnerships with all parts of the local business community and other key stakeholders such as the Local Enterprise Partnership, Surrey County Council,





national public sector bodies, educational institutions and training and business support providers.

This Strategy has been developed following a detailed analysis of the local economy and engagement with a wide range of stakeholders. It represents the Council's enthusiastic acknowledgement of the part it can play in promoting local economic success.

The Council looks forward to working with all its partners and local communities to achieve the Strategy's objectives.

Councillor James Edwards
Portfolio Holder
Economic and Community Development



Executive Summary

Overview

Waverley is a borough located in the south-west corner of Surrey and borders the counties of Hampshire and West Sussex. It has good transport links to London and has become a highly desirable place in which to live and work and to visit.



Cranleigh Arts Centre



Crafts Study Centre, University of Creative Arts, Farnham

Waverley offers a high quality environment which features outstanding countryside, towns and villages with defined characters and a wide range of attractive rural areas. It has a strong local service economy driven largely by the needs of a highly-skilled out-commuting workforce who work in London and other parts of Surrey and Hampshire. The number of people who are 'out-commuting' amount to over 1 in 5 of the resident population and nearly half of the employed

population. Conversely, around 20,000 workers in-commute to the Borough, reflecting a third of the local available jobs, to support local enterprises.

There are over 8,200 VAT-registered local businesses which benefit from a sympathetic commercial environment. Waverley also benefits from its participation in the wider economies of Surrey and the Enterprise M3 Local Economic Partnership area which have been and remain within the strongest parts of the UK economy.



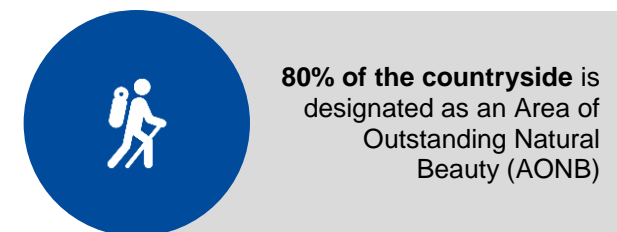
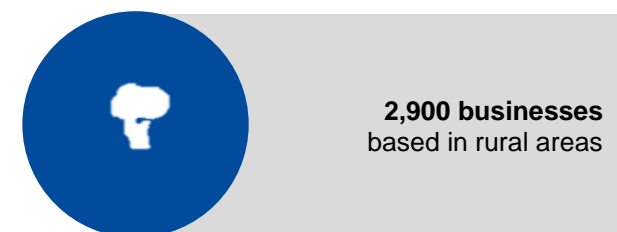
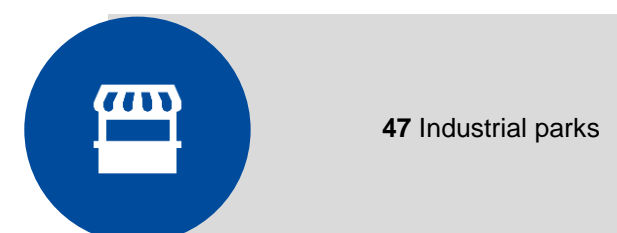
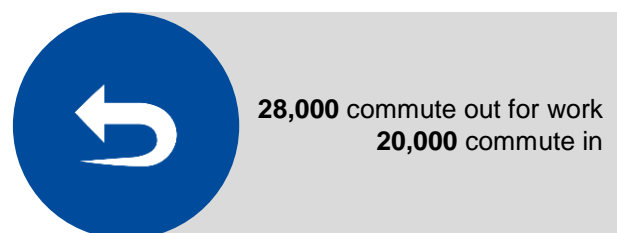
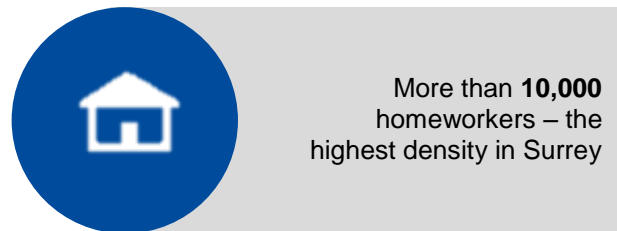
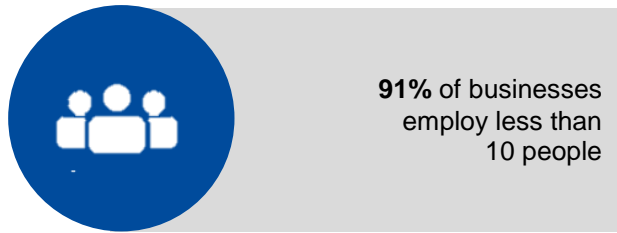
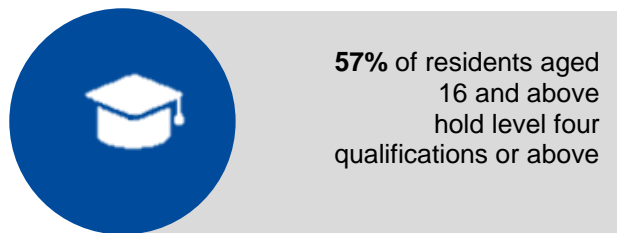
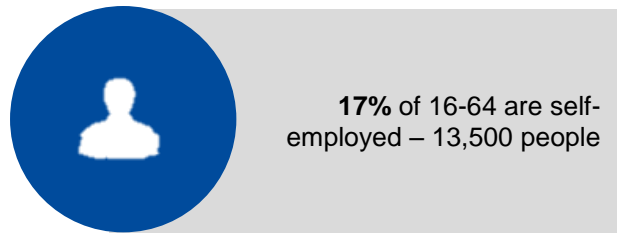
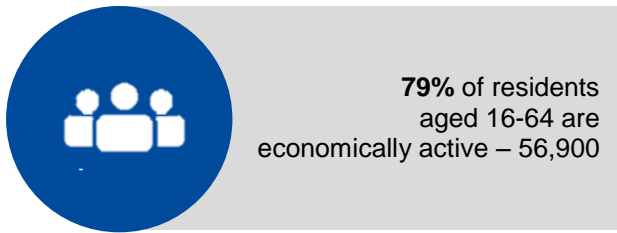
Godalming Business Centre

The total business turnover in Waverley was over £4.9bn in 2017, with micro and small businesses contributing 61% of the total revenue.¹ No one sector is dominant, but the largest sector is Retail and Wholesale employing around 9,600 people (17% of the employment in the Borough) and generating an annual turnover of over £1.4bn (over 28% of turnover generated in the Borough).

¹ IDBR March 2017, provided by ONS, 'UK Business: Activity, size and location', 2017



Waverley by numbers



Structure of the Economic Development Strategy

The Economic Development Strategy has three parts – the Economic Development Vision, the Long-Term Economic Plan and the Action Plan.

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.

The Economic Development Vision is for Waverley to be:

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 Long-Term Economic Plan sets out the facts about the current state of the Waverley economy, including its strengths, weaknesses, opportunities and threats, and describes its most important business sectors and sites. It sets out what the Council and its many partners should aim to achieve in relation to each of the six Themes to realise the Economic Development Vision. See Chapters 1 to 3.

The Action Plan sets out shorter-term activities in relation to each of the Themes. Where possible, these activities are designed to have measurable targets or outcomes to allow progress to be assessed objectively and reported on at least annually. The Action Plan is expected to be updated regularly over the life of the Economic Development Strategy. Chapter 4 introduces the Action Plan and it will sit as an accompanying document.

Six themes with long-term activity and support



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

Boost Waverley's businesses through initiatives, events and the awarding of council contracts.

Foster effective regional partnerships to encourage business growth in valuable sectors.

Look to invest in more commercial premises to protect suitable employment space to provide long term stability, whilst increasing the Council's income. "A landlord of choice".



Provide high quality business and employment support

Provide skills and employment support to businesses and individuals including those unemployed in deprived wards.

Monitor the state of the local economy and communicate effectively with the business community through the most appropriate channels.

Respond promptly to commercial planning applications.



Support healthy town and village centres

Support healthy town and village centres. Work closely with town and parish councils and local Chambers of Commerce on projects to support high streets, retail and service activities.

Develop a car parking strategy for each town centre.





Encourage a successful visitor economy that is right for Waverley

Encourage a successful visitor economy that's right for Waverley.

Increase the value and employment opportunities of the visitor economy to local businesses by working with partners including Visit Britain, Visit England, Tourism South East, Visit Surrey, towns and villages, the Surrey Hills management and the National Trust to promote the borough as a business and leisure destination.



Expand links with and support for the education sector

Maximise opportunities and links with educational institutions in the borough with the local community, employers and businesses.

Support the University of Creative Arts (UCA) to find local student accommodation and establish more suitable premises for local work and exhibition space.

Support engagement between the UCA and local cultural services.

Work with wider partners to explore creative sector and export opportunities.



Support the right housing developments in Waverley

Support housing that is affordable in the right locations.

Explore supporting infrastructure opportunities, working with Enterprise M3 LEP and other cross-boundary partners and neighbours.



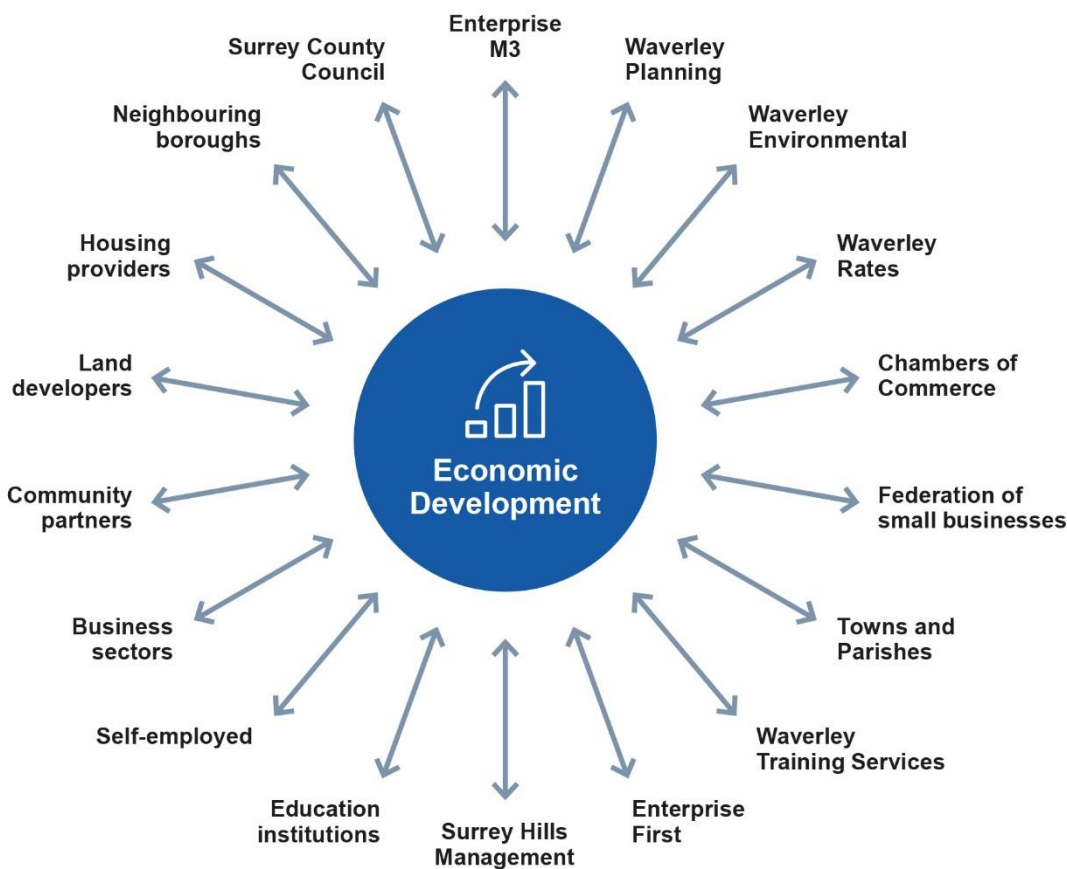
Background to the Economic Development Strategy

The publication of the Economic Development Strategy reflects one of the key findings of the 2016 Cratus review² of the Council and its activities, namely that it would be highly desirable to produce such a strategy based on extensive engagement with the full range of economic stakeholders in Waverley. These stakeholders are shown in Figure A below. The Cratus review helped set a recommendation for: ‘a new Economic Development Strategy that promotes Waverley’s future economic prosperity.’

Consultation with stakeholders was carried out during 2017 and 2018 and, with the assistance and involvement of Atkins, as consultant, a first draft of the Economic Development Strategy was published in June 2018. This was extensively reviewed by the Overview & Scrutiny Committees and other councillors before being submitted to the Council for approval in October 2018.

The Economic Development Strategy is intended to complement the Council’s other strategic documents, namely the Local Plan to 2032, the Infrastructure Delivery Plan, the Corporate Plan to 2023, the Housing Strategy to 2032 and the Cultural Strategy to 2026.

Figure A: Economic development partners



² Cratus 2016 Waverley Strategic Review



Purpose of the Economic Development Strategy

The Economic Development Strategy recognises that the Council is not able to deliver the Economic Development Vision on its own. With the exception of its role as a local planning authority, a borough or district council is not designed, equipped or financed to act as a direct major stimulant to the local economy. However, the Council is well placed and equipped to work in partnership with other economic stakeholders which can exercise more direct influence by investing in the local economy, safeguarding existing jobs and creating new employment opportunities.

Specifically, the Council can:

- (a) **support** economic stakeholders such as local businesses and employers, training services and residents seeking employment;
- (b) **monitor** continuously the state of the local economy and central government activities to ensure that the Council has up-to-date knowledge of what is happening in Waverley and that Waverley obtains full benefit from national government funding schemes or other initiatives;
- (c) **communicate** effectively with economic stakeholders to ensure the Council understands their needs and any problems and, when effective action is possible, that it occurs in a timely manner;
- (d) **work with** neighbouring authorities, Surrey County Council, the Enterprise M3 LEP and other economic development partners (figure 2) to consider cross-border and combined activities; and
- (e) **promote** the Borough as a whole and individual business sectors, both locally and to a wider audience.

The Action Plan sets out the activities that the Council intends to carry out as its contribution to the achievement of the Economic Development Vision. They will be reported on to the Overview & Scrutiny Committees at least annually and updated as required. The economic environment will evolve over time and the list of activities is likely to need amendment as circumstances change. A key part of the Economic Development Strategy is the creation and maintenance of an ongoing process of:

- (a) honest dialogue and open exchange of ideas between all parties interested in the continued prosperity of Waverley;
- (b) identification and monitoring of local challenges and opportunities;
- (c) taking forward ideas which will protect the long-term dynamism and prosperity of Waverley; and



(d) paying due consideration to the need to protect Waverley's environment and character.



The Long-Term Economic Plan

1. Waverley's economy in 2018

1.1 About Waverley

Waverley's economic characteristics reflect the borough's unique location, dynamic enterprises, communities, heritage and landscape character. The borough has a population of approximately 125,300 people and is primarily rural in nature. The majority of the population live in the main urban settlements of Farnham, Godalming, Haslemere and Cranleigh.

The borough is very fortunate to have a highly skilled population and a high business density with 8,200 VAT registered businesses. The majority of these businesses are small: 91% employ fewer than ten people whilst the borough also has the highest number of homeworkers in Surrey.

The UK prosperity index analysis (2016), has rated Waverley as **the most prosperous borough in the country** (*Evidence Appendix 3.1*)

The UK competitiveness index (2016), has rated **Waverley as 39th of 389 local authority areas for competitiveness.** (*Evidence 1.1*)

Waverley is in a **highly strategic location**, with road and rail routes to the capital, the coast and to other significant economic centres such as Guildford, Basingstoke and Woking. It is within the Enterprise M3 LEP economic area and borders the Gatwick Diamond and Coast to Capital economic area. The railway line, which directly serves three of Waverley's main towns, plays a vital role in the economic vitality and environmental sustainability of the Borough.

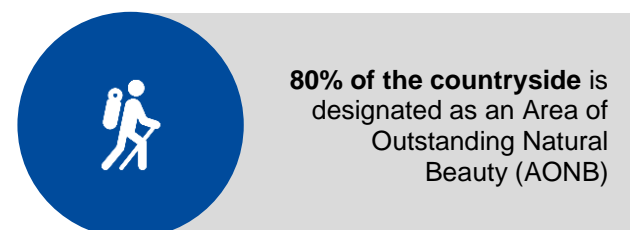
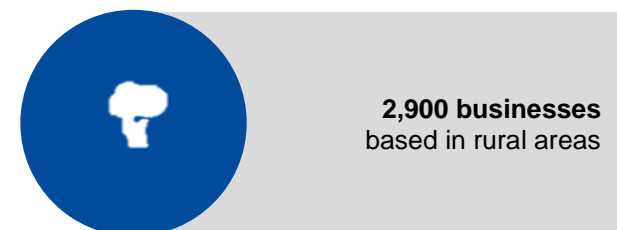
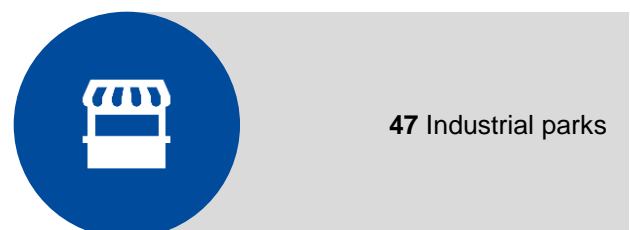
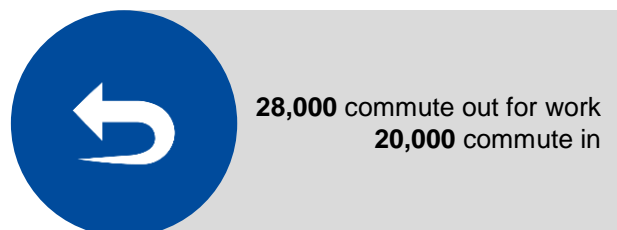
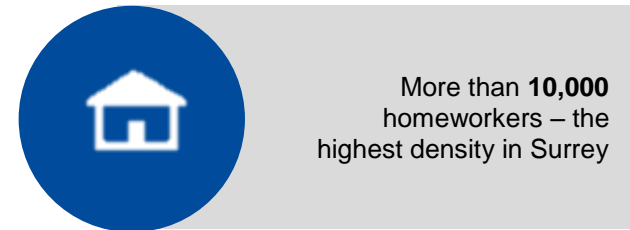
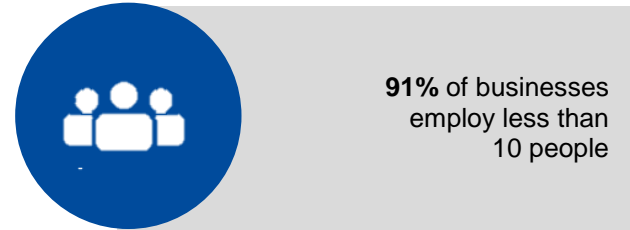
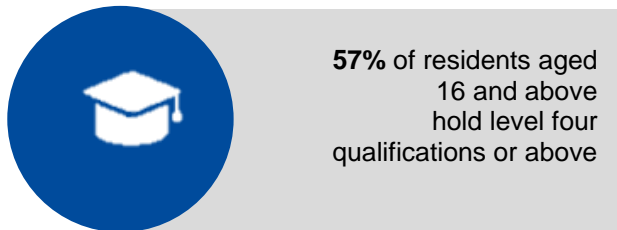
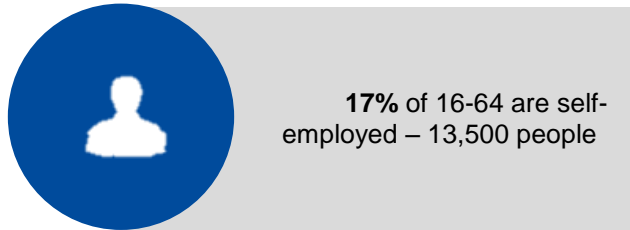
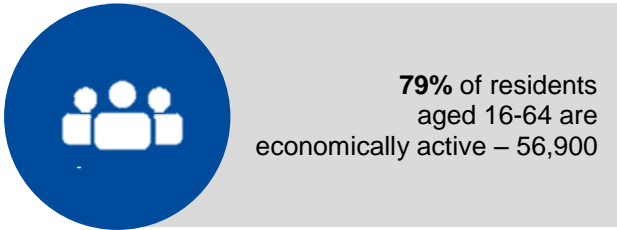
Waverley benefits from being **part of a prosperous wider area**, with Surrey's economy performing very strongly over recent years, and with productive nearby areas including Guildford and Woking.

The evidence demonstrates that Waverley is a **highly attractive place to live and to visit**, with its high quality natural environment and the unique character of its towns and rural areas, though it is not an affordable place to live for everyone. Waverley has a strong economy, in which highly skilled out-commuting is an important variable.

With these existing conditions to build upon, **Waverley has good opportunities to drive future prosperity and dynamism.** This recognises key sectors and opportunities (*Section 1.4 and 2*).



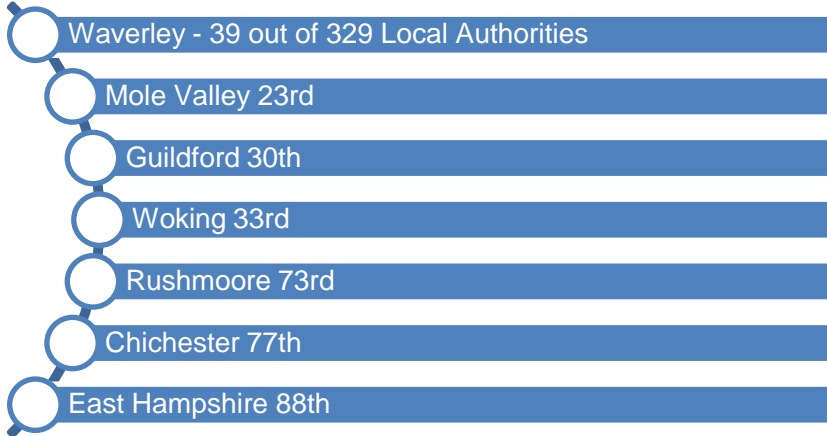
1.2 Waverley by numbers



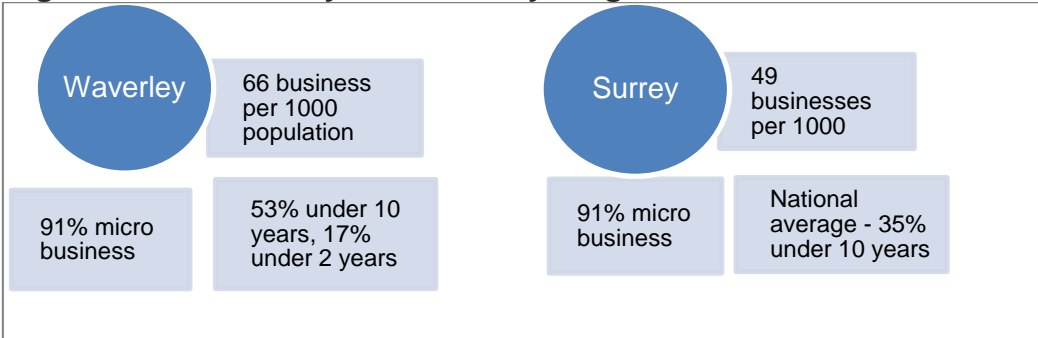
1.3 Waverley's socio-economic performance

The evidence presented in Appendix 1 draws out a series of headlines for Waverley's economy, these are presented below. It is also important to recognise the economy of the wider Surrey and Enterprise M3 LEP area, as important drivers for Waverley's socio-economic performance.

A strong business and competitive environment



High business density - small and young business dominance



Good start-up rates but less good survival rates

Region	Summary
Waverley	Surrey's 3rd for business births, but 10th for net additions • 2015 1-year survival rate - 84% 2012 4-year survival rate - 43%
Surrey	• 2015 1-year survival rate - 90% 2012 4-year survival rate - 50%
South East	• 2015 1-year survival rate - 91% 2012 4-year survival rate - 52%

There are likely various factors behind these rates, which will be explored.



Strong economic activity and employment levels

79% of the population aged 16-64 are economically active, this is in line with Surrey. Both Waverley and Surrey have maintained low unemployment, currently at 2.5%.

Modest total employment growth since 2010

Waverley's employment rates have increased only modestly, and below Surrey's levels. Though a few sectors have grown.



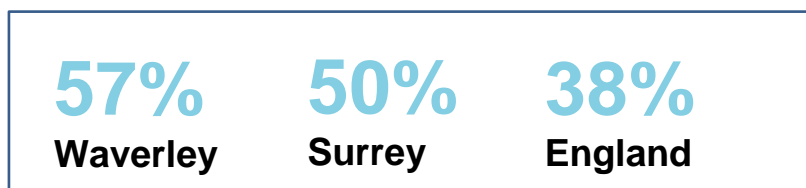
High out-commuting with the majority of the 28,000 out-commuting residents working in wider Surrey (28% work in Guildford) and then London (25%).

 **50%**
of employed residents commute out

Approximately 20,000 **commute in** to Waverley for work (30% of available local jobs) with the majority commuting from wider Surrey by car (60%).

 **60%**
commute in by car

Highly qualified residents, with a majority with NVQ Level 4+



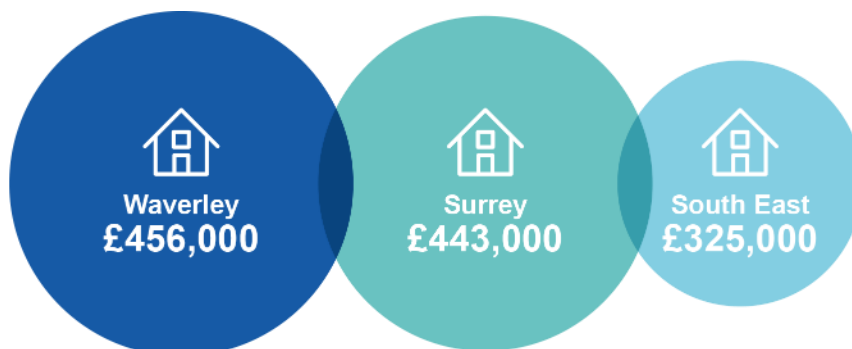
High residential wages, but lower workplace wages than Surrey

Waverley also has a significant difference between its workplace and resident wages, as shown with gross weekly wages:



Lack of housing affordability for medium and lower income earners

- The average house prices are higher than Surrey and the South East.

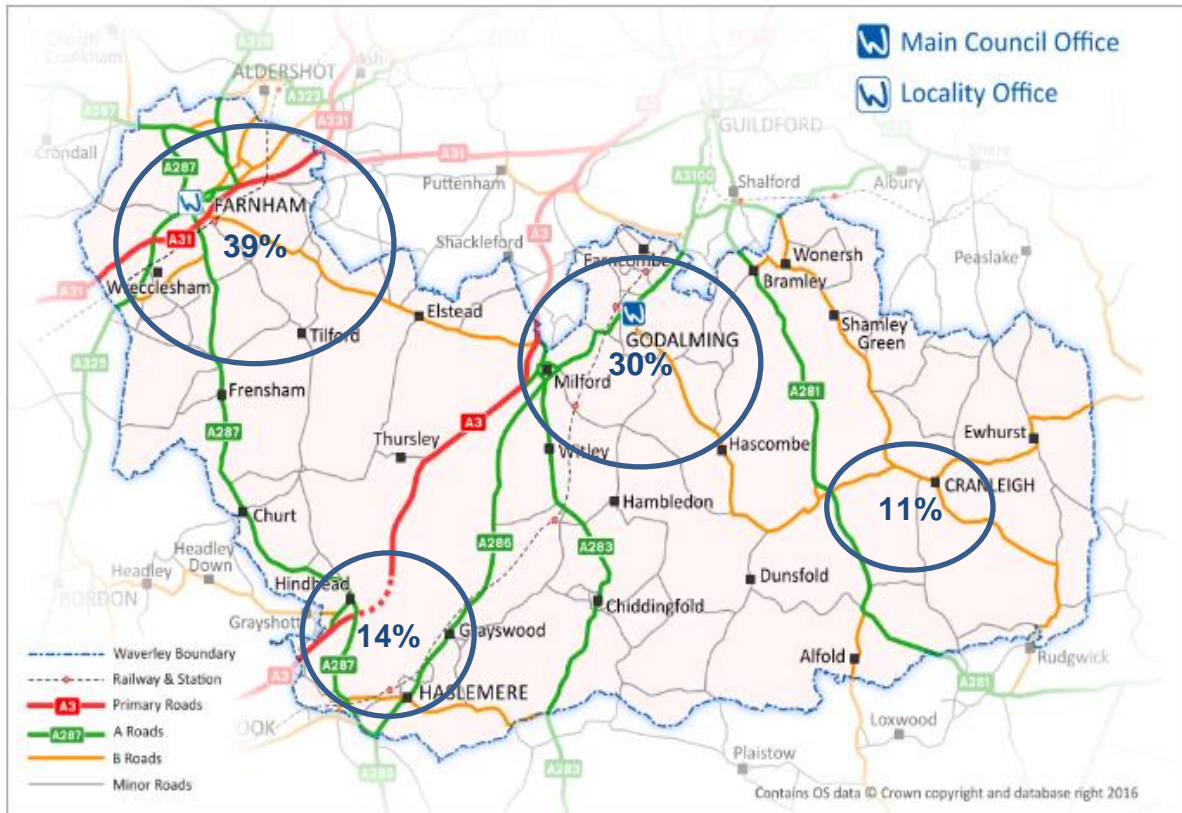


Whilst Waverley's workplace wages are lower than Surrey.

Strong high street vacancy rates – 2-5% across centres vs. the national average of 9%.



Businesses are distributed across the four main centre areas, with Farnham and the surrounding area currently accounting for around 39% of businesses and Godalming and surrounds 30%.



32% of businesses are based in rural areas.



1.4 Waverley's key sectors and sites

This section presents some of the most significant sectors and sites of Waverley's economy, reflecting areas of economic strength and economic opportunity and/or threat going forward.

The evidence base (*Appendix 1, Evidence 1.11*) has demonstrated the key sectors by employment and turnover, where the top sectors are shown below in Table A.

Table A: Top sectors in Waverley by employment and turnover

Top sectors by employment - % of 56,400 employment	Top sectors by turnover ³ - Waverley total is £4.9bn
1. Retail and wholesale at 17%	1. Retail and wholesale
2. Education – at 15%	2. Professional and technical services
3. Professional and technical services – at 11%	3. Construction
4. Business administration and support – at 11%	4. Business administration and support
5. Health – at 11%	5. ICT

Source: Evidence base, covering Experian and NOMIS datasets.

Retail and wholesale includes retail in stores, stalls, markets and other; wholesale across goods and services; and the repair and maintenance of motor vehicles. It is important for Waverley to protect its high streets (Theme 3) as key locations of its retail businesses and employment. The town and village centres currently have strong vacancy rates, especially compared to the national average (*Evidence 3.5*).

Professional and technical services include a range of different services including management consultancy, architecture and planning, engineering, photography, advertising and media. These services include many small, often home-based, expertise businesses in Waverley across the towns and rural areas.

Construction covers a range of services that local householders and businesses may employ covering: building construction, electrical work, plastering, floor and wall works, plumbing, glazing, painting, roofing and scaffolding.

Business administration and support includes a range of services including renting, leasing and reservation services, conferences, human resources, facilities management and support, security, building maintenance and office administration.

Information and communication covers many production types and services; across books, newspapers, journals, computer games, software, radio, television,

³ This is based on NOMIS mid-point of turnover bands by business count so is an estimate and there may be some movement in the sectors within the top 5 places. For example, education could be placed in the top 5 in practice (6th based on mid-turnover points).



film and animation, websites and business software support. This covers many niche specialist enterprises in the borough.

The education and health sectors are key employers in the borough, representing a greater share of employment than surrounding areas. These are among the key service industries that are vital to the continued functioning and prosperity of the borough and its economy.

Local services employ a significant share of local people in small enterprises alongside bigger, national companies in Waverley. These include local retail; construction and maintenance services; food and leisure services such as restaurants, cafes, pubs and gyms; childcare; car repairs; local transport; support services to local businesses and the self-employed, such as accountancy; and personal services.



Chiddingfold village

Furthermore, Waverley has a number of **knowledge intensive businesses**, which reflect opportunities for future economic growth and the development of surrounding clusters and collaboration. For example, Dunsfold Park has housed businesses collaborations, some with the University of Surrey, to develop new green technology services.

Compared to Surrey, Waverley has some key employment differentials in the **business administration & support** and **education** sectors, which have an increased share of local employment (*Evidence 1.11*).



Waverley Borough Council business support event – GDPR training with Enterprise M3 Growth Hub



The following sector spotlights further detail the sectors identified as being key for the Economic Development Strategy for 2018-32.

Education

Waverley is home to **an excellent set of educational institutions**, providing economic strength and potential.

There are **20 independent schools** in both the primary and secondary stages in Waverley (Independent Schools Council (ISC) listing). These schools provide over 7,500 school places, which is over 30% of the school-age population of Waverley. A large share of pupils commute in from outside the borough and board, bringing economic value through family visits.

There are **34 state schools** in Waverley and the education sector employs **over 8,000 workers in Waverley**.

Opportunities

Waverley's schools also provide facilities beyond their school time services, where these can provide important community engagement and support local business.

The development of school provisions can benefit the local economy.

Threats

Schools rely on having a sufficient supply of qualified staff who live in the area and/or who can commute conveniently into the borough, where high house prices and poor access put Waverley's high quality school provision at risk.



St Catherine's School, Chapel service



Further education

Waverley is home to the **University of Creative Arts (UCA)**, a leading UK institution for the creative arts. The UCA has its largest campus in Farnham with **over 2,000 students**. The UCA was named **Modern University of the Year** by the Times in 2018. The UCA specialises in courses including film production, animation, art and design, advertising, acting, computer games art, ceramics and glass, and is also home to gallery and exhibition space.

The UCA is also a business and is one of the borough's largest employers. Through its staff and supply chain, the UCA makes a strong contribution to the local economy and can be described as a 'hidden gem' in Waverley. The UCA Economic Impact Assessment (*CAG consultants, 2018*) demonstrated that the **university brings £23.5m to the Waverley economy** through staff, supply chain spending, student spending and employment. Further, the UCA brings social and cultural benefits.

Though not located in Waverley, **the University of Surrey** is another leading education institution with a student body of **over 12,000 undergraduates and over 3,600 post graduates**. The University of Surrey has strong research and technology capabilities, alongside its Tourism faculty.

Opportunities

Waverley has an offering that already attracts students, where the market towns and beautiful surroundings appeal to creative students who may wish to study and live outside of London. To continuously have a student body of 2,000 either living in or commuting to the area presents an opportunity for the provision of services to meet student demands and capture economic spending. These services will include cultural offerings, night time and leisure services, and can also be used develop wider community links and local diversity.

Approximately 97% of UCA's graduates are in employment or further study 6 months after graduating. With the right engagement and support, Waverley can host more of these future job opportunities and benefit from the expected growth in industries related to the UCA.

The links with, and role of, the UCA in Waverley is a key element in the Council's Cultural Strategy, which comprises three main aims:

- 1) Work with the UCA to enable more cultural sector graduates to develop their creative careers within Waverley.
- 2) Work with strategic partners and internal council teams to look at the opportunities for affordable studio and incubator spaces.
- 3) Explore the role that the Council can play in enabling the UCA to address the lack of student accommodation including the use of private landlord accommodation.

Threats

- A risk of there being a lack of facilities, services and accommodation for students, and follow-ons for graduates, leading to a lost opportunity in economic development and sector growth.
- The current student to bed ratio is low – 5.88 (vs a wider average of 3.5:1), and there is significant pressure on the local housing market.



Creative and Digital Sector

Waverley has a **highly skilled population** with a current strong level of business activity and employment in these sectors leading to a turnover of £442m (*Evidence 1.12*) alongside the UCA campus for creative students including digital and media specialisation. Growth of this sector also reflects wider trends in online sales and lifestyle solutions. Waverley sits adjacent to globally leading centres for 5G communications (University of Surrey and industry), software design and computer gaming. Waverley already has a strong base of arts venues such as Farnham Maltings (hosting a wide range of creative businesses and events), New Ashgate Gallery (championing artists and affordable art) and Cranleigh Arts Centre (a vibrant arts venue). These create a craft town feel and provide an annual programme of arts that some of the UCA students engage in.

Opportunities

The creative sector is worth over £90billion to the UK economy, and its value grew 45% between 2010 and 2016, above the UK sector average of 23%. The UK exports creative industry services at an annual value of £21bn, 9% of the UK's total exports, and the sector has been identified as a key UK sector for future exporting.

In 2018, a £150m creative sector deal was announced by UK Government and the Creative Industries Council (CIC) with initiatives targeting a 50% increase in creative exports by 2023; a drive to increase the supply and diversity of talent across the sector; and investment from the Industrial Strategy Challenge Fund.

Outside of London, the South East is the region with the greatest share of UK jobs in the creative sector. For example, Rushmoor and Guildford have been able to develop large games industry clusters due to their strategic locations, workplace offerings and support.

Threats

That there is a lost opportunity and other areas develop opportunities with the UCA and its students.



Visitor Economy

Waverley has much to offer visitors (*Evidence 3.3*) with natural environment, heritage and history, cultural venues, museums, market town shopping, events, conference and meeting facilities, wedding venues, food and drink offerings, leisure and spa facilities.

The visitor economy is worth over £217m to local Waverley businesses, employing over 4,100 people. Waverley's accommodation sector had over 215,000 overnight trips in 2012, whilst day visits were estimated at over 3,000,000 to the borough. These included business visitors, VFR (visiting friends and family i.e. UCA graduation visitors), groups and leisure visitors. (*Tourism South East (TSE) 2012*). The sector is strong in Surrey, which had over 555,000 international visitors in 2017, staying 5.2m nights (a large increase on 2016) and spending £255m (an increase on 2016) (*VisitBritain statistics*). Tourism from both domestic and overseas visitors has been growing in the South East (*Tourism South East*).

Opportunities

Approximately 24% of UK day visits are now to small towns, and 23% to villages and countryside (an increase over recent years). The visitor market is well supported with the presence of walking opportunities (British Travel Survey, 2011), whilst heritage emerged as a second most popular activity for British visitors. The Visit Britain 2017 study broke down the key activities that visitors do and spend money on, finding that the main activities of day visitors were:

- Visiting family and friends – 24%
- Eating out – 11%
- Outdoor leisure – 8%
- Night-time activities i.e. bars – 8%
- Special shopping – 7%
- Generally, explore the area – 6%
- Visitor attractions – 5%
- Special public event – 3%
- Beauty/spa visit – 1%

The average spend levels of visitors helps indicate the economic value that an increase in visitors can bring. Overseas visitors spend an average of £85 a day, UK overnight trips an average £64 per day and UK day visitors an average of £34. (*Visit Britain, 2017*).

Threat

If it is not well considered, the visitor economy can put further pressures on local infrastructure and crowd out local services and needs.



Waverley Abbey House



Care Sector

The care sector is significant to Waverley's economy, in particular the old age care sector. There are many private care homes in Waverley including Birtley House, Cedar Court, Broadwater Lodge, Waverley Grange, Jubilee House, Eastlake, Chestnut view, Moorlands and Knowle Park. The age profile of the population, both locally and regionally, is projected to increase in older age groups to 2032 (*Evidence 2.1*).

The provision of high quality homes that are sufficiently staffed with qualified carers, alongside community facilities and outreach, is important to the quality of life of Waverley's older residents.

Opportunities

The meeting of local and regional resident needs' is an economic opportunity where there are currently 33,000 jobs in the sector for Surrey, and 10% are managerial roles. The sector value to the South East economy is nearly £7bn. Waverley reflects 10% of Surrey's sector employment and has over 2,000 workers employed specifically in residential care (14% of Surrey) and 1,600 in old age residential care (16% of Surrey).

Threats

The Surrey Care Sector Report (2016/16) highlighted that around 8% of adult social care roles were vacant in Surrey. The provision of sufficient employment is at threat, mainly due to affordable homes and sector attraction and retention issues.

Rural Economy

Waverley's businesses are spatially distributed across the borough in both rural areas and the urban centres, with 32% of businesses located in rural areas (*Evidence 1.14*). It is therefore important that the Economic Development Strategy is conducive to all of Waverley's businesses environments, with support and actions readily applicable either specifically or across business areas.



The rural areas and economy make a significant contribution to Waverley, through a diverse range of business types covering agriculture, arts & recreation, estate houses, education sectors, and small expert service businesses. Waverley's landscape provides locally focussed employment for farmers, vets, woodland trades, agricultural engineers, small construction among others.

Mare Hill Common, Witley

The majority of business located in rural areas are however engaged in activities different to tourism, farming and local food production. Education; business administration and support; and professional and technical services are the largest rural-based sectors in terms of employment levels (accounting for 45% of rural-based employment). Professional and



technical services, construction, and wholesale and retail are the largest in terms of the number of businesses (*Evidence 1.14*).

The vast majority of the rural businesses are micro businesses, and many of these are professional home-based businesses with specific needs. Local services, mobile coverage and high-speed broadband are important to these locally focused businesses and employers.

The rural economy is highly important for the visitor economy, with key sites and supporting services to the natural environment. Waverley's National Trust sites are important for the economy, and there are a series of attractions for residents and visitors (*Evidence 3.6*). Waverley is in close proximity to the Surrey Hills Area of Outstanding Natural Beauty (AONB), the South Downs National Park and the North Downs Way National Trail, as well as associated rural attractions. These include the Rural Life Centre (Farnham), Winkworth Arboretum (Godalming), the Sculpture Park (Farnham), Frensham Ponds and Devil's Punchbowl in Hindhead.

Whilst there are many businesses located in the rural areas, the contribution of specifically rural activities should be well considered as they contribute to the character of Waverley and are important for a functioning rural economy. Data that has been gathered for employment and business sectors (*Evidence 1.14*) classifies such employment activities by the standard industrial classifications, which do not always pick up these rural activities. However, 150 businesses have been classified as agricultural in their main activity. The farming and forestry sector is important in helping to maintain the outstanding qualities of the Waverley countryside.



River Wey, Farncombe



2. Waverley's Economic SWOT

The development of Waverley's Economic Development Strategy has been based on the borough's strengths, weaknesses, opportunities and threats (SWOT). This section presents the SWOT analysis of the borough's economy, supported by the Evidence Base presented in Appendix 1.

Economic strengths

- A diverse economy
- A strong SME business base
- A highly skilled and qualified population
- Low levels of unemployment
- Healthy and attractive town and village centres
- A dynamic rural economy
- Proximity to Surrey Hills AONB, the South Downs National Park and the North Downs Way National Trail.
- An attractive natural environment with associated rural attractions and events.
- A strong and large education sector
- The University for the Creative Arts (UCA)
- Good transport links to London, airports, the A3 and M3
- Arts and crafts revival
- Business and wedding venues
- Strong chambers of commerce

Economic weakness

- A high affordability gap between local salaries and house prices
- Patchy broadband infrastructure and mobile coverage
- Lacking and or stretched transport infrastructure
- Industrial areas under pressure from housing development
- Loss of employment land through Permitted Development Rights
- No major attraction for visitors
- Four separate chambers of commerce make economic logistics more difficult



Economic opportunities

- **Ensure the vitality and viability of Waverley's town and village centres**
- **Support the large number of small, and home-based, businesses**
- **Develop and promote the visitor economy**
- **Diversify hotel activities and expand offering**
- **Enhance access to countryside through sustainable modes**
- **Further utilise the Chambers of Commerce**
- **Further support the rural economy**
- **Strengthen community and business links with the education sector**
- **Enable growth of the UCA and associated local economic benefits**
- **Protect community and social facilities**
- **Facilitate the care sector in Waverley**
- **Work with the region on infrastructure solutions**
- **Work with the region on growing valuable sectors**

Economic threats

- **Brexit impact on local business**
- **Declining proportion of working age residents**
- **Key workers are priced out of housing**
- **Employment areas lost to housing development**
- **A lack of affordable workspace for smaller businesses**
- **Further pressure on the Borough's existing transport infrastructure**
- **Several challenges to Waverley's high streets**
- **Perceptions about a declining mix of independent retailers**
- **Becoming a set of dormitory towns where proximity to London is the main driver**
- **Losing economic dynamism and valuable sector opportunities**
- **Negative impacts on the countryside environment**



Brexit

Clearly, the UK's decision to leave the European Union will have a business impact and will be a key element in business planning across various sectors. The situation remains highly uncertain and at the time of writing, the Economic Development Strategy is not able to reflect and incorporate an understanding of the potential impacts on Waverley's businesses and residents. For example, Waverley's farmers may be specifically impacted by Brexit in terms of production regulations and workforce operations, and the area's European headquarters may be likely to relocate.

However, the accompanying Action Plan is flexible in that it will be updated as required and reported on annually. This gives a chance for the Council and its partners to respond to the agreed Brexit deal, and its potential impacts, with specific business support. The Council will maintain communication on this subject with its partners and across its business base.



Cranleigh 'In Bloom', July 2017



The Long-Term Economic Plan

3. Waverley's Economic Development Vision and Themes

The evidence base and SWOT analysis demonstrates that Waverley has good opportunities to drive future prosperity and dynamism, if key threats can be addressed.

The Economic Development Vision is for Waverley to be:

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.

This strategy sets out how this Vision will be achieved through six themes of activity by the Council and its partners, namely:

- 1) **Encourage sustainable business and employment growth in both our urban and rural areas**
- 2) **Provide high quality business and employment support**
- 3) **Support healthy town and village centres**
- 4) **Encourage a successful visitor economy that is right for Waverley**
- 5) **Expand links with and support for the education sector**
- 6) **Support the right housing developments in Waverley**

The Long-Term Economic Plan and the accompanying Action Plan focus on measures that the Council can undertake to help meet this Vision, with a focus on providing the supportive business environment and facilitating activity by partners, local stakeholders and the business community.

The Long-Term Economic Plan is considered for each of the six themes in the following sections, with a Theme narrative and long-term activities and support.





Theme 1: Encourage sustainable business and employment growth in both our urban and rural areas

Support sustainable growth that will protect and enhance Waverley's future dynamism and prosperity, with employment opportunities available to all of Waverley's communities.



The ramsac office, Godalming

Waverley already has a diverse business base with many small enterprises (*Evidence 1.3*) operating across a range of industry sectors. This, in combination with the borough's high levels of economic prosperity and low levels of historic population growth (*Evidence 2.1*), meant there was no strategic need to pursue high levels of growth.

However, **Waverley, as other areas, has an ageing population** that is projected to grow significantly for 2018-32 (*Evidence 2.1*). Waverley will also be facilitating new housing development as set out in the adopted Local Plan. These longer term changes mean there is a need to protect Waverley's dynamism and prosperity by facilitating employment and business opportunity for local people and the next generation.

Waverley's businesses and employment are dispersed across the borough where rural areas (26% of employment, *Evidence 1.14*) are important as well as the key centres. Economic development actions and approaches to support business and employment growth will need to be tailored for these different areas under common principles set out in this strategy.

Waverley has long had a **large population of out-commuters** (*Evidence 2.11*), generally highly skilled people who bring in higher wages to the Borough. Local service businesses are a significant part of the economy and are important for Waverley's out-commuting residents, as well as providing employment to local residents, often as small businesses. Waverley's economy benefits from residents spending their wages locally. Ensuring these sectors' workers can live in Waverley or easily commute in is important, this is discussed further in Theme 6.

It is important for the borough to support Waverley's priority neighbourhoods - addressing specific concerns around access to employment and skills for these residents will help address the gap between Waverley and its areas of lower socio-economic outcomes and support sustainable prosperity across the borough (*Evidence 4.5*)

The Council has a lever to help ensure local businesses benefit from local services and project work, through **raising awareness of Council procurement opportunities** and supporting the retention of these benefits within the borough. This approach aligns with the aims of Social Value and Inclusive Growth. As of 2016/17, the Council spent 7% of its contracted expenditure with suppliers who have an office or depot within the borough, and



18% of suppliers within the Surrey Borders. The local figure rises to 48% if the key contracts with Mears, Veolia and Glendale are included.

The key attribute for growth is for it to be sustainable. As such, it should reflect sectors that can support the continuing dynamism and prosperity of the area in the mid to long-term, whilst enabling Waverley's attractive character and quality of life to be protected and enhanced. The Council will maintain a positive outlook towards exploring opportunities for employment growth in appropriate sectors and locations, necessarily engaging with the sectors and understanding the market.



Dunsfold Business Park

Sectors where demand is expected to continue to be important or indeed grow in Waverley have been detailed in the key sectors section (1.4), they include **education, further education, rural activities, the care sector, the creative and digital sectors and the visitor economy** - and the Council can actively support and facilitate these areas. By facilitating the growth of these valuable sectors to Waverley, and to create local employment, can help address the gap in workplace and resident wages (*Evidence 2.10*).

The key here will be in **providing fit for purpose premises that match the growth sectors and local demand**. This likely includes office space for smaller businesses (*Evidence 1.16, Evidence 1.8*) and more specific creative sector aligned spaces, as set out in Waverley's Cultural Strategy. A commercial business hub can support isolated people who are working from home and early stage businesses by providing access to services, networking, meeting rooms and space for growth outside of the home. This will be guided by Waverley's adopted Local Plan and Employment Land Review.

The needs of business in terms premises can be addressed by all potential providers. For example, Haslemere Business Centre is successfully provided by Haslemere Chamber of Commerce and the Council has made acquisitions of The Enterprise Centre and Wey Court in Farnham and Langham Park in Godalming.





Brightwells Regeneration Scheme, Farnham

Long-term activities and support – Theme 1

Work effectively as a council and with external partners to support business

A) The Council's Economic Development team will work effectively with key council departments such as planning, business rates and environmental health.

B) Support suitable infrastructure projects in the borough in line with the Infrastructure Delivery Plan, engaging with Enterprise M3 and other cross-boundary partners and neighbours.

Respond to business climate change and provide support

C) Support existing businesses and encourage valuable business sectors to locate to Waverley, supporting local employment.

D) Understand the business community needs through engagement and data gathering across sector and locations. This includes the specifically rural sectors.

E) Support the rural economy by working with local parishes, Surrey Hills AONB, the National Trust, Guildford Borough Council and other partners.

F) Encourage local businesses to engage in its online tendering processes so that more local businesses are awarded council contracts.

Invest in local employment properties



G) Explore further investment in business premises that fit with the Local Plan and match growth sectors and local demand.

H) Protect suitable employment space and become a 'landlord of choice'.

Employment and skills

I) Support the sustainable growth of employment in line with the growth identified in the adopted Local Plan.

J) Address unemployment by helping people in deprived wards into work through supporting initiatives such as the Farnham Job Club and Godalming Opportunities project.

K) Promote suitable apprenticeships and training opportunities for all ages and develop local skills and training, with Waverley Training Services and other external training providers.



Farnham Job Club





Theme 2: Provide high quality business and employment support

Continue to pursue schemes that provide effective and valuable business support.



The Council has a good track record of supporting local businesses and it is important that it continues to engage with business and work in collaboration with its partners here.

Waverley has good rates of business start-ups (*Evidence 1.7*), however it has a high business death rate, **lower rates of new enterprise survival** than the wider area and lower rates of business scale-ups (*Evidence 1.7*). Business support across the start-up and growth cycles will play a key role in facilitating this improvement alongside

the availability of suitable grow-on workspace (Theme 1, *Evidence 1.8*).

It will also be important to understand why businesses are ceasing operations or relocating, where there may be some important common factors whilst some of these business deaths may simply reflect retirement. There is a significant number of young businesses and small businesses in the borough who can benefit from targeted business support.

Initiatives that develop the **skills and qualifications of the local workforce** can be considered, to support all of Waverley's residents who seek work. This will benefit both the local workforce and local businesses, as it will make it easier to recruit locally.

There are a range of initiatives that the Council and its partners can continue, expand or begin from 2018, and these are detailed in the Action Plan.

The Council will work on this theme with: Surrey County Council; Enterprise M3; Business South; Enterprise First; Waverley Training Services; Haslemere Business Centre; the four Chambers of Commerce; the town and parish councils; Job Clubs; Surrey Inward Investment Programme; Department for International Trade (DIT); Department for Business, Energy & Industrial strategy (BEIS) and the UCA.

A key role of the Council and its Economic Development Team is in signposting businesses to its partners and other economic stakeholders. Communication with businesses is essential and the Council will communicate with businesses using a range of appropriate channels, as covered in the Action Plan. Homeworkers and rural businesses may be traditionally harder to reach and therefore alternative communication tools and partners will be used. Further, there is a role for the Chambers of Commerce and the towns and parishes to help promote and communicate on the Council's various business services.



Business requirements such as broadband, mobile coverage and car parking space will be understood, and solutions worked on, with partners. For example, Enterprise M3 with their targets for digital access, the Superfast Surrey project, the Broadband for Surrey Hills project and with the Chambers of Commerce and town and parish councils.



Volunteers for the Community Meals Service; the start your business in Waverley book launch

In summary current initiatives include:

Enterprise First

The Council has a three-year Service Level Agreement with Enterprise First, a not for profit organisation that provides free business advice to local start-ups. Its offer includes a variety of free programmes and support, including practical workshops on marketing and finance, and events where people can put questions to experts on various subjects such as accountancy, law, social media and council services. The business support provided by Enterprise First during the last agreement was well received by local businesses, with up to 200 new businesses a year using the service.

Waverley Training Services

The Council runs study schemes and a successful apprenticeship programme through Waverley Training Services (WTS). WTS has high pass levels compared to training services in other areas and a wide and varied business clientele.

This programme is likely to expand with the Apprenticeship Levy impact, with a projected 300-400 apprentices being provided to businesses in the local and wider area each year.

Apprenticeships are currently within business admin and management, ICT, customer service, digital and media and teaching assistants, whilst accountancy and HR apprenticeships are likely to grow.

Farnham Job Club

The Council established Farnham Job Club at Sandy Hill in 2013 and a team of volunteers now deliver the club every Tuesday. The club provides a supportive environment with tailored support and advice for job seekers to find work or training. There are good links with the two nearest Job Centre Plus offices in Guildford and Aldershot.



Premises enquiry service

The Council regularly responds to enquiries for local business premises and makes use of the latest EGi property database to facilitate this. This is part of a free enquiry service.

Close working with the town and parish councils

The Council undertake quarterly meetings with the towns and parishes to understand concerns and share information. These meetings cover key issues such as council procurement, permitted development rights, parking provisions, local events and initiatives.

Chamber of Commerce Engagement

Initiatives have been developed in collaboration with the Chambers of Commerce such as 'Compete on the Street', which provided feedback on customer service for high street retailers; free business events such as 'Ask the Expert'; and training such as 'Digital high street skills' and 'Futureproof your business'. The Council has also used the Chambers' expertise, involving them in consultations such as consultation following the 2017 Business Rates Revaluation.

Further: A **Business Improvement District** is now being explored by the Chambers of Commerce, where funding has been provided for a feasibility study.

Waverley's BIG awards are being organised by the Chambers of Commerce with the Council's support.

Long-term activities and support – Theme 2

Work effectively as a council to support business and with external partners

A) Foster effective regional partnerships to encourage business growth and sector support.

B) Monitor service supply i.e. broadband and banks

C) Engage with partners on business issues i.e. rates retention, infrastructure needs.

Invest in local employment properties

D) Respond promptly to commercial planning applications.

Business support

E) Promote and signpost to all business support provision and partners, covering start-ups and growth, recruitment, training and other assistance

F) Support and engage with businesses including start-ups, home workers and rural businesses.

G) Communicate effectively with businesses through different channels, and via the Chambers of Commerce and town and parish councils



H) Gather business intelligence and monitor business views and the economy.

I) Support the business community by promoting procurement opportunities.

Employment and skills

J) Develop the programme of business events and networking opportunities and the training programme for businesses, i.e. on recruitment/skills topic.

K) Continue to work with Job Clubs and employment initiatives to support all our residents into work.

Respond to business climate change

L) Adapt business advice service brief to suit changing needs and to advise around Brexit impacts.

M) Explore overseas exporting opportunities with partners, including Enterprise M3, Invest in Surrey, Surrey County Council and the Department of International Trade (DIT).





Theme 3: Support healthy town and village centres

Protect the character and vitality of the high streets, and enhance the perception of the town centres as destinations.

The high street forms the visible, perceptible pulse of a prosperous local area. Vibrant and community-feel town centres are **beneficial for local wellbeing**. In being attractive destinations, town and village centres support social cohesion and engagement between residents and businesses, whilst also **supporting the visitor economy**.



The Peppercot, Godalming High Street

Across the UK, the nature of the high street and shopping and leisure trends are changing through internet shopping, out of town malls and the growing food convenience delivery market. Many centres have been hit hard by vacancies and short survival rates. Waverley however has demonstrated **strong vacancy rates** with the latest data (*Evidence 3.5*) showing Waverley outperforming the national average by a significant level.



Farnham Food Festival. Credit: Vaidas Gerikas

Waverley's centres offer a **relatively good mix of shops, services, bars and restaurants, with many small, independent shops**, whilst there is also strong representation from national retailers and charity shops. Currently, the four town centres show a share of 3-7% of charity shops as part of the high street mix. This may have partly increased due to their discounted rate relief. The mix of offerings in the town and village centres is important to their continued vitality and sustainability as community hubs.

The **Brightwells regeneration project** is a clear example of the benefits of investing in Waverley's town centres. Encouraging new businesses (shops, restaurants, leisure) and providing jobs, leisure opportunities, community facilities and much needed housing helped drive an economic uplift to the area. The East Street area has undergone effective regeneration, adding vitality and a sense of destination to the entire town centre.

Furthermore, Waverley has opportunities for its town and village centres **with:**



- **its art and craft heritage** and offerings;
- with its **creative students** as both potential occupiers and town centre users; and
- with the high level of **home-based and flexible workers** who could be more attracted to centre use, especially alongside services and working space offerings.

Parking issues have been consistently raised, where a lack of capacity affects the ability of residents and those from a wider area to use the different high streets, which could lower footfall. Continued discussion on these matters can help inform future council car parking strategies. Parking is also important for visitor access and enabling their movement across the borough.



Haslemere High Street

To be most effective, different approaches may need to be applied to Waverley's different distinct town and village centres, the accompanying Action Plan will reflect this.

Long-term activities and support – Theme 3

Work effectively as a council to support business and with external partners

A) Encourage more people to shop on our high streets by working closely with town and parish councils, Chambers of Commerce and partners to support footfall and promote the centres as destinations.

B) Gather business intelligence around the centres, and to share this with local town and parish councils and the chambers.

C) Work with local town and parish councils and chambers to monitor the loss of key office and retail sites via permitted development rights.

D) Develop a tailored parking strategy for each town centre, and areas where it is relevant, to maximise the use of existing capacity and provide additional capacity where needed and practicable.

Business support

E) Continue to offer initiatives such as the 'Compete on the Street' customer service programme.



F) Investigate starting a network of independent retailers and explore new initiatives and marketing campaigns such as a 'Buy Local/Use Local' scheme with partners.

Employment and skills

G) Provide retail customer service training and support JCPs and Job Clubs to engage with town centre opportunities.

H) Offer training opportunities to retailers.

Respond to business climate change

H) Engage closely with businesses through chamber led initiatives such as the BIG Waverley business awards and explore a Business Improvement District for the borough.



Hambleton village shop





Theme 4: Encourage a successful visitor economy that is right for Waverley

Develop the visitor economy in a sustainable way that brings prosperity to businesses and local diversity.



The visitor sector is seen as a **potential growth area for Waverley** (Section 1.4), where there is substantial value in the day visitor market from UK residents and overseas visitors, who are increasingly visiting nearby places. Waverley has much to offer visitors (Evidence 3.6), providing events, cultural activities, shopping, eateries and attractions for residents, visitors and those visiting friends and relatives (VFR) during their leisure time. As today's consumers are increasingly tech savvy customers, they are also looking for interactive experiences and expect the

sector to embrace technology. Digital marketing activities would form a key part of a marketing strategy. Waverley can also be promoted as a **destination to business visitors**, an important market segment with specific needs such as conference facilities and hotel based away days.

The different market segments of the visitor sector will suit different areas of Waverley, and this can be brought out in developing specific approaches with town and village stakeholders.

Waverley has the potential to capture the benefits of a strong visitor economy, where **forging stronger links with key industry bodies**: Visit England, VisitBritain, Tourism South East, Visit Surrey and the National Trust will support this aim. The Surrey Hills Management Plan will also inform and support this theme. These partnerships can raise awareness of the area as a destination and maximise additional promotion for Waverley, including local events and activities in the towns and villages.



Frensham Great Pond

Waverley has **outstanding natural assets** that can support a visitor economy action plan. 80% of the countryside is covered by the Surrey Hills AONB, whilst all public bodies have a statutory Duty of Regard to conserving and enhancing this area. Assets include Waverley's position as a gateway, enhanced with its rail stations, to the South Downs, the Surrey Hills and the Olympic Box Hill, Leith Hill and Pitch Hill cycle route. Further, Waverley's own offerings comprise museums, art centres, heritage sites and the market and craft towns.



The Surrey Hills could be further promoted as a National Park, whilst the Downs Link is a hugely under resourced asset. There are examples throughout the UK of expired rail routes that have been developed into tourist attractions and sustainable travel routes.



Surrey Hills AONB - Gibbet Hill, Hindhead. Credit: Surrey Hills AONB Board

The rural economy can also be promoted, through supporting arts and crafts fairs, farmers' markets, small businesses and by protecting community and social facilities such as pubs and post offices in rural areas.

Events within Waverley can appeal to visitors and the local market. These could include food, drink or walking festivals, craft months, walking tree trails, cycling routes and following in the footsteps of famous locals. **Art, crafts, literature and local produce events** could be a good focus. This will help protect and further enhance the identity of Waverley's market and craft towns, and of Waverley as a destination offering both culture and beautiful natural environments.

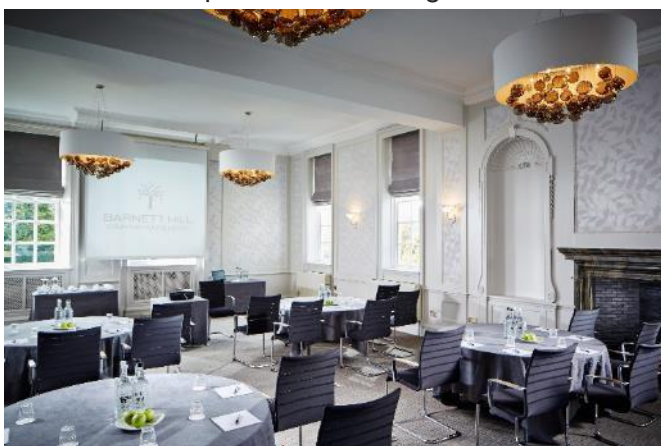


Godalming Museum



There is also an opportunity to capture benefits from the newly opened **Farnborough International**, which is an expansive event space that will attract many visitors to its national and international events (estimates of 50,000+ a year). Waverley can offer such influxes of visitors with food and drink, retail and various cultural offerings, whilst accommodation provision is a further opportunity. There is a need to ensure parking is sufficient for visitors, across the towns and villages (Theme 3) for these areas to capture visitor benefits.

The right type of investment can help attract visitors. Hotels are one type of investment, and the proposals for Lythe Hill Hotel are a good example, where four/five-star hotel properties provide more job opportunities with higher staff: guest ratios. The larger hotels could expand their offerings to accommodate the visitor economy with facilities for



events and functions i.e. weddings and business conferences. These can support the local economy as well as increase the demand for overnight stays, providing local employment opportunities. There is also an identified need for more budget accommodation options such as B&B's and low cost hostels (*Evidence 3.6*)

Barnett Hill Country House Hotel

Long-term activities and support

Work effectively as a council to support business and with external partners

A) Work with tourism organisations to promote Waverley both as a leisure and business visit destination and to understand key markets and targeted joint marketing activities.

B) Consider improvements to sustainable travel, cycling and walking offerings, with local and wider stakeholders including Rail Partnerships.

C) Help promote and create opportunities for the tourism industry, with local town events and activities.

Business support

D) Communicate the importance of the visitor economy and its business opportunities, supporting this with advice services and training opportunities.

Respond to business climate change

E) Support an increase in the number of hotel beds/stays.

F) Encourage appropriate filming opportunities and work with local landowners to create the right planning permissions and protocols.





Theme 5: Expand links with and support for the education sector

Help secure future economic sustainability by utilising and capturing further benefits of Waverley's education institutions locally.

Waverley is unique in its education offer, where it is home to excellent primary, secondary, sixth form college and independent schools; the University of Creative Arts (UCA); and Waverley Training Services. **This is a real USP for the area and supports the economy** by attracting students and families to the area, supporting over 8,000 direct jobs and providing a supply of highly and specifically skilled young people.



UCA, Farnham Campus

The economic value of the education sector can be expanded and further captured in the local area through a) the development of the educational institutions in the right ways, and b) where students continue to live and work in Waverley, contributing prosperity and sector growth.

As set out in the key sectors (*Section 1.4*), there are both opportunities for and threats to the education sector's continued, and increasing, success. **There are opportunities for Waverley's schools to continue their success** over the strategy lifetime, where the right



development and infrastructure plans that fit the Local Plan can be supported. School facilities can also be further utilised by the local community and businesses. However, impacts on staff retention may need to be considered alongside housing affordability and transport access.

Founder's Court, Charterhouse School



The UCA could become the nucleus of a ‘creative hub’ for a variety of creative, digital and art skills to attract creative, innovative people to settle in the borough. This community can represent business collaboration and growth as well as reinforcing town branding and local spending patterns.

Beyond the UCA courses, people can be attracted to stay locally through the right support for creative, digital and knowledge intensive start-ups. An aim in Waverley’s Cultural Strategy is to work with strategic partners and internal council teams to look at the opportunities for affordable studio and incubator spaces and enable more graduates - from UCA, the University of Surrey and others - to develop their careers in Waverley. With the right engagement and support, **Waverley can host more of the future job opportunities and benefits from expected growth in key creative industries** (Section 1.4).

There is also mutual benefit in forging links between the UCA, local cultural venues, social organisations (like Enterprise First and the Arts Council), Business South and local business – namely, in sharing knowledge, skills, placements and start-up and employment opportunities.



Waverley Training Services careers fair, with two apprentices

Brightwells and its retail and entertainment offer will enhance the attractiveness of Farnham to students. Beyond this, there are other student living environment offerings that can be facilitated and supported which can also boost business growth and the retail sector.

Student accommodation and supporting development would need to be well thought out, including consideration of how accommodation will incorporate the use of private landlords, and locations of new supporting development. A good example is the Epsom UCA campus. Epsom is a picturesque market town with a community feel and good proximity to London. It now has 1,500 students at its campus and has witnessed the development of a local art scene along with new bars and restaurants.



Long-term activities and support

Work effectively as a council to support business and with external partners

A) Support engagement between the UCA and local cultural services such as Cranleigh Arts Centre, Farnham Maltings, Arts Partnership Surrey as well as social organisations, Business South and local business.

B) Understand the needs of students and articulate these to partners and local businesses with the benefits of a local student population.

C) Continue dialogue with local schools to understand their development needs and where they can engage with the local community, such as sharing facilities.

Invest in local employment properties

D) Identify where current or new space can be provided for creative, digital and knowledge intensive business, and support development here.

Business support

E) Provide free business advice, services and support partner engagement for graduate start-ups, alongside UCA.

Employment and skills

F) Identify opportunities and help UCA deliver more student accommodation, working with WBC housing and property teams.

G) Work with Waverley Training Services (WTS) to develop links between local schools, colleges and employers.

Respond to business climate change

H) Consider supporting the creative sector with understanding overseas exporting opportunities, working with UCA and institutions including Enterprise M3, Surrey Inward Investment Programme, Surrey County Council, and the UK's DIT.





Theme 6: Support the right housing developments in Waverley

It is important that affordable housing is available for key service employees, and good accessibility for those who commute in.



Key local services – local retail; construction services; food and leisure services such as restaurants, cafes pubs and gyms; childcare; car repairs; local transport; support services to local businesses and the self-employed; and personal services - are vital to the continued functioning and prosperity of the borough and its economy. This is especially so where a large share of Waverley’s employed population are out-commuters (*Evidence 2.11*).

Providing the local, affordable homes for these key workers is important as well as ensuring

those who commute in have good access through travel routes and car parking space.

The Strategic Housing Market Study, and the new Housing Strategy for 2018-26, has noted the importance of housing availability for first time buyers and young families, students, new graduates and potential start-up business, and for the retirement market.

Waverley is projected to have a flat working age population for 2018-32 (*Evidence 2.1*), where supporting younger professionals and families in the area can alter this projection and enable the economy to support its aging population. This is critical where **housing affordability** is impacted by workplace wages that are significantly lower than residential wages (*Evidence 2.10*). One long-term approach, alongside the addressing of housing affordability, is to help ensure higher paid sectors can thrive in Waverley to provide local employment and raise workplace wages (Theme 1).



Another approach to ensuring sustainable prosperity from development is to combine housing and employment space as **mixed use development**. The Dunsfold Park proposals are an excellent example with the provision for 500,000 square foot of varied and higher quality employment space, alongside the development of its new housing village with

social infrastructure (community facilities, child care, education and open space).

Brightwells in Farnham is another example of mixed use development where retail, restaurant and leisure opportunity was provided alongside community facilities and much needed affordable and open market housing.



These schemes help ensure the right cultural, leisure and community development is also provided. It will be important for partners to work with the Council and the adopted Local Plan to provide the right housing for each individual area.

Providing local employment for existing and new residents to Waverley is important in protecting the area's vibrancy and prosperity, as opposed to the towns becoming more dormitory (Theme 1).

Infrastructure investment is important to the area, especially with the target for thousands of new homes in the area as detailed by the Local Plan. The railway service is vital to Waverley's residents, whilst the bus network in and out of Waverley may be an important consideration as well as better intermodal links. Without effective transport infrastructure, there will be constraints on commuters, the movements of goods and services by businesses and the inflow of visitors, which would have a negative impact on the local economy and quality of life.



Farnham Train Station

Further, the town and village centres in proximity to new housing development may need to develop to sufficiently provide the service and community facilities required by residents, reflecting an opportunity for businesses as well as an infrastructure and planning need to facilitate this.

The Council does not have the level of responsibility or funding for transport infrastructure. However, the Council can work in partnership with those that do, including Surrey County Council, Enterprise M3 LEP, the Department for Transport and MPs to communicate its needs and influence decisions. This will be in line with Waverley's **Infrastructure Delivery Plan**.

Long-term activities and support

Work effectively as a council to support business and with external partners

A) Support the delivery of the new home requirement set out in the adopted Local Plan, with 590 new homes to be built annually to 2032.

B) Explore supporting infrastructure opportunities, including working with Enterprise M3 LEP, Rail Partnerships and other cross-boundary partners and neighbours to discuss opportunities to improve and integrate infrastructure.

C) Work alongside partners and neighbouring authorities on transport LEP bids covering the Enterprise Growth Fund.

D) The Council's Economic Development Team to liaise with planning and other internal and external partners and monitor the impact of permitted development rights and the change of use from office and retail to residential.



Respond to business climate change

E) Contribute to local service supply consultations. (e.g. bus services, pay phones, ticket office closures, post office closures, cash point access and others).

Business support

F) Communicate with businesses on opportunities through housing development and it's supply chain procurement.

G) Support the development of key business sectors in Waverley, to provide local employment.



4. Measuring Progress

4.2 The accompanying action plan

Shorter-term actions have been considered for these six themes that are achievable and in areas that Waverley Borough Council can influence.

The accompanying Action Plan sets out targets with the Theme actions, including measures where appropriate, and identifies the role of the Council and its partners in achieving the these. These targets will inform a set of projects that relate to one another over the next two years and beyond.

4.1 Approach and timeline

The Economic Development Strategy incorporates two key aspects of progress measurement for the Vision:

- A series of Action Plan targets that will bring focus and provide a clear pathway of progress that will be captured in the live document.
- The use of business communication and monitoring through: Waverley's annual business surveys; the Chamber of Commerce and town and parish council meetings; and an annual publication of key economic metrics and monitors.

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.

It should also be noted that a range of external factors, including the state of the national economy, could affect the success of the strategy. In this context, the Council will undertake an interim and final evaluation of the strategy over the 2018-32 period. The findings of the evaluations will be used to learn lessons about what has worked well and what could be improved to adjust the strategy and inform the future economic plans of the Council.

Figure B below outlines the timeline of the Economic Development Strategy's progress and update.

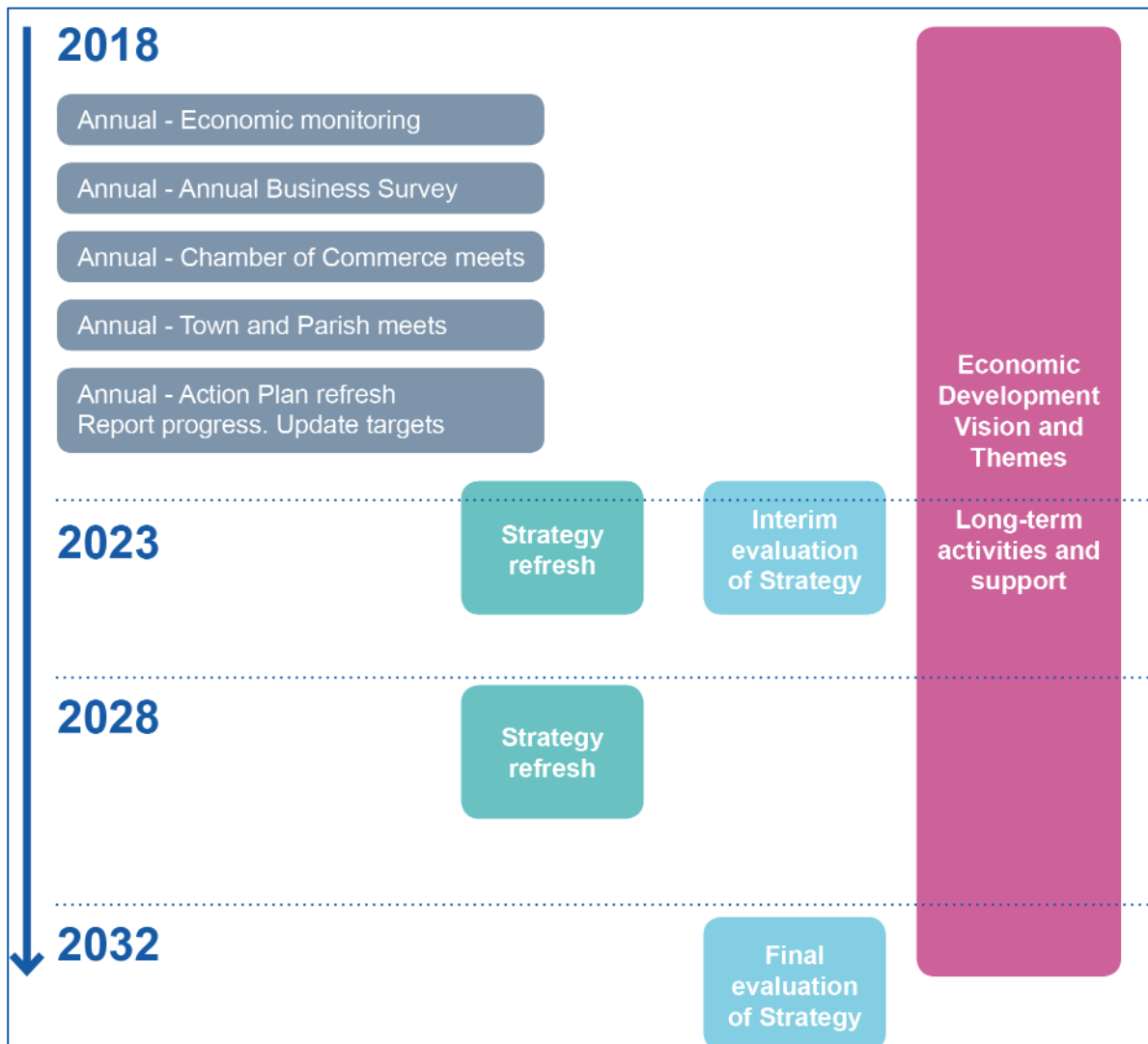
Waverley Borough Council look forward to working with its partners to deliver the Economic Development Vision for 2018-2032.



The Economic Development Vision is for Waverley to be:

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.

Figure B: Economic Development Strategy timeline





APPENDIX 1: Evidence base behind the strategy

A range of data sources, and the latest available data, has been used throughout the evidence to this strategy. Whilst some datasets have data published for 2017 or indeed through to 2018 quarter 1, other datasets are only available at older publication date - 2016 or earlier. Further, some variables that are collected at the census are therefore dated back to 2011, though these are often slower moving variables concerning households and travel to work.

Much socio-economic evidence has not moved significantly from previous years, where many variables are relatively stable for Waverley.

Waverley's business environment

1.1 A strong business environment

The UK's Prosperity Index (Legatum Institute, 2016) includes a Business Environment ranking and placed Waverley 66th of the 389 local authorities included. This index covers the following dimensions:

Table 1: UK Prosperity Index: Business Environment dimensions and scores

Dimension	Measure	Waverley score
Broadband speed*	Average speed (Mbps)	73/100
Superfast broadband	% of properties with access to superfast (above 24Mbps)	86/100
Business survival	% new businesses still trading after 5 years	72/100
Entrepreneurship rate	New businesses per 1000 people	23/100
Logistics index	Measure of access to rail, road, airport and port links	11/100

*This does not feature mobile connectivity where this was raised locally as an issue.

Waverley performed less well on logistics at 11/100, where Woking scored 20 and Guildford 16 in comparison. Though the entrepreneurship rate was just 23, this was high amongst Surrey.

Nearby Guildford was ranked 65th, Woking 56th, Mole Valley 22nd, Rushmoor 125th, Chichester 112th and East Hampshire 151st in the Prosperity Index: Business Environment dimension.

Alternatively, the UK Competitiveness Index (2016) is a related index for competitiveness more generally and uses a differing set of dimensions. Waverley was ranked 39th here (compared to similar 36th in 2013). This index covers:

- Economic activity rates
- Business start-up rates per 1,000 inhabitants
- Number of businesses per 1,000 inhabitants
- Proportion of working age population with NVQ Level 4 or above
- Proportion of knowledge-based business



Nearby Guildford was ranked 30th, Woking 33rd, Mole Valley 23rd, Rushmoor 73rd, Chichester 77th and East Hampshire 88th for this competitiveness index.

1.2 High business density

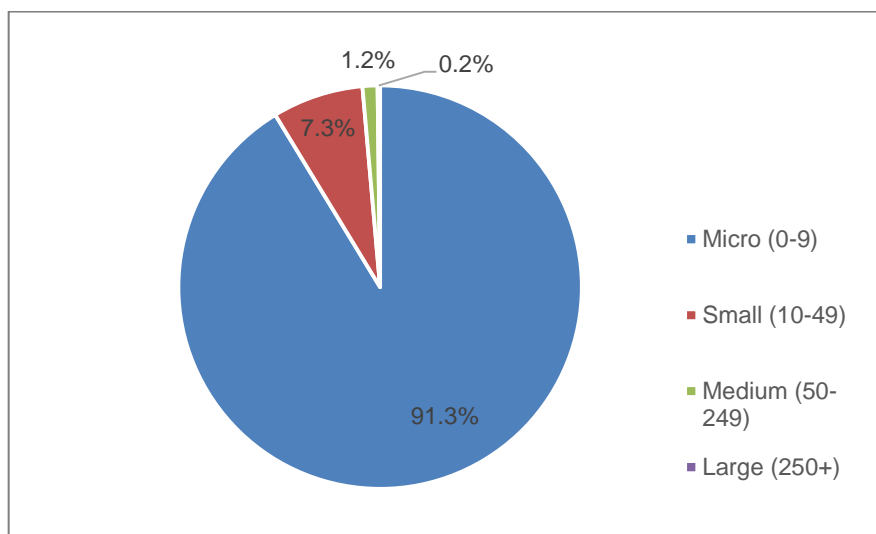
Waverley has one of the highest business densities in Surrey with 8,200 VAT registered enterprises in the borough and 9,025 local units (*source: Inter-Departmental Business Register (IDBR) from ONS, 2017*). This relates to a business density of 66 businesses to a 1000 local people, compared to 49 for Surrey, where Waverley has many micro and home-based businesses.

There are 4,081 Waverley businesses currently paying NNDR (business rates)⁴ suggesting that many local businesses are in the knowledge economy, operating from home, where 10,200 residents are homeworkers⁵, and/or are utilising latest technologies to maintain a small physical footprint.

1.3 Dominance of small businesses

Waverley’s business base is dominated by small enterprises. Approximately 91% of Waverley’s businesses are ‘micro businesses’ employing fewer than ten people (*Source: NOMIS business counts by employment size, 2017*). This is higher than the national average of 88%, though in line with Surrey at 91%. At the same time, the borough has only 15 large enterprises employing 250 or more people (figure 1).

Figure 1: Waverley enterprises by number of employees



Although similar shares of micro and small businesses, Waverley has a higher SME intensity than Surrey (51%). This reflects the ratio of SME employment to economically active population. (*Source: Nesta and Sage, ‘The State of Small Business’ report and dataset, 2017*).

1.4 High proportion of young businesses

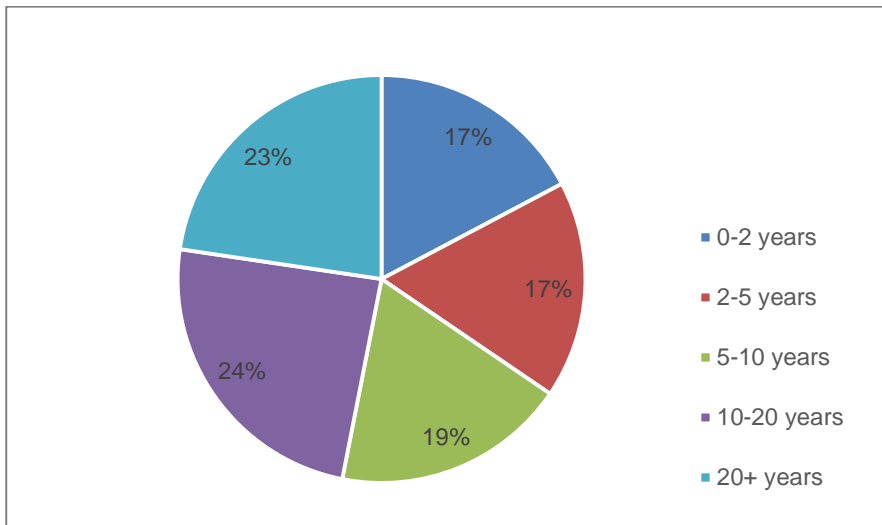
The borough has a higher than average proportion of younger businesses, with 17% of businesses being less than two years old and 53% of businesses in Waverley being up to ten years old (compared to the national average of 35%) (*Source: Experian business data for Waverley Borough, 2017 release, 2016 data*)

55 ⁴ Waverley Borough Council

⁵ CENSUS 2011, DC6609EW1a: those aged 16+ who work mainly at or from home.



Figure 2: Waverley age breakdown of businesses



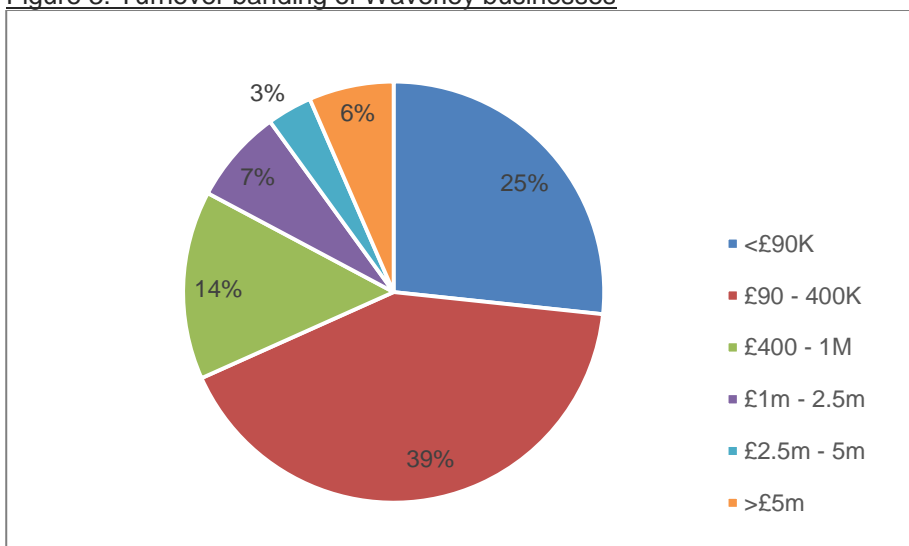
1.5 Waverley’s businesses drive local turnover of nearly £5bn

Even with the dominance of younger and smaller businesses, the total business turnover in Waverley is over £4.9bn and micro and small businesses contribute £1.76bn (35%) and £1,26bn (25%) respectively to this total (61% share of total revenue). (source: IDBR March 2017, provided by ONS, ‘UK Business: Activity, size and location’, 2017).

1.6 Business are clustered below £400,000 per year

Individual businesses however are clustered at lower turnover bands, with 25% earning less than £90,000 per year and a further 39% earning £90,000 – £400,000, so that over two thirds of businesses earn below £400,000, as shown in Figure 3. This likely reflects the small-scale employment (less than 10 staff) for much of Waverley’s businesses. (Source: Experian business data for Waverley Borough, 2017 release, 2016 data)

Figure 3: Turnover banding of Waverley businesses



In comparison to the rest of Surrey, Waverley contributes about 4% of the county's business turnover, as presented in Figure 3, whilst contributing 8% of Surrey's total workforce (*ONS, 'UK Business: Activity, size and location', 2017*). This may reflect lower turnover businesses as well as the movement of the resident workforce out to businesses in other areas, where Waverley (as further below in Socio-economic drivers) has a high level of out-commuting. Indeed, this lower value business environment is reflected in Figure 4 and 5 below showing the business turnover by business counts across Surrey, where Waverley has a lower level.

Figure 4: Business turnovers across Surrey

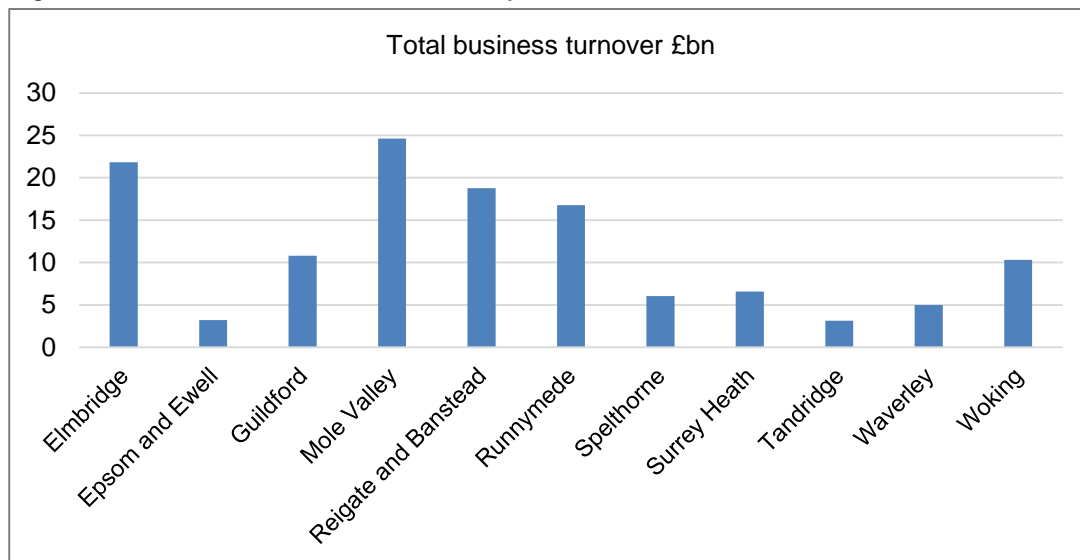
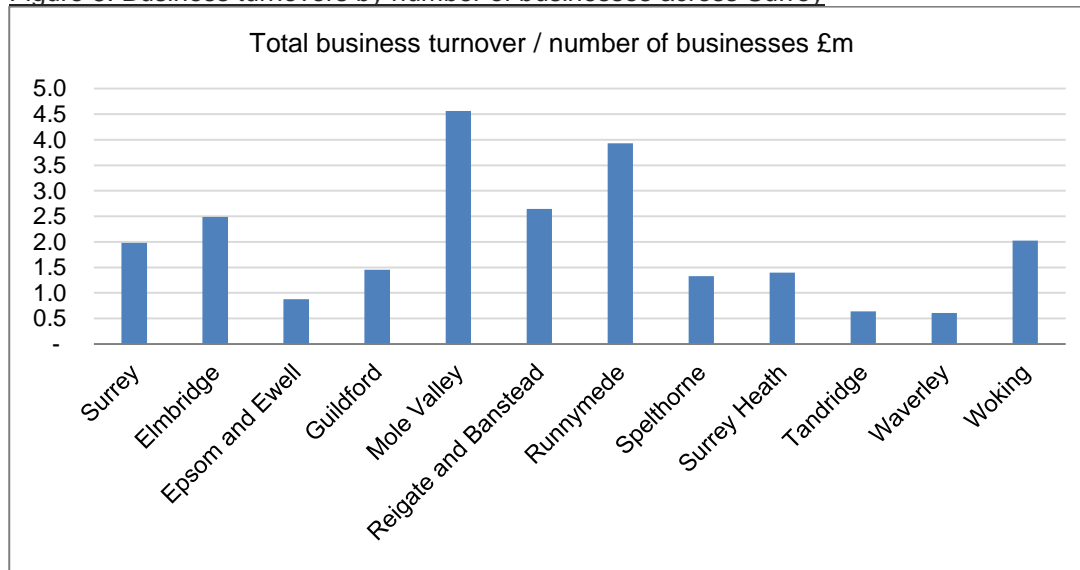


Figure 5: Business turnovers by number of businesses across Surrey



This data will be skewed by a few very large turnover businesses. Waverley has a dynamic business environment, with numerous independent businesses as a key part of their socio-economic environment.



1.7 Consistently good start-up rates, but less good survival rates

This picture of small and younger age businesses is supported by the data on the births and deaths of enterprises in the borough in recent years, as presented in figures 6 and 7 below. (Source: ONS Business Demography data, 2017)

Figure 6: New enterprises count for 2012-16

	2012	2013	2014	2015	2016
United Kingdom	269,565	346,485	350,585	383,075	414,355
England	239,975	308,770	313,200	344,385	374,035
Surrey County	7,180	8,375	8,400	9,110	8,710
Elmbridge	975	1,235	1,255	1,415	1,295
Epsom and Ewell	360	505	490	610	530
Guildford	785	845	890	970	995
Mole Valley	550	605	560	635	590
Reigate and Banstead	690	900	975	1,005	1,050
Runnymede	490	530	500	570	620
Spelthorne	665	825	820	775	640
Surrey Heath	555	610	615	670	595
Tandridge	485	615	590	680	635
Waverley	1,060	1,010	960	1,020	930
Woking	565	695	745	760	830

Waverley has one of the highest business birth levels in Surrey, accounting for an average of 1,000 new businesses every year to Surrey, which is a significant level considering its total current base of 8,200.

In terms of growth rates, Waverley has stayed stable around the 1,000 mark, either rising above or dipping below this level. Alternatively, if we compared the 2012-13 average with the 2015-16 average, England has risen by 29% between these periods and Surrey at 15% whilst Waverley's new business level has fallen by 6%. Across the districts of Surrey, only Spelthorne has also declined between these periods. Waverley also has one of the highest business death levels in Surrey, accounting for an average of 900 every year.

Figure 7: Enterprises deaths - count for 2012-16

	2012	2013	2014	2015	2016
United Kingdom	252,400	237,235	246,480	282,865	327,775
England	221,780	209,215	217,930	250,585	291,145
Surrey County	6,535	5,970	5,730	7,135	8,270
Elmbridge	850	820	845	1,000	1,270
Epsom and Ewell	320	330	350	395	435
Guildford	725	670	625	765	935
Mole Valley	465	465	435	550	645
Reigate and Banstead	685	615	630	740	870
Runnymede	410	425	355	450	540
Spelthorne	445	400	505	870	775
Surrey Heath	485	460	420	500	585
Tandridge	455	415	400	480	605
Waverley	1,195	920	690	780	910
Woking	500	450	475	605	700

5



Therefore, on net annual enterprise additions, Waverley is not performing well with an average 97 net additions, which is the second lowest in Surrey.

The ONS dataset also provides enterprise survival rates, where Waverley has had the following survival rates compared to Surrey as a whole. (Source: ONS Business Demography data, 2017)

Figure 8: Waverley and Surrey's survival rates of new businesses

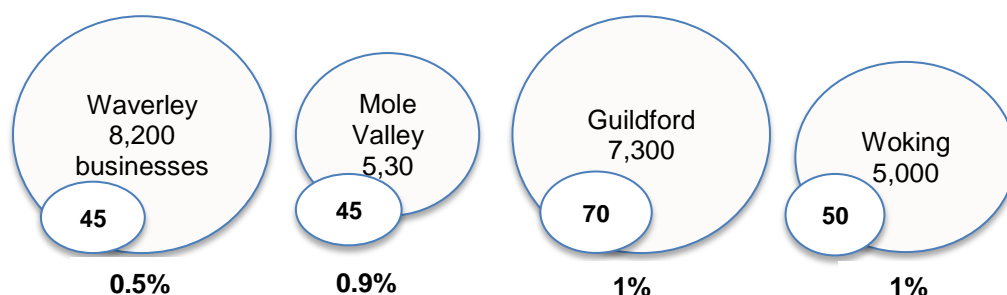
Area	2012 – 4yr survival	2013 – 3 yr survival	2014 – 2yr survival	2015 – 1 yr survival
Surrey	50%	64%	77%	90%
Waverley	43%	65%	79%	84%
	2012 – 1 yr survival	2013 – 1 yr survival	2014 – 1 yr survival	2015 – 1 yr survival
Surrey	90%	94%	92%	90%
Waverley	84%	94%	93%	84%

Waverley therefore shows strong performance in enterprise births but has lower survival rates than other areas particularly beyond two years. The one-year survival rate has itself fallen since 2013, back to 84% of new enterprises in 2015, whilst the county level has been more stable and remains at 90% in the latest year of data (2016 survival for 2015's new enterprises).

1.8 Waverley has few business scale ups

In looking at how many businesses have scaled up, data from the Nesta and Sage 'State of Small Business' report (2017) shows Waverley's performance compared to other local areas. 'Scaling up' refers to businesses whose turnover or employment had increased by an average 20% or more annually for 2013-2016.

Figure 9: Comparative business scale up rates



Of Waverley's business base, only around 1 in 200 has scaled up since 2013, whilst the comparison areas were closer to 1 in 100 scale ups. This may reflect a share of Waverley's businesses that are home-based and do not intend to scale up their operations, whilst other factors to consider are the availability and affordability of grow on space and business support.

Further, this scale up analysis does not indicate the value of the businesses upscaling and is therefore an indicative, if incomprehensive, proxy for business growth alongside analysis on net business additions (Figure 6 and 7), total economic value (see 1.5) and employment growth (2.5).

1.9 Waverley has seen reasonable growth in GVA (gross value added)⁶

In considering GVA from across the local business sectors, Waverley has seen an 12% increase to £3.7bn since 2012 in the latest data, compared to 12% across Surrey (£39bn). (Source: ONS Regional GVA Income Approach data, 2017 release and 2015 latest GVA data). Other areas in Surrey have had higher and lower growth rates, from 1% to 17%.

1.10 Productivity growth

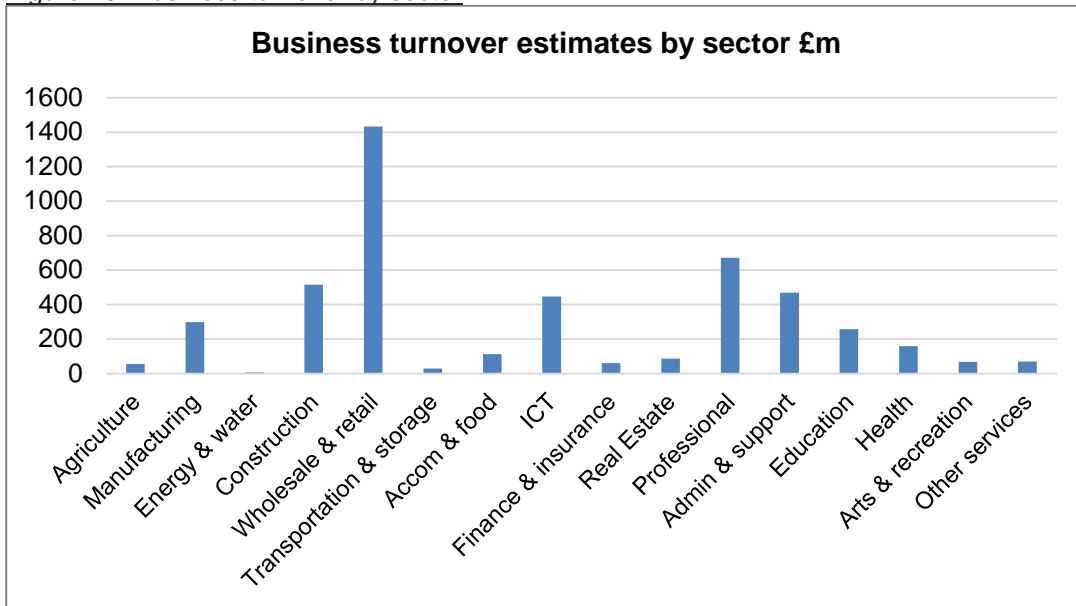
⁵GVA is the value of the economy due to the production of goods and services, reflecting output minus consumption. GVA per head using total population. Data presented in nominal prices.

The Nesta and Sage report also considered small business productivity changes over 2013-16, concerning output per worker (SME turnover/SME employment). The reporting found that Waverley's SMEs have had modest productivity growth (6%) since 2013 whilst Guildford increased by 13% and Woking by an impressive 43%. Woking's productivity gains have likely been driven by some high value growth sectors where it is in the top ten of UK knowledge sector concentrations.

1.11 Key business sectors

Using NOMIS business count data by turnover bands (2017), we can estimate turnover by sector. It is important to note that these estimates use the NOMIS turnover mid-points and are therefore bound by a constraint on accurate information, but the total achieved is close to the known Waverley total business turnover of £4.9bn.

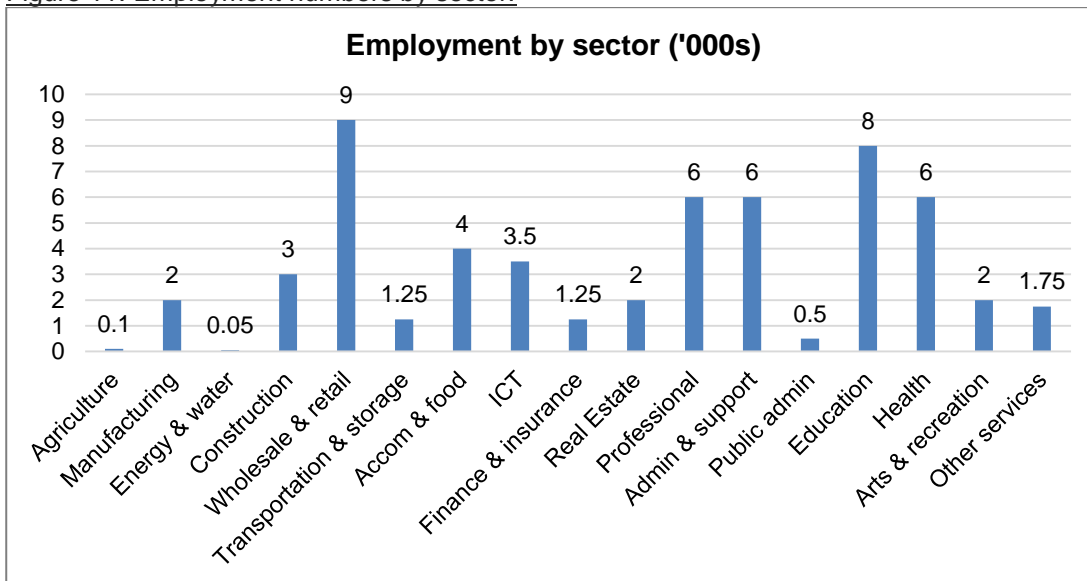
Figure 10: Business turnover by sector



As such, the analysis allows us to ascertain the most significant sectors by turnover – wholesale and retail; professional and technical services; business administration and support; ICT; construction; and education.

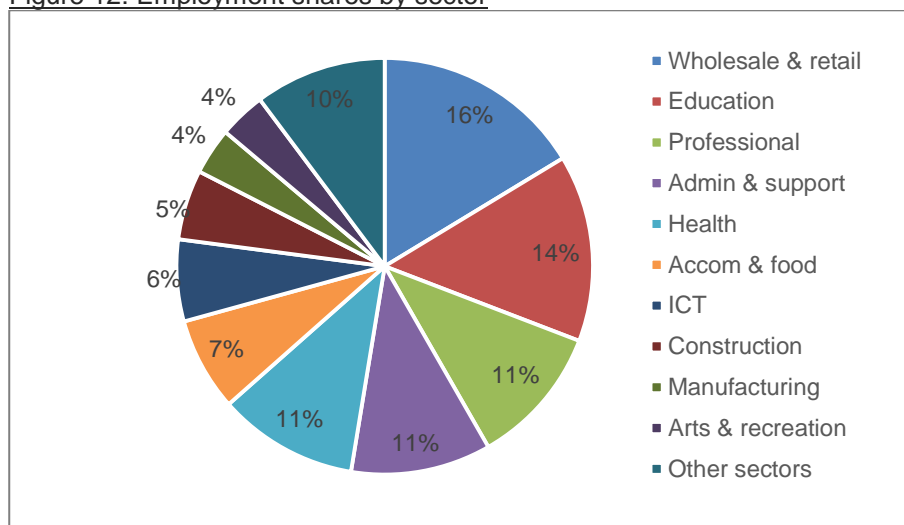
More certainly, employment is available at sector level as is presented below in Figure 11 (Source: NOMIS Business register and employment survey, 2017)

Figure 11: Employment numbers by sector.



The total employment of 56,400 can also be shown as percentage shares, as below:

Figure 12: Employment shares by sector



Wholesale and retail; education; professional and technical services; businesses administration and support and health are the key employment sectors in Waverley.

In comparing the sector employment shares to Surrey, two sectors emerge as having clear differentials – business administration and support (11% to 9% in Surrey) and Education (14% in Waverley and 9% in Surrey). Alternatively, Surrey had a slightly higher share in professional and technical services and public administration.

1.12 The creative industries in Waverley

The creative and digital industries are flourishing in Waverley as shown in Table 2, with the number of businesses and turnover level. (Source: ONS, *Creative Industries Economic Estimates, 2016*). Waverley performs strongly to other nearby areas, whilst Woking demonstrates a smaller base of businesses but with a significant level of employment and turnover, reflecting a top location for digital and creative business in the UK.

Over half (59%) of those employed in this sector people holding a degree (DCMS report 2016).

Table 2: The value of the digital/ creative industries in Waverley

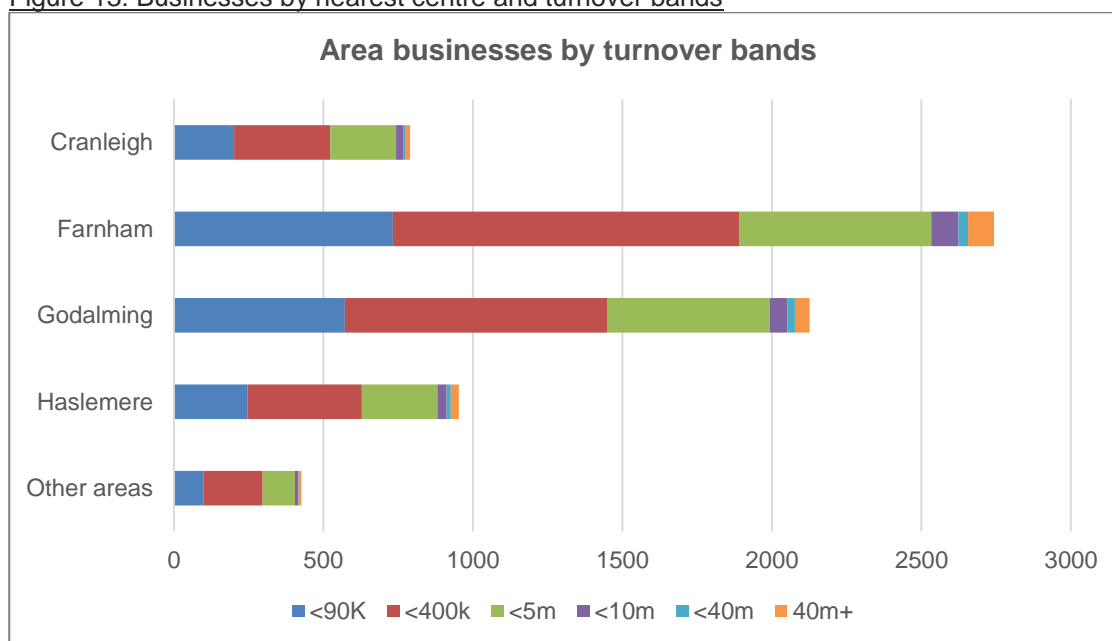
	Count	Employment	Turnover £m
Waverley	1,260	3,573	£442m
Reigate and Banstead	975	2,812	£414m
Mole Valley	820	2,394	£310m
Mid Sussex	975	2,744	£286m
Tandridge	625	1,277	£106m
Epsom and Ewell	580	1,127	£105m
Brighton and Hove	2,845	7,334	£543m
Woking (Top ten in the UK)	980	16,411	£2,600m



1.13 Businesses are distributed across Waverley's urban and rural areas

Data purchased from Experian (*Source: Experian business data purchase, 2017*) detailing all registered business units and their location and turnover bandings has enabled businesses to be distributed across Waverley according to Figure 13 below.

Figure 13: Businesses by nearest centre and turnover bands



The data provided the nearest centre location, and on this basis the total business count by the four main centres is as follows:

- Cranleigh – 14%
- Farnham – 39%
- Godalming – 30%
- Haslemere – 17%

1.14 Rural areas are important to businesses

65% of Waverley's population live in rural areas and rural related hub towns⁷. Businesses are distributed spatially across the borough, where 2,600 - 32% of Waverley's total business stock - are situated in the borough's rural areas⁸. These rural businesses deliver an estimated £800m⁹ – 16% - of Waverley's total business revenue. In terms of employment, the rural area accounts for 28% of workers (*Source: NOMIS Business Register and Employment Survey, 2017*). This highlights that many of the rural businesses are typically micro in size, with one to a few workers.

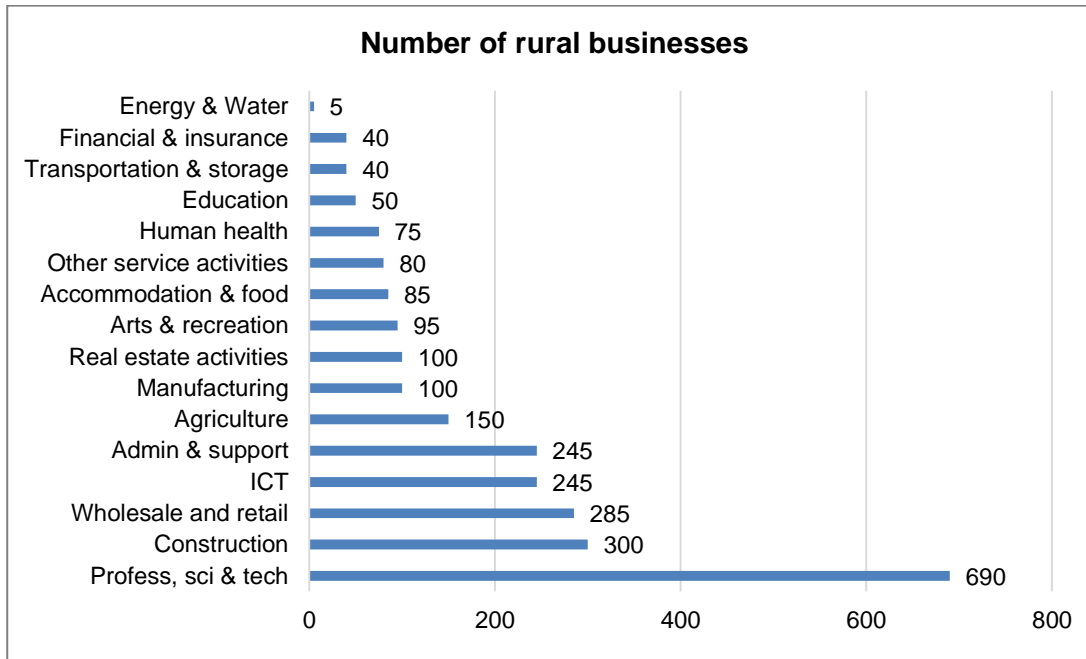
The number of rural businesses has grown 11% since 2010 (*Source: NOMIS business count by MSOA level*). The businesses are distributed across different sectors, as demonstrated in Figure 14 below.

⁷ Surrey Rural Statement; Surrey Countryside and Rural Enterprise Forum (2016)

⁸ Using Mid Super Output Area (MSOA) urban-rural designations from Census 2011

⁹ NOMIS Business counts by turnover band (2017) – midpoint estimate.

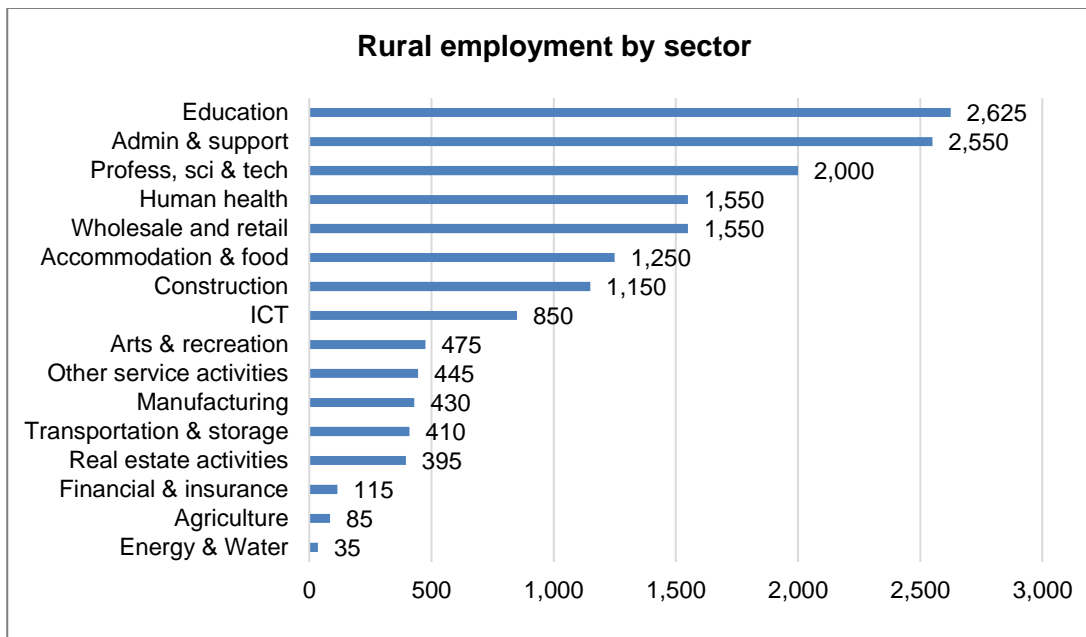
Figure 14: Rural business count by sector



Professional and technical services; construction; wholesale and retail; business administration and support; and ICT have the largest number of businesses in the rural areas. There are also 150 agricultural based businesses in the rural area, where across Waverley this accounted for a small share of employment but clearly reflects a significant group of enterprises and farmers.

This sector breakdown does not necessarily reflect employment levels, where for example the 50 rural education businesses employ many people. The employment by sector is shown in Figure 15 below (Source: NOMIS Business Register and Employment Survey, 2017).

Figure 15: Rural sectors by employment numbers



Education is the largest employer in the rural areas of Waverley (2,625 workers), followed by business administration and support (2,550) and professional and technical services (2,000). These three sectors all had a greater share of employment in the rural areas than borough wide (16%, 16% and 13% respectively compared to 14%, 11% and 11%). Health and wholesale and retail are also key sectors (both at 1,550 workers), reflecting the Waverley wide picture of top sectors.



Accommodation and food has a slighter higher share of rural employment than borough wide. Construction (1,150) and ICT (850) are the next largest employers.

The employee size of rural businesses largely reflects the wider Waverley picture, with 92% of these businesses being less than ten employees, whilst education accounts for 15 of the 35 medium rural business. The rural area does not have any large businesses of 250+ employees. (*Source: NOMIS Business counts by employment bands, 2017*).

1.15 Brexit

Clearly, the UK's decision to leave the European Union will have a business impact and is a key element in the business planning across various sectors. The situation remains highly uncertain and at the time of writing, the Economic Development Strategy is not able to reflect and incorporate an understanding of the potential impacts on Waverley's businesses and residents.

However, the accompanying Action Plan is flexible in that it will be updated as required and reported on annually, and so this gives a chance for specific business support considering the agreed Brexit deal and its impacts to be responded to by Waverley Borough Council and its partners. Waverley Borough Council will maintain communication on this subject with its partners and across its business base. For example, the export market is of growing interest to many businesses and the Council could seek to help them take advantage of any support and opportunities available.

At this stage, we can present some relevant points and high-level evidence on Brexit.

Firstly, there are some key factors why Waverley may be less impacted than other areas where:

- The economy is not dependent on international visitors
- There is not a significant presence of large exporters i.e. key manufacturers
- There is a relatively low share of the local population who are EU citizens.

However,

- Rural farmers and agricultural based businesses may be impacted
- The UCA and University of Surrey both have a share of their student population who are EU citizens
- There may also be further challenges for EU graduates moving into employment, putting SMEs at a disadvantage to employing these graduates.
- The local independent schools have a portion of students from EU countries
- There are nine foreign owned companies in the borough whose parent company are EU/EEA, though this is the third lowest across Surrey local authorities (*Source: WBC analysis, 2018*)
- There are 13 foreign owned companies in Waverley whose parent companies are located in the rest of the world and thus there is a risk of headquarter moves. Again, this is the third lowest in Surrey. (*Source: WBC analysis*)

Further analysis could be undertaken as Brexit negotiations develop to understand the level of employment that could be impacted, but at this stage any estimate would need to be highly caveated.

The LSE (London School of Economics) undertook a local impact assessment¹⁰ of a soft or hard Brexit. For Waverley, they estimated an annual GVA impact of -1.2% under a soft Brexit scenario and -2.4% under a hard GVA impact. This considered employment shares, trade volumes and production related to a European supply chain. These estimates resulted in Waverley being in the top third of local authorities for impact, with some Surrey authorities impacted harder and a few others less so.

1.16 Office supply

- Waverley Borough Council permits the change of use of existing employment sites to residential and other alternative uses where it can be clearly demonstrated that there is no reasonable prospect of the site being used for employment use.

¹⁰Dhingra, Swati, Machin, Stephen and Overman, Henry G. (2017). Local economic effects of Brexit. National Institute Economic Review 242

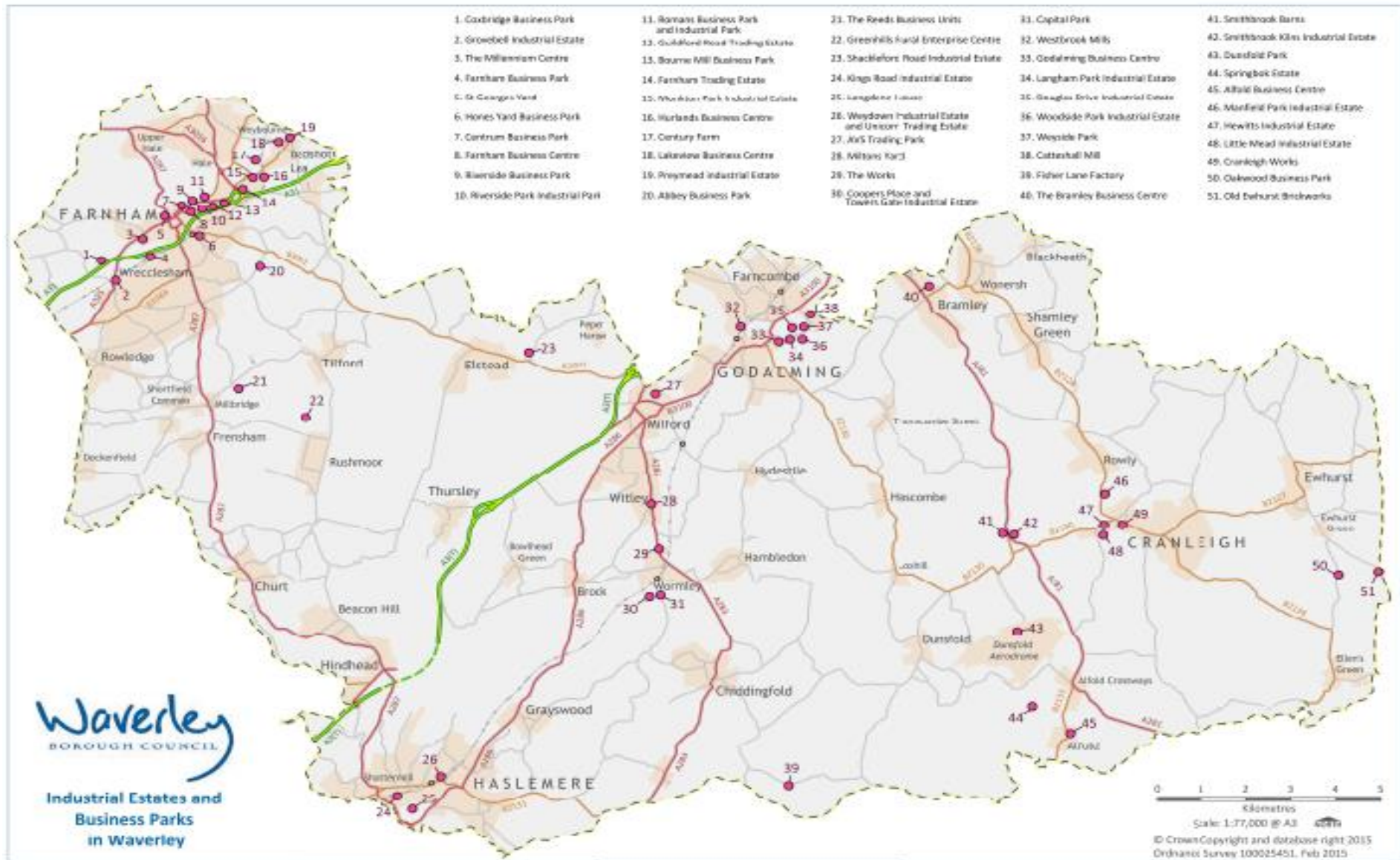


- The Local Plan also predicts that a limited supply of employment land and premises and the limited pipeline of future development are likely to constrain business growth and the ability to attract new investment in the Borough
- Waverley's Employment Land Review, looked at three scenarios in future employment land demand: base, higher growth and lower growth. In all three scenarios there was a forecast of increased demand for B1 Use Class – business.
- The Employment Land Review forecast a supply of 9,000 sqm of loss of office space, demonstrating a long-term forecast shortage.



1.17 Waverley has 47 industrial estates and business parks

Figure 16: Waverley's industrial estates and business parks across the borough



Current socio-economic drivers

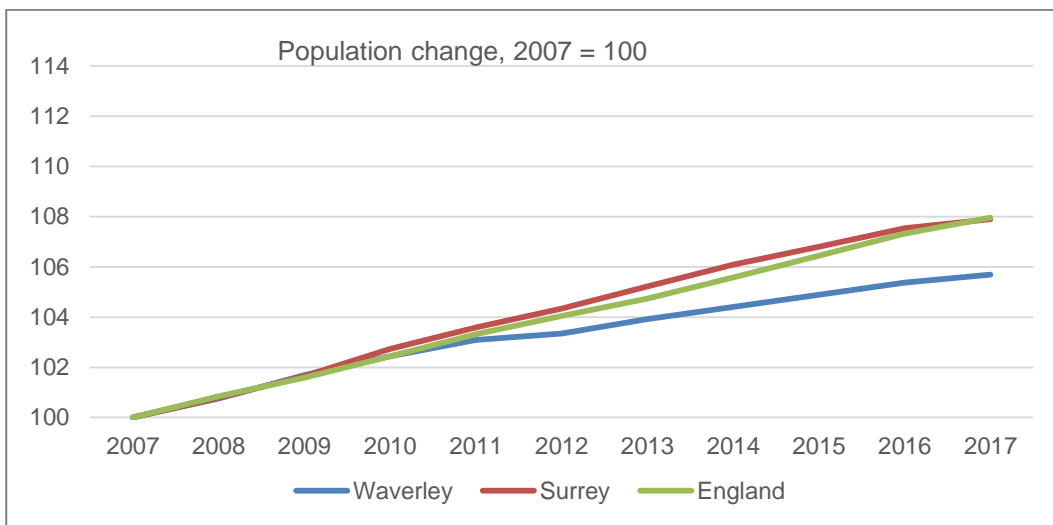
2.1 A stable but ageing population

Waverley has a current population of 125,000 residents. Waverley's population is growing at a slower rate than the county and national averages, having grown by 5.7% over the period 2007–2017 compared with growth rates of 7.9% across Surrey and England (Figure 17). This level of growth equates to approximately 630 new residents per year. Waverley's population has an older than average age profile, with residents aged 65 and over accounting for 22% of the Borough's population (compared with 18% across England).

There are a relatively low proportion of people aged between 20-35, higher proportions of people aged over 45, and low levels of ethnic diversity compared with across England. (Source: NOMIS population estimates by 5 year band, 2017; and Census 2011)

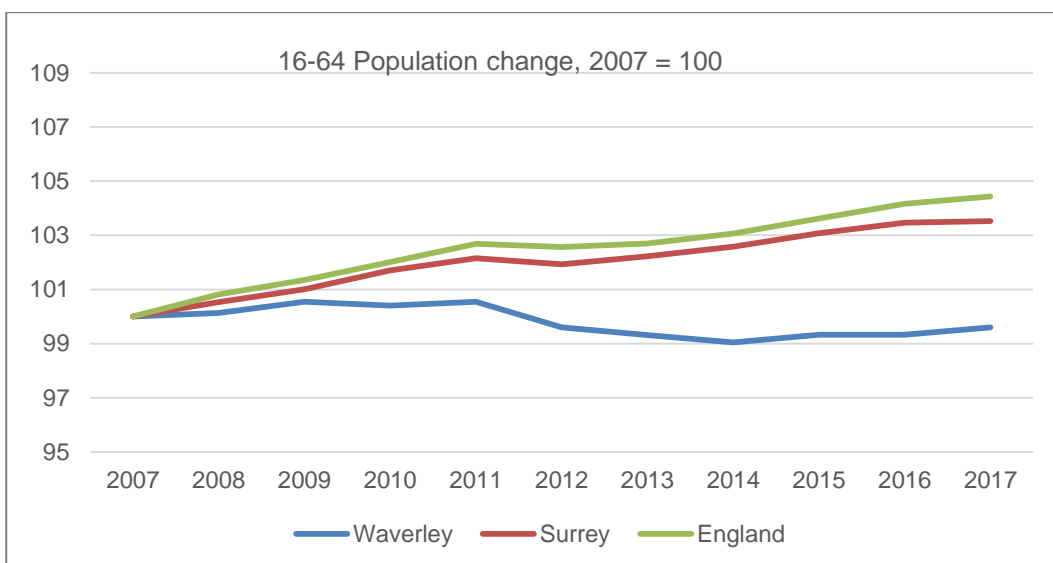
Waverley's population is also ageing at a faster rate than Surrey and England (Figure 18), with a working age population that fell from 2010 before stabilising.

Figure 17: Index of mid-year population estimates 2007-2017 (2007 = 100)



Source: NOMIS population estimates, 2017

Figure 18: Index of mid-year 16-64 population estimates 2007-2017 (2007 = 100)



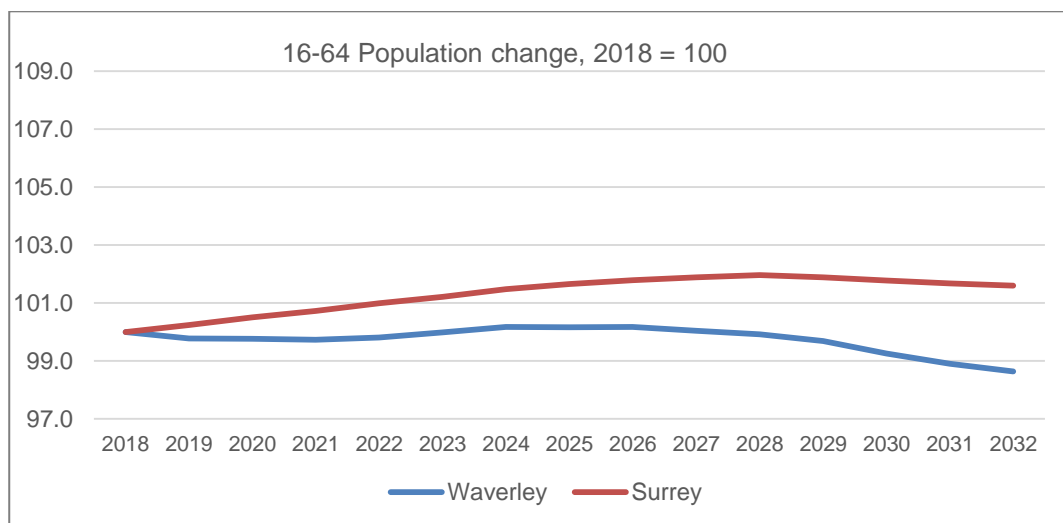
Source: NOMIS population estimates, 2017

In looking ahead, NOMIS provides population forecasts where Waverley is estimated to have an increasing population over 65 years old, and a flat population aged 16-64. These forecasts are made given the existing socio-economic environment and taken forward the current population trends.



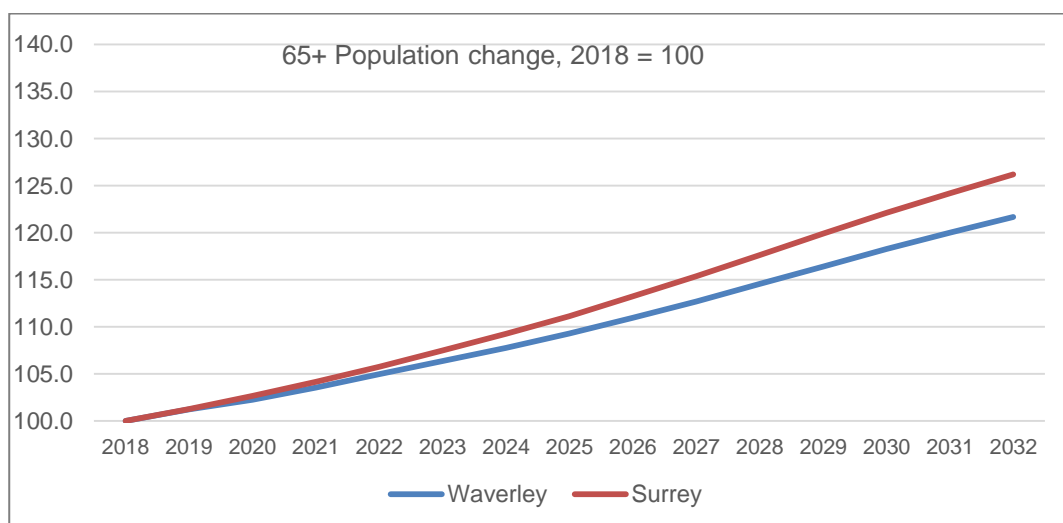
Figures 19 and 20 below show these population estimates over the Economic Development Strategy period.

Figure 19: Index of mid-year 16-64 population projections 2018-32 (2018 = 100)



Source: NOMIS population projections by 5-year band, 2017

Figure 20: Index of mid-year 65+ population projections 2018-32 (2018 = 100)



Source: NOMIS population projections by 5-year band, 2017

Waverley is projected to have a flat working age population in the mid-2020s before it declines again below Surrey’s population change levels, whilst the share of the population who are over 65 is projected to steadily rise at a similar rate to Surrey.

2.2 Healthy economic activity

The borough has a higher than average economic activity rate, with 79% of the population aged 16-64 being economically active, and in line with Surrey’s level. (Source: NOMIS local authority profiles, April 2017- March 2018)

Waverley also has higher levels of self-employment (19%, compared to 13% in Surrey and 10% across England). 33% of workers in Waverley work part time – 3% higher than Surrey and the national average. Waverley also has the largest number of homeworkers in Surrey with over 10,000 people homeworking. (Source: NOMIS local authority profiles, 2017)

2.3 High levels of employment

There are some 56,400 employees working within the borough. The borough has experienced modest levels of employment growth mirroring the UK’s economic performance.



Waverley has a relatively small proportion of residents claiming unemployment-related benefits - approximately 0.5%. This is four times lower than the national average. (Source: *ONS Claimant Count, 2017*)

2.4 Strong labour demand

Waverley has a greater labour density (0.95) – the % of jobs to local 16-64 population – than Surrey (0.92) and the South East (0.88). This means Waverley has the number of jobs, at 69,000, for 95% of its working age population, whilst many in the area commute out and others commute in for these jobs this is a strong indication of local employment demand. (Source: *ONS Jobs Density, 2017*).

However, some local employers have indicated that whilst the demand is there, they can struggle to recruit workers. (see Place section below).

2.5 Employment growth and trends

From 2010 to 2017, employment levels have remained largely stable in Waverley, moving from 53,000 to 56,400 (5.7%) and below the county employment increase rate (8.5%). Meanwhile, the employment rate has increased from 77% to 80.7% between 2010 and 2017. (Source: *Nomis, Population survey, 2010-2017*).

Between 2010 and 2016, the professional and technical sector was the only sector to see its employment share rise significantly (18%). Other sectors have shown some steady levels of growth including accommodation and food services; recreation; ICT; and business admin and support services.

Employment in manufacturing has seen steady decline since the year 2000, with the number of FTE jobs in the sector shrinking by over 40%. However, between 2010 and 2016 it seems to have stabilised, with around 2,000 in employment in the sector.

Waverley Borough Council is one of the largest employers in the borough, with a direct and significant supply chain that benefits the local economy. However, the overall proportion of jobs in the public administration and defence sector is low (1% compared to 5% in Guildford and 3% across Surrey) and employment levels in the sector fell 41% between 2010 and 2016, (Source: *Nomis, BRES, 2010-2015 & 2015-2016*).

Work undertaken at a sub-regional level by the Enterprise M3 LEP and Surrey County Council has identified that Waverley sits within an area of niche sectors and knowledge-driven industries. This includes 5G and communications; advanced automotive and aerospace; gaming and creative media technologies; cyber security; space and satellite technology; agri-tech (including food and drink); oil and gas, medical veterinary; and pharmaceuticals, life sciences and healthcare.

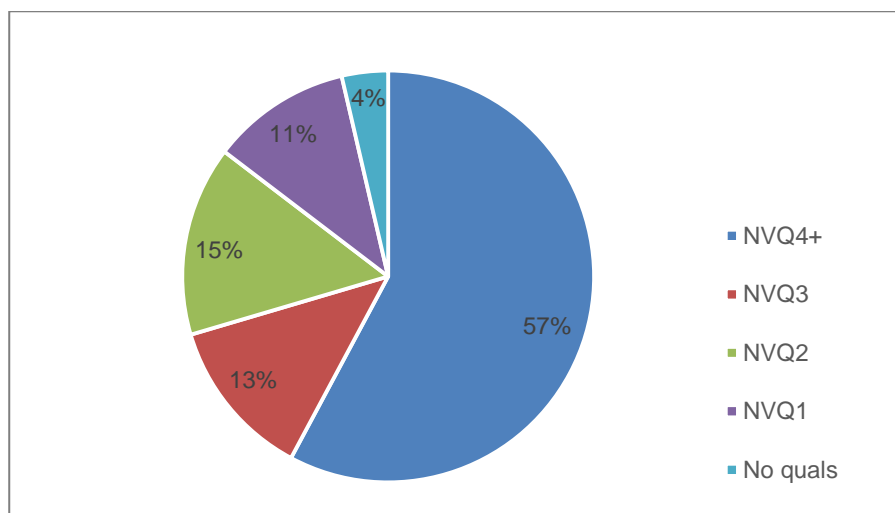
2.6 High Employment Skill Levels

Waverley has a highly qualified resident population with 57% of residents aged 16 - 64 holding Level 4 (degree level) qualifications and above. This is higher than the Surrey average (50%) and almost 20% higher than the national average. (Source: *NOMIS local authority profiles, 2017*)

Waverley also has a lower than average proportion of residents with no qualifications (3.6% compared to 4.3% and 7.6% across Surrey and England respectively). Figure 21 presents the breakdown of skill groups for Waverley. (Source: *NOMIS Annual Population Survey, 2017*)



Figure 21: Highest level of qualification of Waverley residents aged 16 and over



2.7 Social enterprises

Social enterprises are also an important part of the community life in Waverley. There is a growing and vibrant social enterprise sector in the borough with social enterprises providing services that are delivered locally, are tailored to local need and provide additional social value. There are currently over 120 social enterprises in Waverley (Waverley Borough Council data) covering a wide range of areas including arts, crafts and museums; business support; conservation; disabled services; education and training; furniture; gardening; halls; housing and accommodation; housing associations; leisure; music and media; personal support; retail; charity shops; and voluntary services.

2.8 High levels of economic prosperity

The borough is one of the least deprived in England, ranking 320 out of 326 local authorities in terms of deprivation. The Legatum Institute, in its latest prosperity index analysis (2016), has rated Waverley as the most prosperous borough in the country (see Place section below). Further, Waverley has 5.7% of households that are workless compared to 10% in Surrey, and low unemployment at 2.5% in line with Surrey and lower than the South East and national levels. (Source: NOMIS Annual Population Survey - households by combined economic activity status, 2017)

2.9 Excellent health levels, on average

In Public Health England's recent annual Health Profile - which covers the health and lifestyle of adults and children, disease and poor health, life-expectancy and causes of death - Waverley scored significantly above the average for England. However, the continued gap in life expectancy between the most and least advantaged areas is a cause for concern.

Life expectancy is 8.2 years lower for men and 10.6 years lower for women in the most disadvantaged priority neighbourhoods.

2.10 Differential wages between residents and workplaces

It is an affluent borough with the median gross annual pay of Waverley residents in employment is higher than the Surrey and national average (£39,267 compared to £36,241 and £29,085 respectively). (Source: NOMIS Annual Survey of Hours and Earnings, 2017)

However, residents' wages are significantly uplifted to the wages available from Waverley's workplaces as shown in Table 3.

Table 3: Resident and workplace wage differential

Wage (gross weekly)	Waverley	Surrey
Residential	£748	£680
Workplace	£583	£620

Residential uplift	28%	10%
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Source: *NOMIS Annual Survey of Hours and Earnings, 2017*

There is a clear differential here where local workplace jobs are significantly less well paid than the wages residents receive on average. This reflects the high levels of out-commuting to high skilled and/or higher paid jobs. This has implications for housing affordability (See Place section below).

2.11 High levels of in and out-commuting

The borough has high levels of out-commuting with approximately 28,000 of residents in employment working outside the borough. The most popular commuting destinations are Guildford (28%), London (25%), Rushmoor (8%) and East Hampshire (6%), with only 37% of Waverley residents working in Waverley.

At the same time, over 20,000 people commute into Waverley. The areas providing workers for Waverley workplaces are also Guildford, Rushmoor and East Hampshire as local boroughs, but also Chichester, Hart and Horsham. (Source: Census 2011, travel to work data). Of those commuting into Waverley, from other areas, the majority commute in a private vehicle (65% private road use 60% drive) this is the same as the national average (60%). Just 3% travel by train, compared to 5% in the UK and 8% in the South East. Approximately 11% commute on foot or by bike, which is relatively lower than the in the South East and England (15%). Approximately 19% of Waverley's working population work from home, this is relatively higher than the South East (12%) and England (10%), (Source: *Census 2011, method - travel to work data*).

Those commuting to London travel primarily by train (67%), whilst a large share drive to work (28%) and a very small proportion are car or bus passengers. Those commuting to workplaces across the South East region, largely to the centres of Guildford, Rushmoor and East Hampshire use the road network much more intensely (82% road use and 74% driving their own cars cars) with just 6% using public transport (train or buses).

For all of Waverley's residents working in Waverley and beyond, a larger share are travelling to work by car (67%) than the South East (64%) and UK (60%) whilst a lower share are walking or cycling (12%, with 15% for UK and South East) and more are using rail (14%, with 5% for UK and 8% for the South East) (Source: *Census 2011, working patterns data*)

2.12 Unusually high proportion of home workers

Waverley also has a large share of residents who mainly work from home, around 10,200, which can be partly explained by the large base of self-employed (17,900). This is the highest level of people working from home across Surrey and of other nearby local authorities. As such, it is valuable to understand the make-up of these home workers.

Most of the home workers are at high occupational levels – Managers, directors; professional occupations; and associate professional and technical occupations – whilst 11% are in skilled trades. In terms of the sectors that Waverley's home workers are mostly employed within, these are represented by professional, scientific and technical activities; ICT; wholesale and retail; construction; education and other (services and arts and entertainment).

In terms of the age band distribution of the home workers, 37% are 35-49 and 36% 50-64, whilst only 14% (or 1,500 residents) are under 35 and working from home. (Source: *ONS 2013*)



Place

3.1 The UK's Prosperity Index (Legatum Institute, 2016) has rated Waverley as the most prosperous borough in the country.

This covers a range of dimensions and measures, as presented below.

Table 4: UK Prosperity Index: Dimensions and scores

Dimension	Measures	Waverley ranking / 389 local authorities
Economic quality	<ul style="list-style-type: none"> • Unemployment % • Long term unemployment % • Child poverty rate • Feelings about household income • Job satisfaction • Median annual earnings • Five-year average GVA growth 	9
Business environment <i>(as shown in Business Environment section above)</i>	<ul style="list-style-type: none"> • Broadband speed • Superfast broadband access rate • Five-year business survival rate • Entrepreneurship rate • Logistics index 	66
Education	<ul style="list-style-type: none"> • Attainment A*-C % • Core subject attainment • Truancy rate • No qualifications rate 	31
Health	<ul style="list-style-type: none"> • Life expectancy at birth • Life expectancy at age 65 • Anxiety rating of residents • Eudaimonic wellbeing rating • Cancer mortality rate • Premature CVD mortality rate • Obesity rate • Infant mortality rate • Health satisfaction rate • Smoking % 	8
Safety and security	<ul style="list-style-type: none"> • % felt safe walking • % felt unsafe in neighbourhood recently • Road death rate • Violent crime rate • Theft rate 	114
Social capital	<ul style="list-style-type: none"> • Recycling rate • Volunteering rate • Voter turnout • & who think people can be generally trusted • % struggled to pay mortgage in past year • Average house price to earnings ratio • % who can rely on friends in times of need • % who can rely on family in times of need 	222
Natural environment	<ul style="list-style-type: none"> • Annual tonnes of waste per head • % waste sent to landfill • Air pollution exposure • Protected land % 	11



Waverley performed particularly well on health, natural environment, education and economic quality. Nearby Guildford was ranked 10th, Woking 13th, Mole Valley 2nd, Rushmoor 123rd, Chichester 29th and East Hampshire 8th.

3.2 Deprivation overall and target areas for beneficial support

The low level of deprivation is reflected with low levels of disadvantaged communities, good quality housing, good transport connections, first class schools, active communities, good health facilities, and a diverse range of leisure and recreational opportunities, Waverley is often named in national surveys as one of the best places to live in Great Britain¹¹.

However, Waverley also has small number of priority neighbourhoods, with areas to target for economic support. These have been identified using a comparison of conditions among neighbourhoods in Waverley (containing a population of approximately 1500), with the Index of Multiple Deprivation (IMD) as:

- 1) Sandy Hill (Farnham)
- 2) Aaron's Hill (Godalming)
- 3) Northbourne/Binscombe (Godalming)
- 4) Wrecclesham/Weydon Lane estates (Farnham)
- 5) Alford Cranleigh Rural and Ellens Green

The IMD is calculated from a wide range of datasets for each of seven “domains” into a single overall IMD score. The “domains” are income; employment; health deprivation and disability; education, skills and training; barriers to housing and services; crime and living environment.

Waverley and strategic partners support these communities, and other smaller communities, through grant allocation grants and a range of activities. These groups also reflect an opportunity for socio-economic gains through their engagement in the labour market and in opportunities for employment, skills and training support that Waverley provide.

3.3 Lack of housing affordability for medium and lower income earners

The median gross pay of people **working** in Waverley is £30,347 pa compared with the median gross pay of people **living** in Waverley that is £39,267 pa - 29% lower (*Source: Annual Survey of Hours and Earnings, 2017*). Thus, many residents are commuting out of the borough to access higher paying jobs, and others commute in to undertake lower paying jobs.

The median gross annual workplace earnings for these Waverley based workers are lower than the Surrey equivalent of £33,325, and higher than the national median of £29,079.

The gap between residence-based and workplace-based income levels, in combination with the high average property prices in Waverley, has implications on the affordability of housing for lower-paid workers.

The attractiveness of the borough is reflected in its house prices that are significantly higher than the national average and among the highest in Surrey. The average house prices across housing types are £456,000 compared to Surrey at £443,00 and £325,000 for the South East. (*Source: Land registry live tables, as per June 2018*)

Newly forming households require substantial deposits and salaries to purchase on the open market in Waverley. An income of £102,167 is required for a 90% mortgage on an average property with a deposit of £45,000.

This not only creates affordability issues but also affects employers' ability to recruit locally.

3.4 Lack of affordable housing supply

In September 2014, Waverley Borough Council's Housing Strategy and Enabling Team surveyed local public and private sector employers to establish the extent to which housing costs affect the recruitment and retention of their staff. The key findings of this survey showed that:

¹¹ As an example, Waverley came second in the 2017 Halifax Rural Areas Quality of Life Survey.



- More than 80% of companies based in Waverley surveyed viewed a lack of housing that people can afford in the local area as having had a great deal of impact on the local economy.
- 88% of respondents viewed a lack of affordable housing in the local area as having 'some or a great deal of impact' on their ability to recruit or retain staff.
- 68% of respondents reported that employees commute into work because they cannot afford to live in the area, with 32% of respondents believing this factor has had the greatest impact on their organisation's efficiency.
- 42% of respondents reported that employees have relocated away from the local area, as the cost of buying a home in the local area is too high.
- 83% of respondents reported some or great difficulties in recruiting new staff, with a lower number (58%) of respondents reporting some or great difficulties in retaining staff.
- Responses from public and private sector employers based in Waverley were similar suggesting that income levels for workers across sectors are commonly below the level required to access housing on the open market.

3.5 Relatively high occupancy rates on the high street

The retail sector is of importance to Waverley as it plays a major role in the vitality and attractiveness of the borough's town and village centres, and where retail and wholesale is one of the key sectors for employment and business turnover (1.11).

The borough's main town and village centres are healthy, vital and viable; and the indications from the latest data and consultation are that vitality remains high. They offer a relatively good mix of shops; services; and bars and restaurants, with many small, independent shops but also strong representation from national retailers and charity shops.

The high streets' health and vitality is reflected in the low average high street vacancy rates of 2-5% (Source: Waverley Borough Council, 2018) compared to a UK high street average of 8.9% (Source: British Retail Consortium, 2018).

Table 5: Vacancy rates across Waverley centres

Town	No. of retail premises 2018	Vacancy rate spring 2018	Vacancy rate 2017	Vacancy rate 2016	Vacancy rate 2015	Vacancy rate 2014
Farnham	244	2%	9%	7%	8%	7%
Milford	25	4%	5%	5%	-	-
Farncombe	40	3%	8%	5%	-	-
Godalming	201	5%	5%	4%	4%	5%
Haslemere	119	3%	5%	3%	3%	-
Bramley	30	3%	10%	3%	-	-
Weyhill	76	4%	4%	4%	-	-
Cranleigh	109	5%	5%	3%	2%	6%

Source: Waverley Borough Council. Retail on main high street area only.

Waverley is therefore performing very well comparatively, whilst recognising that these rates can fluctuate over the year. Currently, the four town centres show a share of 3-7% of charity shops as part of the high street mix. This may have increased partially due to their discounted rate relief.

3.6 Waverley as a destination

Waverley is conveniently located between London and the coast with great airport access points.

Waverley benefits from a range of visitor attractions that attract visitors from London, the south east and overseas as well as residents and those visiting friends and family including:



- 1) National Trust beauty spots such as at Frensham Great and Little Ponds in Frensham, and Hindhead Common and the Devil's Punch Bowl, Winkworth Arboretum in Godalming, and Oakhurst Cottage in Godalming Hambledon and Witley and Milford Commons.
- 2) Part of the Surrey Hills Area of Outstanding Beauty
- 3) Gateways to the North Downs Way in Farnham, the South Downs Way from Haslemere and the South Downs link in Cranleigh
- 4) A wealth of history with Farnham Castle, home to the Bishops of Winchester and a range of self-guided town, nature and heritage trails
- 5) Links of historical interest such as Conan Doyle, Edwin Lutyens, Gertrude Jekyll and Alfred Lord Tennyson
- 6) Arts venues including the Farnham Maltings, which attracts over 400,000 visitors per year. Cranleigh Arts Centre, the Sculpture Park, Farnham Pottery and a plethora of arts galleries. Farnham enjoys the title of "England's craft town"
- 7) Family attractions like the Rural Life Centre in Farnham with their activity Thursdays.
- 8) Traditional market town shopping experiences in Cranleigh, Farnham, Haslemere and Godalming
- 9) The River Wey and Farncombe Boathouse in Godalming
- 10) Local museums - The Museum of Farnham, Godalming Museum of Local History and Art and the family friendly award winning Haslemere Educational Museum
- 11) Managed open spaces such as Alice Holt Forest and Farnham Park
- 12) Large free events such as the Farnham and Haslemere walking festivals, food festivals
- 13) Conference and meeting venues such as at Barnett Hill Hotel, Waverley Abbey House, Farnham Castle and Charterhouse School. Plus, numerous halls to hire for events including the Borough and Memorial Halls
- 14) A wide range of places to eat and drink from high street chains to country pubs. The Crown Inn in Chiddingfold is a five-star inn offering accommodation too
- 15) Wedding venues including Millbridge Court, Ramster Hall and Farnham Castle bring visitors to the local area, often to stay overnight
- 16) Quality spa facilities at the Lythe Hill Hotel and Spa, The Georgian Hotel and Frensham Pond Country House Hotel & Spa attract the short breaks market to the area
- 17) Golf courses across the borough at Bramley, Broadwater Park, West Surrey (Milford), Hurtmore (Godalming), Chiddingfold, Hindhead, Farnham, Hankley Common. These offer recreation, meeting and dining facilities and attract visitors.
- 18) Dunsfold Aerodrome within the Dunsfold Park site is the host of 'Wings and Wheels' every summer and draws tens of thousands of visitors to the area, from within and outside Waverley.

Waverley also has a good local event programme, with craft events such as the Sugar Craft and Unravel festivals held at the Farnham Maltings that attract over 5,000 visitors to the town annually, many of whom are international. Other large events in the borough such as Weyfest, Jalsa Salana and EVRA (European Veterans Rugby Associations) bring visitors to the area and generate business for local accommodation providers. Further, Waverley is positioned to take advantage of major events for the South East like the Farnborough Air Show and Goodwood.

Waverley's accommodation sector (including 16 hotels) had over 215,000 overnight trips in 2012 (Tourism South East). These included business visitors, VFR (visiting friends and family i.e. UCA graduation visitors), groups and leisure visitors. The following table sets out the accommodation offerings at present.



Table 6: Accommodation offerings in Waverley

Hotel	Location	Rooms	Standard
Mercure Farnham Bush	Farnham	94	3 Star
Farnham House	Farnham	25	3 Star
Bishop's Table	Farnham	18	3 Star
Premier Inn	Farnham	61	Budget
Farnham's Hog's Back Hotel	Farnham	96	3 Star
The Princess Royal (Young's)	Runfold	21	
Frensham Pond Country House Hotel & Spa	Frensham	51	4 Star
Bel & The Dragon	Churt	16	Boutique Inn
Innkeeper's Lodge	Godalming	16	Budget
Kings Arms & Royal (Relaxinnz)	Godalming	19	
The Godalming Hotel	Godalming	18	
Premier Inn Godalming	Godalming	16	Budget
Lythe Hill Hotel and Spa	Haslemere	41	4 Star
The Georgian Hotel	Haslemere	43	3 Star
Devil's Punchbowl	Hindhead	32	3 Star
The Richard Onslow	Cranleigh	10	Boutique Inn
Barnett Hill Hotel	Blackheath	54	4 star

There would be opportunities with the development of some of the larger hotels to expand their offerings, and for a 4-star hotel to move toward a 5-star rating. However, there is also an identified need for more budget accommodation options such as B&B's and low cost hostels.

3.7 Pressure on Employment Land

There is considerable pressure on the supply of employment land, as many landowners can achieve much higher financial returns through the development of that land for market housing. With recent changes in national planning legislation, it is now also much easier to convert office and light industrial premises into housing through permitted development rights introduced by the Government.

In response to local concerns raised by the town councils and chambers of commerce about the transfer of commercial to residential use, the council is actively researching an Article 4 Direction. This would require a planning application for a change of use development that would otherwise have been permitted development.

Waverley has a range of employment premises - there are 146 employment sites listed in the Employment Land Review (April 2016), including over 40 business parks and industrial estates, which provide flexible and secure accommodation for both start-up firms and more established, smaller businesses. Waverley Borough Council also owns and leases out a number of retail, office and light industrial spaces to local businesses.

According to Valuation Office Agency data, Waverley has approximately 615,000 square metres of employment floor space including office, industrial, and warehousing and distribution floor space. Reflecting the borough's business base, most of the demand for business premises originates from smaller businesses and consists mainly of demand for small to medium sized units.

While the borough is constrained due to housing need in its ability to provide significant levels of new employment land, the 2016 Employment Land Review identified a number of potential sources that could bring forward new employment floor space including currently vacant floor space of approximately 30,000 square metres; short to medium term undeveloped opportunity land totalling approximately 6 hectares; and land with scope for intensification over the medium to long-term totalling approximately one hectare. The low level of floor space vacancy provides some lack of flexibility for market churn, though there is some opportunity with the land availability, for example the large site at Dunsfold Park is a key opportunity site.



The development of this Economic Strategy has considered the outcomes of the Employment Land Review, as well as considering how the use of employment land can support Waverley's objectives and help meet the targets set out in this strategy.

Local and sub-regional policy context

4.1 The adopted Waverley Borough Local Plan (2013-32)

The new Local Plan has been developed within the context of the National Planning Policy Framework (NPPF). Part 1 of the Local Plan has been adopted, the strategic policies and sites. Part 2 is being prepared (2018+) which will be the Site Allocation and Development Management policies. This will include detailed policies for employment and town and local centres.

The objective of the Local Plan is to contribute to the achievement of sustainable development. This includes directing overall development towards the four main centres, with new development within and about the villages for local facilities and rural business growth; supporting the development of suitable brownfield land including the Dunsfold Aerodrome site; supporting sustainable transport; and protecting the countryside, as an area of beauty and recreational asset, and the Green Belt. The Local Plan seeks to help maintain and improve the quality of life in Waverley, providing for homes, jobs, infrastructure and services without undermining the borough's environmental quality.

In terms of homes, the Local Plan has set a target for provision/delivery of at least 11,210 additional homes in Waverley for 2013–2032 (an average of 590 a year). This will include an increase in the provision of affordable housing to meet local needs and housing types to accommodate specific groups of the population such as first time buyers and older people, as identified in the SHMA.

Local Plan Policy TCS1 – Town Centres

The Local Plan seeks to maintain and enhance the role of the four town centres as the focus of shopping, commercial and social life in the borough, and as the location to which most new development should be directed to support the delivery of sustainable communities. The Local Plan recognises that all four of Waverley's town centres are historic, though differ in character and local role, and are relatively small in scale, with scope to accommodate only limited development. It thus emphasises the importance of safeguarding the character and quality of each town centre and identifies retail, leisure and commercial as the most appropriate uses for town centre locations. The recreational and cultural needs of the community will also need to be met. The Local Plan part 2 will further define primary and secondary shopping areas.

Local Plan Policy TCS2: Local Centres

The retail role and function of the local centres of Farncombe, Bramley and Milford will be safeguarded and consolidated. Where planning permission is required, proposals that would harm or undermine the retail function of the centre by reducing its ability to meet its daily needs and/ or detract from its vitality and viability will not be permitted. Proposals for the provision of new small scale facilities will be supported, if they would support the vitality and viability of these centres and are appropriate to the role and function of the centre in the hierarchy.

Local Plan Policy TCS3: Neighbourhood and Village Shops

The Council will support the provision of small-scale local facilities to meet local needs. Where planning permission or prior approval is required, the Council will resist the loss of shops and services, that are deemed important to the community. Proposals for the loss of shops will need to demonstrate that continuing in this use is unviable. The Council will respond positively to proposals for alterations to or the extension of shops which are designed to improve their viability but do not result in their loss or change of use

Local Plan: Employment policies

In terms of industry and commerce, the Plan aims to ensure that new economic development takes place in a manner which complements and enhances the environment. The Plan seeks to safeguard existing employment accommodation and support the delivery of new and improved commercial premises both in the main settlements and in rural areas. Provision will be required to meet the needs of a range of businesses in Waverley, including the specific needs of small to medium enterprises, and to meet the projected growth in B1a/b (Offices/Research and Development) uses.

Employment and the Economy - Local Plan Policy EE1: New Economic Development



The provision of development for economic growth to meet the needs of the economy, including at least 16,000 sq. m of new Use Classes B1a/b (Offices/Research and Development) floor space, will be delivered through:

a) The allocation of sites for additional employment floor space:

- On Land off Water Lane, Farnham in accordance with Policy SS9 of this Local Plan.
- On Land at Dunsfold Aerodrome in accordance with Policy SS7 and SS7A of this Plan.
- In accordance with relevant saved policies of the Waverley Borough Local Plan 2002 and in Local Plan Part 2: Site Allocations and Development Management Policies.

b) Permitting new employment development within defined settlements that meets the criteria set out in relevant saved policies of the Waverley Borough Local Plan 2002 or set out in Local Plan Part 2: Site Allocations and Development Management Policies.

c) Permitting the sustainable redevelopment, intensification and/or expansion of sites presently used for employment uses that meets the criteria set out in relevant saved policies of the Waverley Borough Local Plan 2002 or set out in Local Plan Part 2: Site Allocations and Development Management Policies.

d) Promoting a strong rural economy through the re-use and conversion of existing buildings and well-designed buildings for economic development and promoting the development and diversification of agricultural and other land based rural businesses.

e) Making provision for accommodation for visitors to the Borough, both in terms of business trips and tourism related visits.

Local Plan Policy EE2: Protecting Existing Employment Sites

The Council will permit the change of use of existing employment sites to residential and other alternative uses where it can be clearly demonstrated that there is no reasonable prospect of the site being used for employment use. Existing employment sites include sites specifically identified by saved Waverley Borough Local Plan 2002 Policies IC2 and IC3, sites identified in Local Plan Part 2: Site Allocations and Development Management Policies, as well as other existing employment sites within the B Use Classes. Where there is an identified need for new homes, the Council will normally approve applications for a change to residential use and any associated development from employment use subject to there being no strong economic reasons why such a development would be

inappropriate. In considering proposals that are not consistent with this policy, the Council will consider the extent to which the proposed new use will contribute to the economy or meet other specific economic needs and the provisions of Policy WD2 of the Surrey Waste Plan 2008 or equivalent adopted policies in a New Surrey Waste Plan 2018-2033.

4.2 Enterprise M3

The Enterprise M3 Local Enterprise Partnership (LEP) is a public/private partnership set up to support and sustain economic growth at a local level.

Waverley is part of the Enterprise M3 Local Enterprise Partnership (LEP) which comprises 14 district authorities across mid and north Hampshire and Surrey. Enterprise M3's vision is to *'be one of the premier locations in the country for enterprise and economic growth, with an excellent environment and quality of life'*. Waverley contributes to the priorities of the Local Enterprise Partnership (LEP) by protecting and improving existing employment sites, providing a high quality environment for businesses, and promoting opportunities for new businesses.

Enterprise M3's Local Industrial Strategy (2018-2030)

The new Local Industrial Strategy is a long-term strategic approach aligning with the government's national Industrial Strategy. This will include a strong digital focus and reflect the need for sustainability and low carbon agenda.

78 Key targets include:



- Adding £39.4 billion GVA by 2030
- Reducing the Business Skills Gap to below the national average of 8% (from 14% in 2015)
- Growing the local digital economy by 3.5% per annum creating 40,000 new high value jobs
- Treble resources for promoting internationalisation and trade
- Ultrafast broadband in all commercial sites and high growth areas
- Delivering 10,000 new homes per year to 2030, an increase of 7%

Enterprise M3 works closely with the Local Authorities and a host of partners including Invest in Surrey, the EM3 Growth Hub, the University of Surrey and Innovation South. EM3 and its partners' engagement and activities cover the fostering of investment, business support and expertise, and sector innovation and development. Sharing learning i.e. on central government policy and related opportunities and cross marketing and events planning are also key activities.

The key funding streams for Enterprise M3 are:

- 1) The Local Growth Fund, through which Enterprise M3 was awarded £71.1m as a third allocation in January 2017. Transport is the area with greatest projection of spend, whilst to date skills have seen a similar funding level to transport, of around £15m
- 2) The Growing Enterprise Fund, which awards funding to capital projects, focusing on those which kick-start infrastructure and help create jobs and housing for local people, such as the Brightwells Regeneration in Farnham. The fund is open for expressions of interest until the end of 2018, at which point it expects to have over £10million available for allocation. Funding is based on a revolving loan fund (repayments come back from the project) for projects that accord with the Local Enterprise Partnership's Strategic Economic Plan

4.3 Business rates

There have been several changes to the UK business rates system over the last few years, with more change to come. In October 2015, the government committed that, by the end of the Parliament, local government should retain all taxes raised locally, including 100% of locally collected business rates. This amounts to a significant reform of the local government finance system. It will be important for the Council to ensure it retains, and expands where possible, its business base in coming years.

In Surrey a business rate retention scheme will be taking place in 2018/19, it will be interesting to see how much of the retained rates filter down to borough level and how this can in turn be used to support the business base locally.

There had been a revaluation of business rates carried out by the Valuation Office Agency (VOA) which adjusts the rateable value of business properties to reflect changes in the property market. The most recent revaluation came into effect in England and Wales on 1 April 2017, based on rateable values from 1 April 2015. It has been seven years since the last revaluation and the government has recently announced various measures to ensure support for those businesses negatively affected by the changes. Working with the chambers, the Council has recently introduced a scheme to distribute relief to those affected businesses in Waverley.

4.4 Government Industrial Strategy

The UK Government, through the Department of Business, Energy and Industrial Strategy, published its Industrial Strategy green paper in January 2017. The Government intends to take forward an industrial strategy that builds on the UK's commercial strengths to increase productivity and drive growth across the whole country. In particular, it seeks to address the significant gaps in economic prosperity that exist across the UK, and to increase the proportion of high value jobs in the economy. The industrial strategy also seeks to achieve growth in "industries where Britain has the potential to lead the world".

This includes:



- 3) Hi-tech research including robotics & artificial intelligence (AI)
- 4) 5G and other mobile network technologies
- 5) Life sciences (including research and innovation)
- 6) Low-carbon-economy including low emission vehicles
- 7) Industrial digitalisation
- 8) Nuclear power

The Industrial Strategy also recognises the importance of having the right foundations and support in place, including the need to upgrade digital, energy, transport, water and flood defence infrastructure

The Enterprise M3 LEP and Surrey County Council issued their responses during the consultation period. As sub-regional groups that encompass Waverley, their responses reflected Waverley's position. The responses set out a clear narrative for the importance of the sub-regional economy as a national economic asset and the importance of the existing work being undertaken to support it, as well as further support for the leading industries in the region - including sector deals for aerospace and digital technologies.

The response also requested support for the key challenges of transport infrastructure, digital infrastructure, affordable housing and the 'right' skills provision to meet the needs of local businesses.

4.5 Inclusive Growth

The Inclusive Growth Commission established by the Royal Society for the encouragement of Arts, Manufacture and Commerce (RSA) produced their findings in March 2017. Their focus is on the key role of economic development in Place Shaping – in seeing economic prosperity as an important part of achieving attractive, successful and vibrant places. In particular, how greater economic dynamism could be delivered in a way that benefits all communities.

The Joseph Rowntree Foundation, in collaboration with the University of Manchester, present an annual Inclusive Growth Monitor. The 2017 monitor demonstrated LEP progress on the inclusion and prosperity dimensions and found that areas that progressed in inclusion were more likely to have had progress in prosperity since 2010.

The Inclusive Growth Commission argues that economic prosperity needs to be:

- 1) An explicit goal of local leadership
- 2) Form part of strategic Place Shaping
- 3) Require new collaborative ways of working across the whole system

For a local area such as Waverley, this means inspiring local public, private and third sector organisations and local communities to all contribute to delivering a vision of Place and economic prosperity that benefits everyone who lives and works here.

Ensuring that prosperity and new local development engages those who have been in long-term unemployment or are target groups for employment and training support is key to drive inclusive outcomes.

Waverley Borough Council can also use their procurement contracts as levers to retaining economic value in the local area, with support for businesses to be aware of opportunities and to have the capacity to meet requirements.





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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
1. Boost Waverley's businesses through awarding of council contracts.	Encourage sustainable quality business and employment growth	Procurement/ Economic Development	Increase the share of Waverley Borough Council contracts that are awarded to local businesses by 5% by 2010
<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, Rail Partnerships, DIT and the Department for Business, Energy & 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>	Economic Development team/ Housing/ Planning	<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 officers meetings quarterly for benchmarking 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>	Supporting sustainable quality business and employment growth	Investment Board with assistance from Economic development team/ chambers of commerce.	<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>
4. The council to maximise the potential benefits of the Brightwells regeneration project for the residents of Waverley.	Supporting healthy town centres	Crest Nicholson/ Cratus/ Economic	<p>Number of jobs created, number of local people employed.</p> <p>Value of inward investment to Farnham</p>



ACTION	STRATEGIC THEME	LEAD	TARGETS AND MEASURES
<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>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 & 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 & countryside.</p>	<p>Establish regular meetings with key partners i.e. National Trust, Surrey Hills, Guildford BC rural team, estates.</p> <p>Establish a protocol for woodland management that creates opportunities.</p>



ACTION	STRATEGIC THEME	LEAD	TARGETS AND MEASURES
<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>	<p>Supporting sustainable quality business and employment growth</p>	<p>Waverley Training Services/ Economic Development team</p>	<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 events over 2018-20</p>
<p>8. Address unemployment by helping people in deprived wards in Waverley into work.</p>	<p>Supporting sustainable quality business and employment growth and Provide high quality business and employment support.</p>	<p>Economic Development team with GATE Farnham job club</p>	<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. 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>	<p>Provide high quality business and employment support.</p> <p>Supporting healthy town centres</p>	<p>Waverley leadership team. Economic development team.</p>	<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>	<p>Provide high quality business and employment support</p>		<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 and</p> <p>Encourage the visitor economy in a way that fits Waverley</p>	<p>Economic Development team / procurement/ parks & 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 / the Surrey Hills Management Team 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 & 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> <p>Support the promotion of the Surrey Hills to a National Park</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>



Waverley Economic Development Covid-19 Action Plan, October 2020-2021

A plan to support business and employment impacted by the Covid-19 pandemic

Pre Covid-19, Waverley was in a strong position economically, with well above average earnings, high levels of educational attainment and a relatively high number of businesses, with below average unemployment.

With Covid-19, the borough's largest sectors of employment retail, tourism and hospitality were closed almost overnight, which has led to vulnerabilities in the economy. A Waverley Borough Council business survey carried out in the height of the first wave of the pandemic reported that 30% of businesses would likely close. As time has elapsed, it has become more apparent that some business sectors are experiencing increases in turnover (cyber security, online sales and marketing, flexible work space) whilst others continue to face considerable challenges (arts, tourism, hospitality, retail). The impact on our local community is also visible in the significant increase in Universal Credit claimants.

This emergency 12 month resilience plan highlights the Council's commitment to assisting our business sectors at this difficult time and in recognition of the considerable contributions they make to the economic vitality and well-being of our borough. In response to the pandemic we responded quickly, we immediately increased our business newsletter frequency and undertook vital business surveys to ensure that our activities were informed and targeted and that our business community had access without delay to a range of support and funding from various sources.

We immediately established regular meetings with our towns and village councils, our local Chambers of Commerce and set up a Waverley Business Task Group. Through these mechanisms we continue to collect important business intelligence and promote initiatives, as well as ensuring that we improve the business customer journey through Waverley and provide directed support and assistance.

Furthermore we have a number of key stakeholders and partners, including the EM3 LEP, Enterprise South, Business South, and Visit Surrey, who we continue to work with at a much higher level on specific projects and initiatives, as well as promoting their services aimed at helping our business community to adapt, survive and thrive.

This living document builds on the longer term SWOT analyses both internal and external that the Economic Development team undertook and is designed to be flexible enough to enable the Council to respond to new legislation, as well as any new opportunities and threats that arise during the life of the Action Plan - for example, new growth sectors, further government or other external funding being made available, or further waves of Coronavirus resulting in local or national lockdowns. It must also not be forgotten that the UK has already, technically, exited the European Union and, at this time, it is unclear whether this will ultimately be with a deal or on a no-deal basis. The Action Plan must

therefore reflect the challenges also posed by Brexit. It needs to be responsive, adaptable and ensure we are engaging with, and supporting, where we are reasonably able, our import/export businesses within the borough.

It is acknowledged that the Action Plan crosses over into the next Financial Year and that a great amount of excellent work has already been undertaken by the Economic Development Team to support the local economy, employment and Waverley's businesses in the six months since the initial national lockdown. Nevertheless, this is intended to be a forward-looking Plan to guide efforts and resources over the coming 12 months, which will inevitably throw up many new challenges nationally, Surrey-wide and more locally.

Whilst the future of both local and national lockdowns and the resulting impact on business sectors remains uncertain, we will continue to monitor and adapt our priorities against the backdrop of the various Government measures and interventions as they are introduced, guided by the RCT Group in consultation with the Executive and relevant Overview and Scrutiny Committees, as set out in this document.

Priority Area One

Embed Economic Development / business support across the Council

	Actions	Other Services/Organisations	Targets & Measures	Additional Funding (above staff costs)
1	Create new business support leaflet distributed to newly registered businesses	Business Rates	10% sign up to business newsletter by 31 Dec 2020	N/A
2	Strengthen internal links within WBC in respect of economic development matters through: <ul style="list-style-type: none"> • Re-establishing quarterly Planning and Economic Development (ED) meetings • ED officer(s) to attend monthly Land & Assets and Project Team meetings • Establishing regular meetings with Sustainability Manager/Projects Team • Hos to attend Property Investment Board and ED to be represented at Land and Assets meetings 	Planning: Land and Assets; Project Team; Sustainability Manager; Property Team	Key metrics and information circulated to Executive	N/A
3	Learning and continuous improvement through: Updating Service Plan Target and setting SMART targets for the Economic Development Service within the corporate quarterly performance management report	Policy Team/Executive	Updated Service Plan and performance vigorously monitored by O&S and Executive Committees through inclusion of measurable targets within corporate performance management. Establish online for Q3 2020 monitoring period 80% of Action Plan Targets completed within agreed timescales.	N/A
4	Promote Waverley Training Services and report on apprentice employment data and skills training undertaken using net promoter scoring and key tracked data	Waverley Training Services	Aim for minimum 3% 'click through rate' (CTR) on WTS articles in newsletter Employment data and trends reported to Executive Briefing monthly (by report and/or in person, including no. or % of apprentices/users going on to gain employment	N/A

Priority Area Two

Provide targeted business support

	Actions	Other Services/Organisations	Success Measure	Additional Funding (above staff costs)
5	<p>Grow mailing list for monthly newsletter and expand variety of content</p> <p>Focus on any funding opportunities available for Waverley’s businesses (e.g. Government Covid funds, LoCase European business funding to develop low/zero carbon enterprises, new LEP funding to support High Street, etc.)</p>		<p>25% increase on circulation by 31 October 2021</p> <p>Achieve 3 successful bids for external funding by 30 September 2021</p> <p>Green Homes Grant Scheme to support local accredited businesses included in Shop Local directory links</p>	N/A
6	<p>Produce a business case to seek funding for FAME business database, as well as support for dashboard management, facilitating critical analysis and sharing (including 4 town/parish clerks) of key metrics and ability to identify growth/failing sectors, trends, and opportunities</p> <p>Identify import/export businesses and provide targeted support in response to pending changes and challenges as the Brexit transition period comes to an end.</p>	EDRF	<p>Funding Secured and dashboards created by November 2020</p> <p>Monthly Executive and SMT reports circulated for Fame database and internal data target data Jan 2021</p>	<p>£6,750 required for annual FAME costs - ERDF (20/21)</p> <p>Additional officer support for data management (c.£50,000 2020/21) – to be funded through SCC rebate</p>
7	<p>Expand Business Intelligence through:</p> <ul style="list-style-type: none"> • Maintaining regular online meetings with Clerks from the four main settlements and with the relevant Chambers of Commerce. • Joining Visit Surrey • Establishing and running a Business Task Group for key partners with keynote 	Town and Parish Clerks, Chambers of Commerce, Visit Surrey, Business Task Group	<p>Shared learning and genuine business intelligence that we can use proactively and positively to adapt our priorities & actions to address threats and opportunities as may arise.</p> <p>Clerks Meetings held on 3-weekly basis</p> <p>Chambers of Commerce meetings held on 6-weekly basis – promote town/village events, circulate government guidance and business intelligence.</p>	£1000 p/a for Visit Surrey membership

	<p>speakers on targeted topics (e.g. tech and gaming sector, medical, 5G, tourism)</p> <ul style="list-style-type: none"> • Effective use of internally acquired data: Universal Credit figures, new businesses registered with business rates service, number of commercial planning applications and PDR (particularly in the borough's High Streets), footfall figures for high street/parking figures. • Vacancy rates undertaken bi-annually 		<p>Business Task Group Meetings held every two-months with representatives from at least 20 different partner bodies representing the sectors identified</p> <p>Circulate reports to RCT, Executive and Head of Service</p> <p>2 sets of vacancy rates undertaken and figures published on website by 31 October 2021</p>	
8	<p>Provide a targeted training and development programme through:</p> <p>Direct, support and promote the realignment of Enterprise South(ES)/Business South(BS) Business support offer to all businesses in Waverley.</p> <p>Shape content and promote ES/BS webinar programme</p> <p>Launch "Every Customer Counts" retail training</p>	Enterprise South and Business South	<p>Measure and monitor client data from Enterprise South re interventions, including online traffic, at least 4% CTR and downloads (Start Your Own Business book) and Waverley businesses attendance at webinars</p> <p>Number of businesses directly supported through ES/BS</p> <p>% of Waverley retail businesses who take up the ECC training (target 10% by 31 October 2021)</p> <p>Monitor training numbers and training assessments to inform future courses</p>	<p>£5000 per annum for Enterprise South and</p> <p>£2000 p/a for Business South membership</p>
9	<p>Administer and deliver allocated ERDF funds from Reopening High Streets Safely scheme by March 2021.</p> <p>Install Footfall Counters in four main settlements as part of RHSS fund. Monitor data and inform insights reporting</p> <p>Build and promote Virtual High Street template to harness change in consumer behaviour for independent businesses</p>	EDRF, Towns and Parishes, WBC Projects Team, Springboard	<p>Successfully obtain maximum available for borough from ERDF funds (£111,000).</p> <p>50% of allocated funds to have been paid out for projects by 31 December 2020. RHS Project completed by 31 March 2021.</p> <p>Footfall installation complete by October 2020 and data circulated and monitored on monthly basis</p> <p>Advertise tender and aim for two High Streets to adopt virtual high street model. Procure EDF funding.</p>	<p>£111,000 ERDF</p> <p>£14,000 ERDF</p> <p>£10,000 ERDF TBC</p>

10	Amalgamate Shop Local and Business directories into a single directory and encourage expansion of this to include locally produced environmentally sustainable businesses, in addition to TrustMark and/or Microgeneration Certification Scheme (MCS) registered tradespeople for the Government Green Homes Grant Scheme.	Communications	200 businesses included in directory by 31 October 2021 Monitoring of website traffic 5% CTR and data on total number of related web searches	Budget to develop Business Directory further (full costs not known at this stage)
Priority Area Three				
Encourage new business and employment opportunities to the borough				
	Actions	Other Services/Organisations	Success Measure	Additional Funding (above staff costs)
11	Establish local network with Commercial Agents Make contact with agents, initially offer vacancy rates and 'Waverley: Better for Business brochure.'	Commercial Agents	Minimum of contact with one commercial agent across the four main settlements by 31 October 2021 Use of new 'Better for Business' brochure on website – minimum 4 CTR%	£564 (from Economic Development budget 2019/20)
12	Work with Department for Business, Energy & Industrial Strategy, Enterprise M3 and Surrey County Council's Secure funding Inward Investment service. Building and maintaining relationships and expanding the role of the HoS to strengthen these external links. Focus on working towards the securing of low/zero carbon businesses that will contribute to WBC's 2030 Corporate Plan targets, as well as innovative 'green' businesses	BEIS EM3 LEP Surrey County Council	Assist in securing investment/developments into borough. Establish inward investment target with Surrey CC (with SMART targets/dates)	N/A

13	<p>Facilitate setting up and growth of Job Clubs</p> <p>Continue to fund Farnham Job Club premises</p> <p>Create job club template that can be adopted by other villages/parishes.</p>	Town & Parish Councils, Chambers of Commerce	<p>Monitor number of clients – target 10% gaining employment within 6 months</p> <p>Provide support and help to source premises to establish two new job clubs across the borough by 31 October 2021</p>	£800 (from Economic Development budget 2020/21)
14	<p>Support and identify external funding opportunities for capital projects through:</p> <ul style="list-style-type: none"> • Developing bid writing skills within the team and across WBC • Identifying and seeking to fill skill gaps 	Projects Team	Achieve 3 successful bids for external funding by 30 September 2021	N/A
15	<p>Improving communications pathways and making it easier to do business in Waverley by:</p> <ul style="list-style-type: none"> • Working with EM3 LEP to encourage the provision of a full fibre spine into Waverley. • Working with Open Reach and other partners to expand provision of broadband/fibre across the Borough (particularly rural areas). • Investigating plans with stakeholders and Mobile Phone Operators to develop 5G services within the borough. 	EM3 LEP - Gigabit EM3 Steering Group, BT Open Reach, Planning Service, Main Mobile Operators	<p>20% increase in commercial and residential properties with fibre/Broadband access</p> <p>Delivery and approval of Waverley Strategy for broadband connectivity by 31 May 2021</p> <p>Delivery and approval of 5G strategy for Waverley by 31 May 2021.</p>	N/A

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WAVERLEY BOROUGH COUNCIL

CUSTOMER SERVICE AND VALUE FOR MONEY OVERVIEW AND SCRUTINY

MAY 2021

Title:

WORKFORCE PROFILE UPDATE

Portfolio Holder: Councillor Paul Follows

Head of Service: Robin Taylor, Head of Policy and Governance

Key Decision: No

Access: Public

1. Purpose and Summary

The purpose of this report is to provide an update to the Overview and Scrutiny Committee on the profile of the Waverley Borough Council's workforce for the year 2020/21.

2. Recommendation

The Committee is asked to note this report and to make any comments or recommendations to the Executive based on its contents.

3. Reason for Recommendation

Not applicable.

4. Relationship to the corporate Strategy and Service Plan:

A key part of Waverley's HR Strategy for 2018-2023 includes developing an evidence based approach to HR through the monitoring and analysis of HR data in order to address current and future challenges for our services. The HR Strategy links to the Policy & Governance Service Plan, which feeds into the Corporate Plan.

This report provides a detailed breakdown of the Council's staff composition with respect to Age, Gender, Race, Religion and Disability status. It also provides relevant information relating to turnover, flexible working, staff engagement and sickness trends with special focus on the response to staff and councillors during the period of the Covid-19 pandemic and the future focus of HR given the data available.

5. Implications of decision

5.1 Resource (Finance, Procurement, Staffing, IT)

This report is for the Council's information and there are no financial, procurement, staffing or IT implications.

5.2 Risk Management

5.3 Legal

The strategies, policies and procedures which are linked to the information contained in this report comply with relevant employment law. This report and related data will be presented to Legal services for review.

5.4 Equality, diversity and inclusion

There are no direct equality, diversity or inclusion implications in this report. Equality impact assessments are carried out when necessary across the council to ensure service delivery meets the requirements of the Public Sector Equality Duty under the Equality Act 2010.

5.5 Climate emergency declaration

There are no direct climate impacts of the data in this report.

6. Consultation and engagement

The report will be presented to Overview and Scrutiny committee and their comments and recommendations will be noted.

7. Other options considered

Not applicable.

8. Governance journey

This report is prepared by Human Resources and will be presented to the SMT and Overview and scrutiny committee.

Annexes:

Annexe 1 – Workforce Profile 2021

Background Papers

There are / are no background papers, as defined by Section 100D(5) of the Local Government Act 1972).

CONTACT OFFICER

Sally Kipping

HR Manager

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Email: sally.kipping@waverley.gov.uk

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Workforce Profile: April 2021

SALLY KIPPING: HR MANAGER

The logo for Waverley Borough Council is located in the bottom right corner. It features a large blue shape with a curved top edge. Inside this shape, the word "Waverley" is written in a white, cursive script font. Below it, the words "BOROUGH COUNCIL" are written in a smaller, white, sans-serif font. To the left of the main blue shape, there is a smaller, light blue circle that overlaps with the larger shape.

Waverley
BOROUGH COUNCIL

Overview:

As at the 1st January 2021, there were 421 employees working for Waverley Borough Council. These are split by service as follows:

Service	Avg No. Employees in Q3 2020/21 (Oct – Dec 2020)	% of Waverley employees
Business Transformation	56.67	13%
Commercial Services	65.33	15%
Environmental & Regulatory Services	42.5	10%
Finance & Property	36	9%
Housing Operations	65.67	16%
Housing Delivery & Communities	37	9%
Planning & Economic Development	68.33	16%
Policy and Governance	43.17	10%
Audit	2	0.5%
CE, Directors, PA	6	1%

This profile examines how these staff are grouped by age, gender, those who identify as having a disability, race and religion.

The report has sections on:

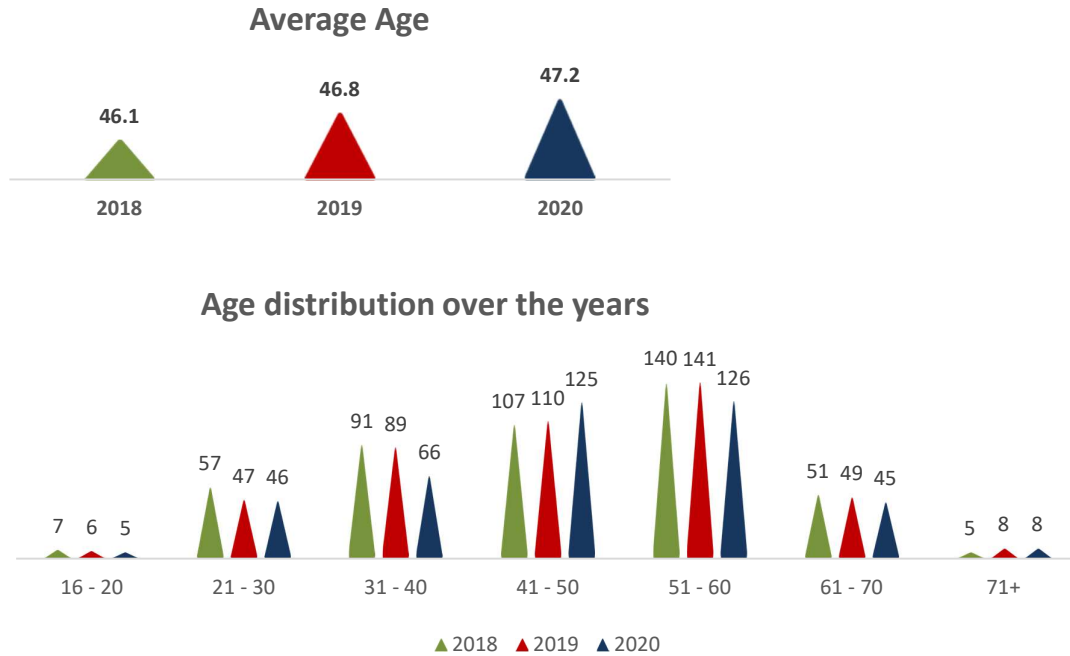
- Impact on staff: Covid-19
- Flexible working arrangements
- Turnover reviewing against local and national trends
- Sickness absence trends, patterns and underlying causes.

Finally, it reports on work that is ongoing within the Human Resources Department to combat the issues identified as a result of this analysis.

Profile by age, gender, disability, race and religion:

AGE

The staff age distribution has been constant over the past 3 years, with a high percentage of staff at the age between 40 – 60 years. The average age of the staff however has shown a slight increase of overall 2% from 2018 to 2020.

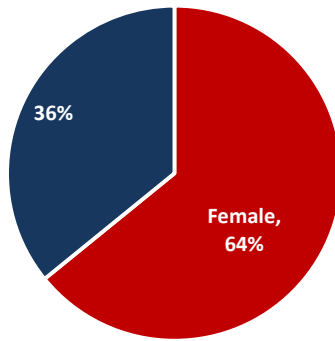


GENDER

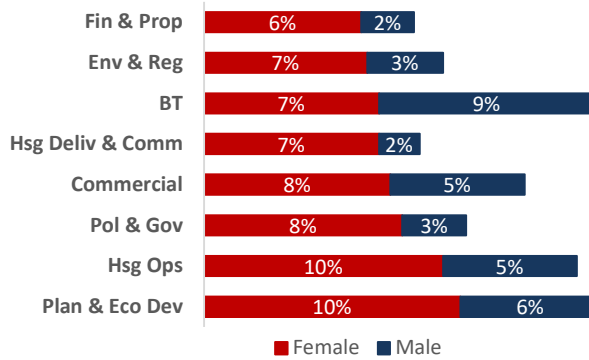
Waverley Borough Council recorded approximately 64% female and 36% male staff as on **31st December 2020**. The division of gender has been relatively stable over the last few years.

Planning and Economic Development and Housing Operations together employ approximately 20% of the total female workforce. Other services employing a high percentage of women are Policy and Governance and Commercial.

Gender Split



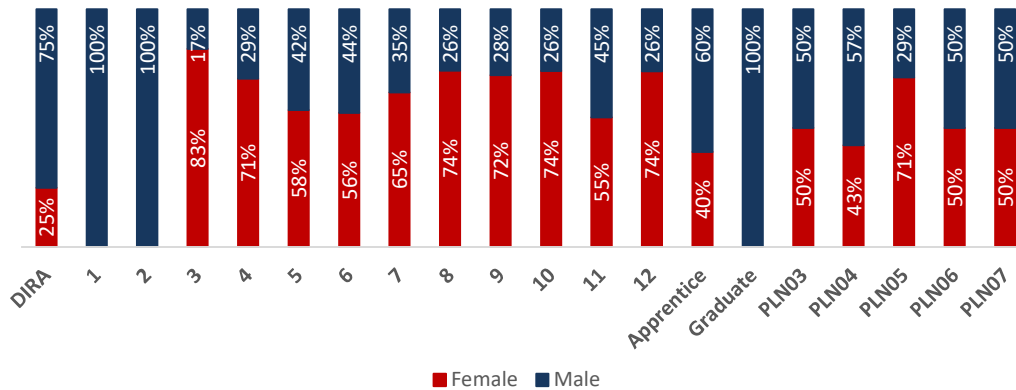
Gender By Service



Gender by Grade:

The following chart shows the distribution of gender by grades. It draws attention to the top few Grades 1, 2 and DIRA (Directors) where Female representation is low or non-existent. It should be noted that Grades 3 and 4 (which might be expected to be the ‘feeder’ grades into the Senior Management Team) are predominantly female.

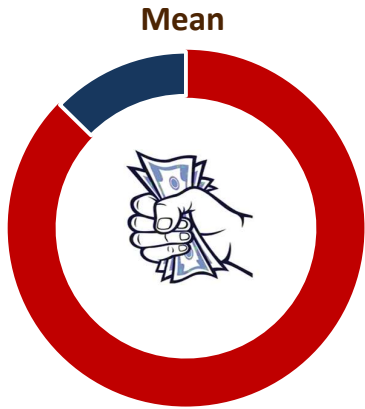
Gender By Grade



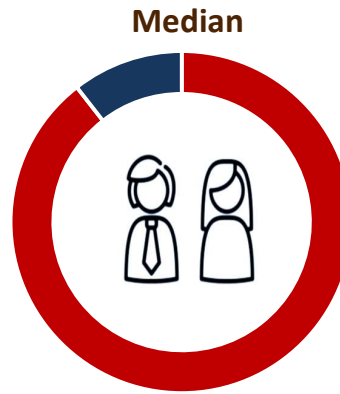
Gender Pay Gap

As might be expected from the above gender profile, Gender Pay Gap figures recently published using a snapshot of data from 31 March 2020 indicate

- The mean gender pay gap was 14.53%
- The median gender pay gap was 11.76%



WOMEN EARNED
0.85£
FOR EVERY £1 EARNED BY MEN



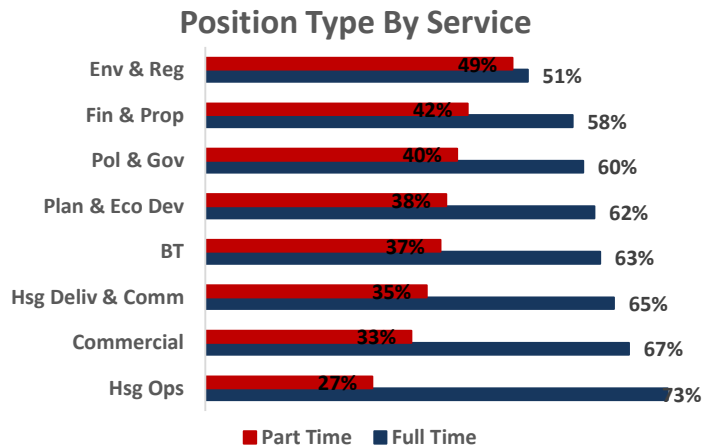
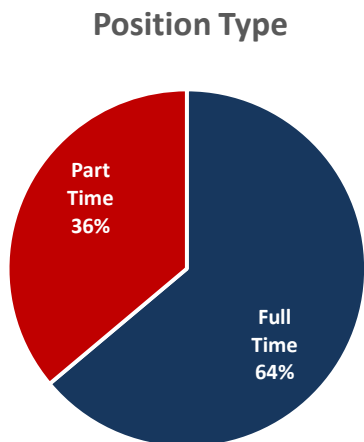
WOMEN EARNED
0.88£
FOR EVERY £1 EARNED BY MEN

The below table shows the comparison with previous years' data:

	Mean	Median
2017	16.6%	13.6%
2018	14.5%	11.5%
2019	15.4%	7.8%
2020	14.53%	11.76%

The trends in data indicate that the overall trend in the gender gap is gradually decreasing however progress will continue to be slow whilst there continues to be a lack of diversity within the senior management team.

POSITION TYPE



Waverley offers many of its employees the ability to work in an agile way and the impact of the global pandemic has forced the Council to accept and support very different working practices in 2020. Most employees may work on a flexi time basis in order to manage their work/life balance in a more effective way.

Data taken as at **31 December 2020** indicate that 36% of Waverley's staff work on a part time basis. The above table shows the distribution of staff within each service employed in full time and part time positions. Housing Operations has 73% of its staff working full time, whereas Environment and Regulatory Services the distribution of staff choosing to work full time vs part time is almost equal.

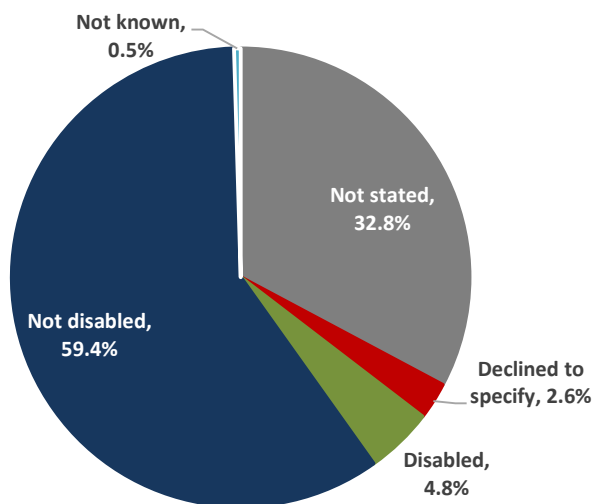
Part time working has been severely impacted nationally by the pandemic and the ability of the Council to offer meaningful, interesting and well-paid work to part time workers is a valuable benefit to the wider community.

Workforce Equality, Diversity and Inclusion Data

The data on the below areas is not truly representative as many employees who have either selected the option of 'declined to specify' or have chosen not to record some aspects of their personal data.

Several communications have encouraged staff to complete the sensitive information page, including reminders in Cascade. These communications do have an impact on reporting, however there are still data gaps.

Disability (Data as at 31 December 2020)



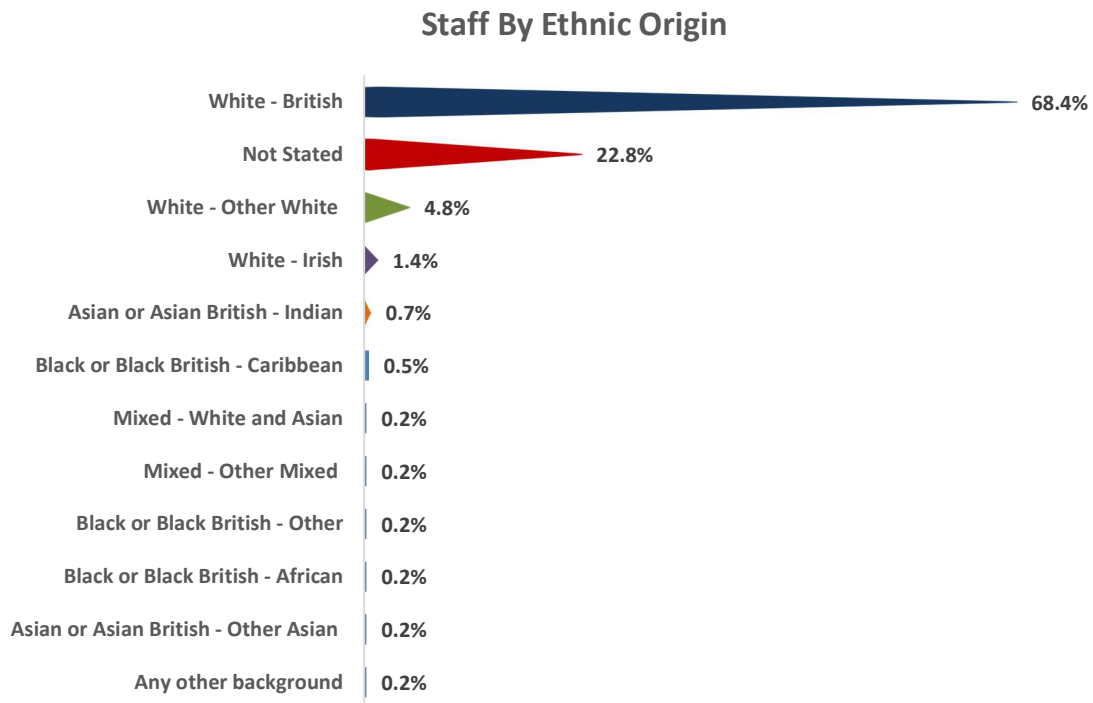
Disability Status

Waverley Borough Council is a Disability Confident Employer. This means that as an employer the Council we challenge attitudes towards disability by removing barriers to disabled people and those with long term health conditions.

To support this, we use services such as Access to Work and our Occupational Health Service to identify reasonable adjustments that we can make to the workplace to keep those people who identify as having a disability in employment and enable them to reach their potential.

Ethnic Origin (Data as at 31 December 2020)

The data indicates that more than 68% of the staff are White – British by origin. 23% have not stated their ethnicity. 2% of staff identify as from either Black or Asian ethnicities (BAME).



Following the Black Lives Matters protests in Summer 2020, the Council reflected on its own approach. As a result of this, we now have a dedicated Race Equality Focus Group that works on equality issues with a particular interest in ethnicity. The Group has worked on three main strands:

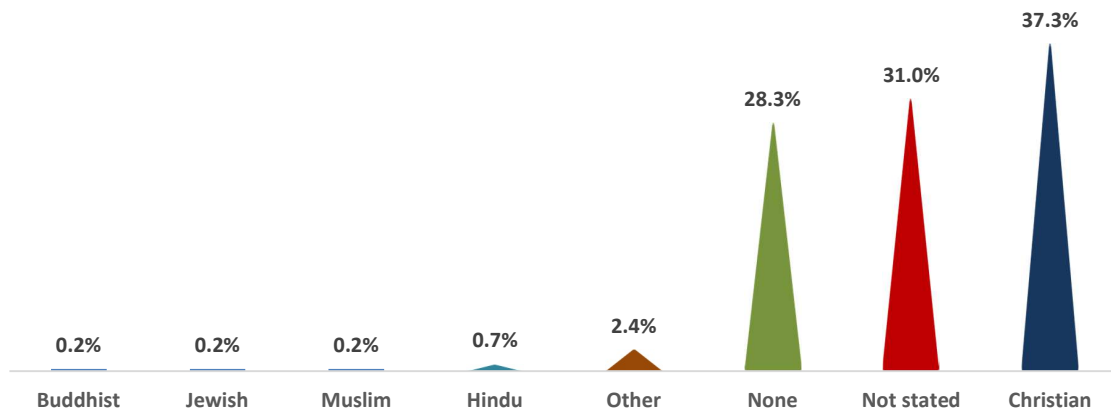
1. Education – providing a programme of education on equality issues to help people reflect, understand and become anti-racist.
2. Diversity Calendar celebrating and acknowledging important events throughout the year on several equality issues (not wholly race related)

3. Supporting those who encounter micro aggressions – we have just launched the Active Citizens scheme

Religion (Data as at 31 December 2020)

30% of our employees have chosen to not declare their religion. Around 38% identify themselves as Christian.

Staff By Religion



Corporate Equalities Group

The Council has a Corporate Equalities Group chaired by a Head of Service which regularly meets to discuss equalities issues. The group also review equalities policies and processes including Equality Impact Statements. Some of the initiatives in 2020 are shown below:

- Spreading awareness about diversity and inclusion by articles published in Backstage and cascade about different race, ethnicity, gender, sexual orientation, socio-economic status, age, physical abilities, religious beliefs, or other ideologies. These include: Black History month, LGBTQ+ history, Holocaust Memorial, Alzheimer's day, Rosh Hashanah, Yom Kippur, Diwali, Dyslexia, Navratri, Christmas, Hanukah.
- Time to talks for all staff including 'Being yourself at work' focussed on LGBTQ+ month but also encouraging workplace trust and authenticity for all.
- Equality group conversations on Teams channel – Human Rights Day, issues and status of LGBTQ+ rights awareness through popular films, documentaries and books.

Impact of Covid-19 on staff

Direct impact of the pandemic:

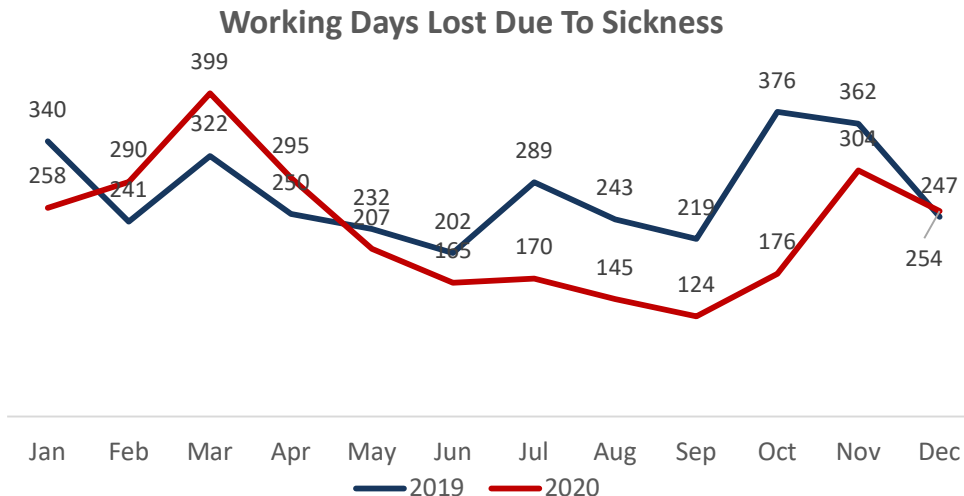
The Council were fortunate in that infection rate for Covid-19 was low and there were no deaths reported within the work force. There are a low number of reported long Covid-19 symptoms still being experienced by staff. Long Covid-19 predominantly impacts on women aged over 45 (which reflects our workforce profile).

The direct impact of Covid-19 however should not be under-estimated as several officers reported severe impacts within their families including bereavement, hospitalisation and loss of work/income as a direct result of the pandemic. Many officers had to juggle their employment and home schooling their children which led to high levels of stress. Officers also saw their work rapidly change in terms of their working environments (having to suddenly work from home), their systems usage and the demand on them. Many Services experienced increases in demand whilst trying to cope with the changes.

The Council made several initiatives to support people including:

- Introducing light breaks, time to talks
- Changing policies rapidly including increasing special leave for carers, developing changes to flexible working, the Return to Office Working policy, Home Working Guidelines, Site Visit Guidance and Digital Meetings Guidance.
- Redeploying staff to support business critical initiatives such as supporting shielded and vulnerable people.
- Sending out regular communications including FAQs
- Increasing wellbeing events across the year.

Absence from work due to sickness



Top 10 sickness absence reasons in 2020

Mental health related sickness contributed to around 39% of the total sickness absences in the year 2020.

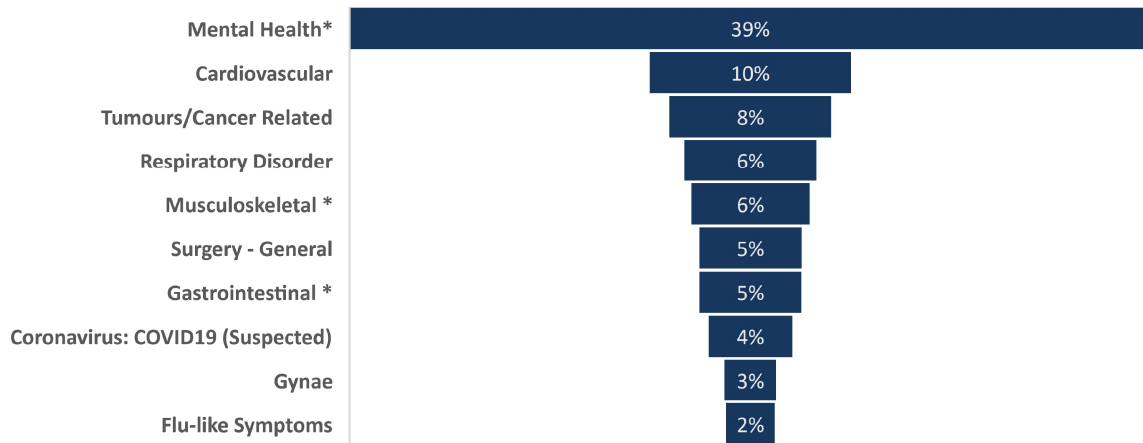
Please note: the reasons marked with an asterisk (*) are reasons which have been grouped together.

The category 'Mental Health'* includes the following absence reasons: anxiety; stress; depression; bipolar; panic attacks and post-traumatic stress disorder.

'Musculoskeletal'* includes arm; elbow; back; hand/wrist/fingers; heel/foot/toe; hip; neck; rheumatoid arthritis and sciatica.

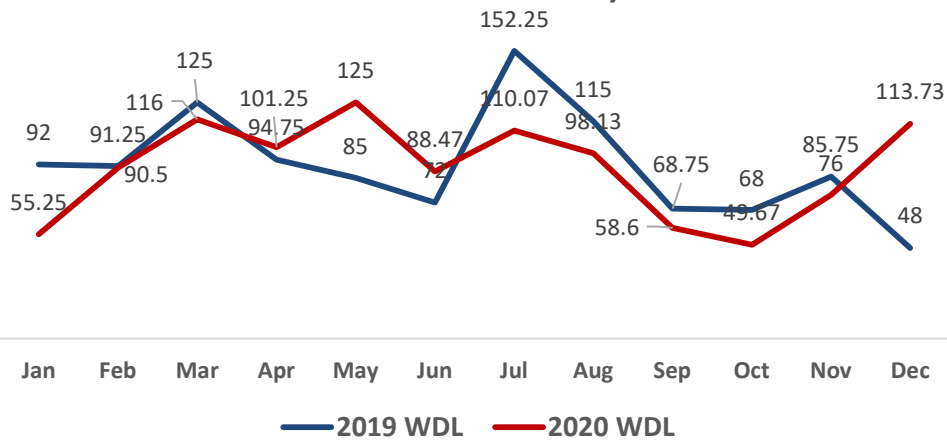
'Gastrointestinal'* includes abdominal pain; diarrhoea; vomiting and nausea.

Top 10 Sickness Absence Reasons



Sickness (Mental Health)

Mental Health - Work Days Lost



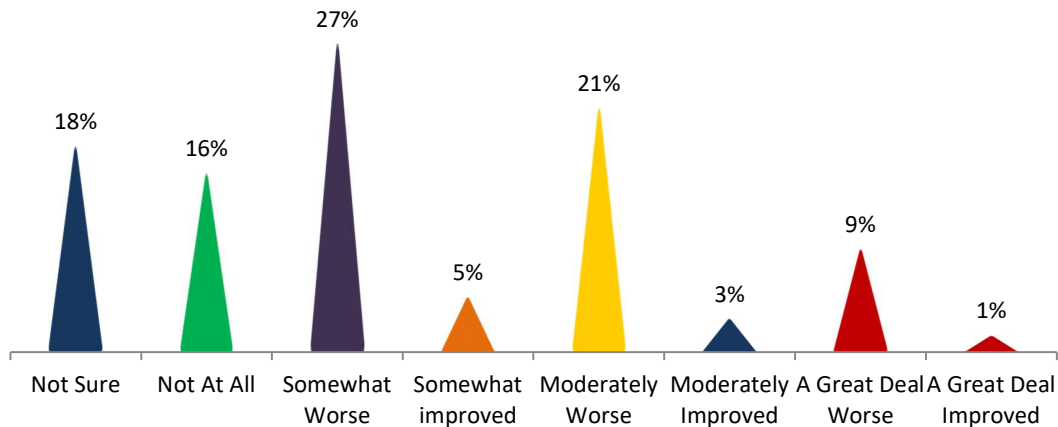
As could be anticipated, there were two key peaks in mental health over the year reflecting the lock downs in March and November/December and the concerns about the pandemic. The lowest period of the year was August/September/October, possibly reflecting the period of the year in which most annual leave is taken (as this is the end of the leave year). This underlines the importance of taking regular leave, even during a time when taking a holiday was difficult.

Mental Health Working days lost comparison:

Months	2019 WDL	2020 WDL	Diff %
Jan	92	55.25	-40%
Feb	91.25	90.5	-1%
Mar	125	116	-7%
Apr	94.75	101.25	7%
May	85	125	47%
Jun	72	88.47	23%
Jul	152.25	110.07	-28%
Aug	115	98.13	-15%
Sep	68.75	58.6	-15%
Oct	68	49.67	-27%
Nov	85.75	76	-11%
Dec	48	113.73	137%

As part of our wellbeing planning, in April 2020 we ran a mental health survey with officers. This showed that 58% of responders indicated that the pandemic had impacted adversely on their mental health.

Has the recent developments around the Covid-19 pandemic affected your mental health? If yes to what level?



The survey identified that workplace demand was a key factor in poorer mental health and that the most effective support was given by colleagues, line managers and HR.

Use of EAP Services

Total 85 EAP sessions were delivered in 2020.

Mental health issues affect men and women equally, yet women are more likely to seek treatment for a mental health issue. Our EAP providers (Wellbeing Solutions Management or WSM) confirm that this is reflected in their own usage data and so they have started reporting on customer specific gender metrics which will enable us to determine in the future whether this is the case within the Council.

The current data shows that 16 women and 11 men contacted WSM for their services or a split of 59%/41%. As our workforce is split 64%/36% female/male, this does not indicate a reluctance to use the service by men, however the data may not be entirely reflective of experience as the service may be contacted for issues other than mental health support (the service provides family, legal and financial advice) and of course the data set is very small. We will need to continually promote the service and in particular focus on mental health and emotional wellbeing, particularly if remote working becomes the norm.

Impact of Home Working (Where Work Happens)

In May 2020, the Business Transformation Team surveyed staff to review the experience of home working. This indicated that 81% of workers could do their job to a satisfactory standard at home and that 74% of people believed that they were as productive or more productive than working in the office. 73% wanted to work at home in the future half, most or all the time. However, it was clear that experience was mixed and probably better suited people who were longer in service and at higher grades, who had separate working space and were not so reliant on the space or opportunities for informal learning and social benefits that an office environment brings.

That survey is now being repeated with the addition of listening panels with a view to making longer term changes to the working environment and office footprint.

Return to Office Working

The People and Staff project delivered several products to support staff including:

- 1) Return to Office Working Policy and Plan
- 2) Home Working Guidance
- 3) Site Visit Guidance
- 4) Digital Meeting Guidance

These products provided a successful framework for staff to use to manage their working environment successfully and safely. Feedback on them has been good and the framework has held up during a number of changes in the pandemic experience.

Turnover

During 2020, turnover has been as follows:

Reporting Period	Total Staff Turnover	Resignation Turnover	Public Sector Average
Apr 19 - Mar 20	18.72	10.47	15.5
Jul 19 - Jun 20	17.38	8	15.5
Oct 19 - Sept 20	15.53	7.00	15.5
Jan 20 - Dec 20	14.34	6.94	15.5

As can be seen, turnover due to resignation (unplanned turnover) is lower than would usually be expected and has fallen over 2020. This is due to the reduced opportunities in the external economy due to the pandemic.

Overall turnover has been slightly higher than the public sector average. This is partly because there have been several change programmes that have exited people from the organisation as well as fixed term contracts ending. This has meant that planned turnover has been higher than the public sector average however this has been needed to make savings and streamline services.

Labour turnover (from 2012/13 to 2017/18) for Surrey

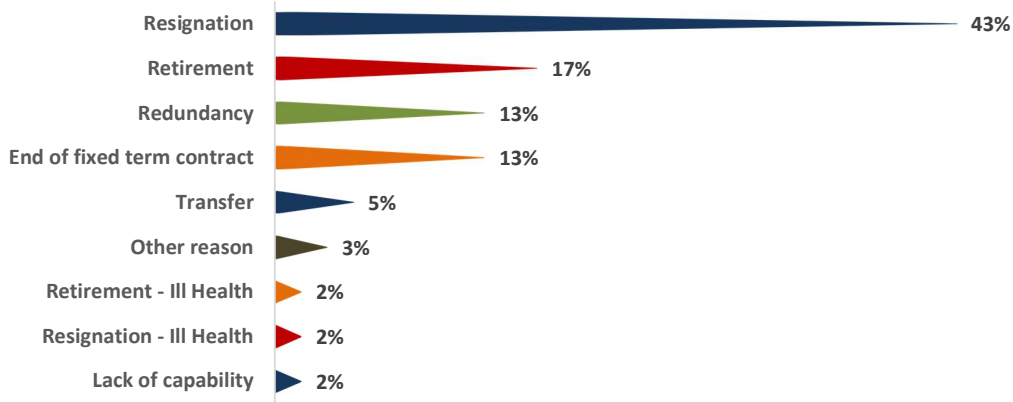


Period	Labour turnover			
	%			
	Surrey	Minimum for All English county local authorities	Mean for All English county local authorities	Maximum for All English county local authorities
2012/13	12	10	15	23
2013/14	13	11	15	24
2014/15	17	8	16	25
2015/16	16	12	18	23
2016/17	16	10	15	19
2017/18	17	9	15	23

Exit interview data suggests that 30% of the resignations in the year 2020 were due to pay, career opportunities or career changes and 7% due to family or personal reasons. Please see the 'Work in Progress' section for information about work that has been started to mitigate against these reasons.

Below graphs show the breakup of turnover in 2020 by reason, service area, grade and length of service.

Reasons For Leaving

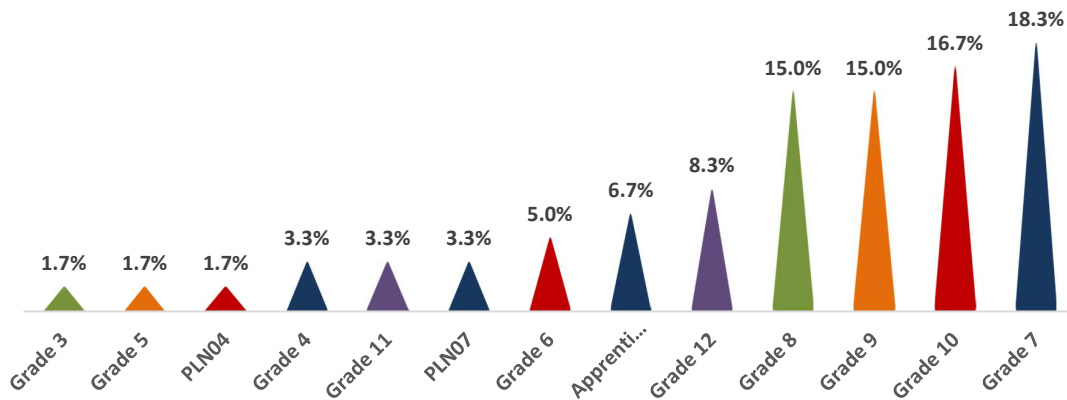


Turnover by Service

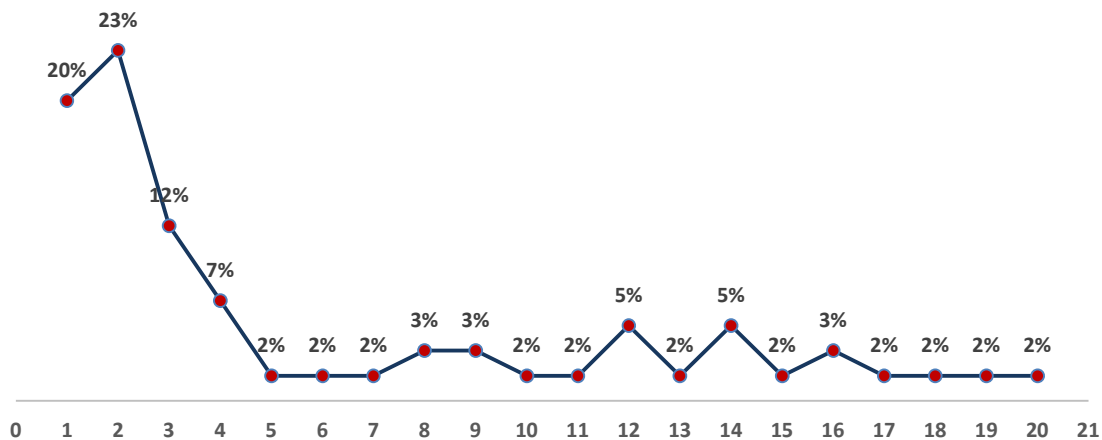


The following charts show the turnover by grade and by length of service in years.

Turnover by Grade



Turnover by Length of Service (in yrs)



The turnover data indicates that higher grades are very stable but that mid-grades (7-10) experience a higher turnover. This is to be expected as people seek different employment experiences to advance their career. Turnover at these levels may be regarded as beneficial as it brings new experience and fresh ideas into the organisation.

Impact of Business Change

The work done in terms of Business Transformation projects, the streamlining of services and improvements in delivery will be key factors in controlling costs whilst improving services. The control of the workforce establishment will be an important factor in future management as will the ability to be change ready and adaptable.

This will increase in importance over the next year as the Council seeks external as well as internal opportunities to continuously improve.

Outcomes of the workforce profile review and key areas of focus for HR 2021:

This workforce profile has demonstrated the impact of the pandemic on Waverley Borough Council and has highlighted the following key areas of focus:

- 1) The future of the working environment and in particular the use of agile working
- 2) The need for a continued focus on wellbeing and in particular mental health
- 3) The continued work on equalities, ensuring that the culture of Waverley Borough Council builds on existing focus on education, communications and supporting those who are from under-represented groups.
- 4) The need to maintain control of the workforce establishment, be change ready and adaptable.
- 5) The impact of age and gender on the workforce indicates a specific need to improve talent management at senior/mid manager level.

As part of the performance management process, objectives reflecting these key areas are being set within the HR Team for 2021.

Conclusion

This report has been prepared to inform Council members and officers. Questions, observations and feedback are welcomed.

WAVERLEY BOROUGH COUNCIL

**VALUE FOR MONEY AND CUSTOMER SERVICE OVERVIEW AND SCRUTINY
COMMITTEE**

24 MAY 2021

Title:

Property Investment Advisory Board update

Portfolio Holder: Cllr M Merryweather, Portfolio Holder for Finance, Assets and Commercial Services

Head of Service: Peter Vickers, Head of Finance and Property

Key decision: No

Access: Public/Part Exempt

1. Purpose

- 1.1 The purpose of this report is to update the Value for Money and Customer Service O&S Committee (the Committee) on the progress and work of the Property Investment Advisory Board (PIAB), which advises the Executive on property investment matters. The update is detailed in Annexe 1.
- 1.2 This report also give the Committee an update on the performance of the current portfolio projected to the end of financial year (Exempt Annexe 2).

2. Recommendation

It is recommended that the Committee notes the property investment activity and makes any observations or recommendations to the Portfolio Holder and/or Executive as appropriate.

3. Reason for the recommendation

The PIAB works on behalf of, and advises, the Executive regarding property investment matters and decisions. This report provides an overview of the work of the PIAB to the Committee whose role it is to scrutinise the decisions of the Executive.

4. Relationship to the Corporate Strategy and Service Plan

- 4.1 The Service Plan for Finance and Property Services (2021-2024) aims to manage the commercial portfolio to increase revenue in line with the Medium Term Financial Plan (Outcome 7). As well as managing the diverse operational asset base with the aim of gaining maximum benefit from the assets the Council holds.

5. Implications of decision and consultation and engagement

5.1 Resource (Finance, procurement, staffing, IT)

The performance of the property portfolio is detailed in exempt annexe 2.

6.2 Risk management

Risk is mitigated in accordance with the Property Investment Strategy by having a balanced property portfolio with diversity through class and location, having exit strategies for each investment and obtaining inflation protected income growth.

6.3 Legal

There are no legal implications arising directly from this report.

6.4 Equality, diversity and inclusion

There are no direct equality, diversity or inclusion implications in this report. Equality impact assessments are carried out when necessary across the council to ensure service delivery meets the requirements of the Public Sector Equality Duty under the Equality Act 2010.

6.5 Climate emergency declaration

The income from the property portfolio supports service delivery and the Council's Corporate Objectives including with regard to the Climate Emergency declaration. The Council is committed to prioritising property investment that has a positive impact on the environment and aligns with the Council's values whilst delivering the required financial return.

7. Consultation and engagement

7.1 This is an update report on the progress of the PIAB and no decision is being made at this committee.

8. Other options considered

8.1 The Council's property assets will continue to be reviewed for investment opportunities and new opportunities identified in pursuit of a balanced portfolio. The property portfolio will undergo continual monitoring of performance.

9. Governance journey

9.1 The PIAB reports to the Executive with its advice regarding property investment. This report was produced for the Committee to note the PIAB's recent activity.

Annexes:

Annexe 1 – Property Investment – update

Exempt Annexe 2 - performance of the current portfolio

Background Papers

There are no background papers, as defined by Section 100D(5) of the Local Government Act 1972).

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Position: Head of Finance

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Email: peter.vickers@waverley.gov.uk

Agreed and signed off by:

Legal Services:

Strategic Director:

Portfolio Holder:

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Property Investment – Update

Annexe 1

Proposals considered by Property Investment Advisory Board (PIAB)	Executive/Property Investment Advisory Board (PIAB) date	Status
Wey Hill, Haslemere	08/07/2020 – agreed commissioning of a detailed development for the site	2 nd stage feasibility report received from Montagu Evans November 2020. Options being assessed including financial implications. Site visit 16 April 2021 with Planners to walk the site and assess opportunities and challenges awaiting response from planners due by 30/04/21
Fairground car park Haslemere		Options appraisal received for a mixed-use scheme. Awaiting planners comments
Weydown Lane Car Park Haslemere		Options appraisal received for a residential and decked car parking scheme. Recent discussions have suggested looking at the 3 Haslemere sites together to afford the best option to provide a revenue for the General Fund, car parking and much needed Housing. Being progressed by officers.
Broadwater Park	08/07/2020 – agreed commissioning of a further detailed options appraisal	Inception meeting held with Montagu Evans 28/09/20 for options appraisal. Mediation ongoing negotiation. Awaiting vacant possession.
Wey Court East	08/07/2020 and 01/07/2020 – considering a range of uses including: <ul style="list-style-type: none"> • Residential conversion • Co working space • Doctors Surgery • Disposal 	Interest from a range of potential occupants being explored. The forefront is the ongoing discussions with the NHS for the building to be let on a full repairing and insuring basis to a local doctor's surgery for a 20-year term. Scope for compatible uses located in additional available space, likely ground floor, such as flexible working space for council offices and/or affiliated services - which could create additional income. Interest still current from Boutique type office space operator who wishes to create an up-market office

		space to appeal to the office workers who do not wish to work at home permanently or commit to long term leases and wish to have face to face meetings with colleagues and network with other businesses in comfortable surroundings with access to high quality facilities. This operator was keen pre Covid and still feels that Farnham is ideal for their operation which is currently flourishing in Oxford and Bath but not so much in London.
The Burys Development	28/07/20 – PID approved	Tender for the options appraisal was undertaken December 2020. First Project Board on 12 May 2021 – with purpose of approving award of tender Working group set up to address how the council wishes to operate.
Easement at Loxwood Road /Chilton Close Alfold	Report to Executive March 2021	Agreed by Executive with delegated authority to Strategic Director to approve the terms of the agreement.
In addition to the above specific cases, the PIAB will review the Property Investment Strategy, approved by Council in February 2020, in line with the latest PWLB guidance and in light of Covid impact and current market conditions. This work will be progressed through the appropriate governance route in the coming months.		
Other activity		Status
Town Asset Plans	Develop strategic plans for each area of the Borough to inform decision making and provide a vision for investment within the Borough. The changes to the regulations around PWLB borrowing means the Council must look at other ways of investing in assets to the benefit	Working with Montagu Evans to develop the plans.

	of the Borough and the Medium Term Financial Plan.	
Investigating potential opportunities within Borough	To add value to the portfolio or land bank for future use	Identifying options with Montagu Evans. Approaches are being made off market and PIAB will be kept up to date with progress once officers have carried out the initial process of analysing the criteria against our requirements.
Progress being made with 2 Suitable Alternative Natural Green Space (SANG) opportunities within Borough		Progress being made by officers on 2 sites. Meeting with owners and planner week commencing 10 th May 2021.

Other Non-PIAB investment/regeneration property schemes

Brightwells Yard	<p>Approval to proceed in 2016. SCC will own and operate the commercial lettings.</p> <p>Not currently being considered by PIAB</p>	<p>Overview</p> <p>The Brightwells scheme continues to be built out on site at pace. To highlight a few details; some residential units are onto painting and decorating inside; green roof being completed to residential Thames Valley Housing block; work to widen Brightwells Road South in order that M&S can access their building has started; M&S roof nearing completion and laying of screed floor and rendering on the building has started; Marlborough Head roof is being constructed and whole building joined up with units behind. Work being completed internally for this to become a show complex / sales suite.</p> <p>Timeline</p> <p>A new timeline now noted a main centre opening in September 2021, and the cinema opening handing over for fit out towards the end of the year. It is still planned that some of the residential will be delivered in Spring 2021 with further delivery in 2022 and final completion of the scheme in early 2023.</p> <p>There is an updated timeline on the Brightwells Yard website: https://www.brightwellsfarnham.co.uk/masterplan/development-timeline</p>
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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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