

Economic Strategy

2018 – 2023



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Foreword



Waverley's Economic Development Strategy emphasises the important role of economic development and recognises the role of the local economy in shaping the success of Waverley as a "place" and the quality of life experienced by our residents.

The strategy recognises the role of local businesses and how they help shape the character of our towns and add to the attractiveness of the borough. It also identifies the key themes, actions and the long-term vision needed to support the economic needs and vibrancy of the borough.

Waverley has much to celebrate: the borough has excellent links to London, Heathrow Airport and the south coast, good quality housing, a highly skilled working age population and a thriving small business economy.

Work has already started on boosting our economy with the Brightwells Town Centre Regeneration Scheme in Farnham that will create over 800 new jobs, new leisure facilities, retail and restaurant spaces and much needed new housing. Other developments like Dunsfold Park also provide employment space, jobs and homes. The council's purchase of business properties and commercial investment programme will help underpin this strategy.

However, we also face some significant challenges. There is competition for skilled employees, Waverley has some of the highest house prices in Surrey and the high street is being impacted by changes in consumer habits and technology. Many of our residents are commuting out of the borough to work, while local businesses have to recruit from outside of Waverley.

To address these challenges we need to build strong positive partnerships with the private sector and other key stakeholders including the Local Enterprise Partnership, Surrey County Council, national public sector bodies, educational institutions, and training and business support providers.

Investment is a vital component of Waverley's growing economic success; securing the right facilities, developing the right business spaces and ensuring we have the right infrastructure are all vital components. This has to be balanced against the reality that local authority budgets will continue shrink over the coming years and investment needs to be prioritised so we maximise the impact of any interventions.

This plan includes six key priorities 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. It also takes into account new adopted Local Plan Part 1 and other key council strategies including the emerging Corporate Strategy, the Cultural Strategy and the Financial Strategy.

I look forward to working with all of the council's partners and communities to ensure the vision and objectives are a success.

Councillor James Edwards
Portfolio Holder
Economic and Community Development

The consultation process

The draft Economic Strategy is the result of extensive engagement with key stakeholders and partners to produce a strategic vision for the borough.

We would like to hear your feedback on the economic vision:

A great place for local businesses to grow and flourish where our communities have access to local employment and where everyone shares in the economic prosperity.

Would also what to hear your views on the six key themes with their corresponding targets.

- **Sustainable business and employment growth**
- **High quality business and employment support**
- **Healthy town and village centres**
- **A successful visitor economy that's right for Waverley**
- **A great place for local higher educational institutions and their students**
- **Supporting the right housing developments in the local community**

Please email: business.support@waverley.gov.uk

About Waverley



Waverley's economic characteristics reflect the borough's unique location, demographic, enterprise, heritage and landscape character. The borough has a population of approximately 123,300 people and is primarily rural in nature. The majority of the population live in the main urban settlements of Farnham, Godalming, Haslemere and Cranleigh.

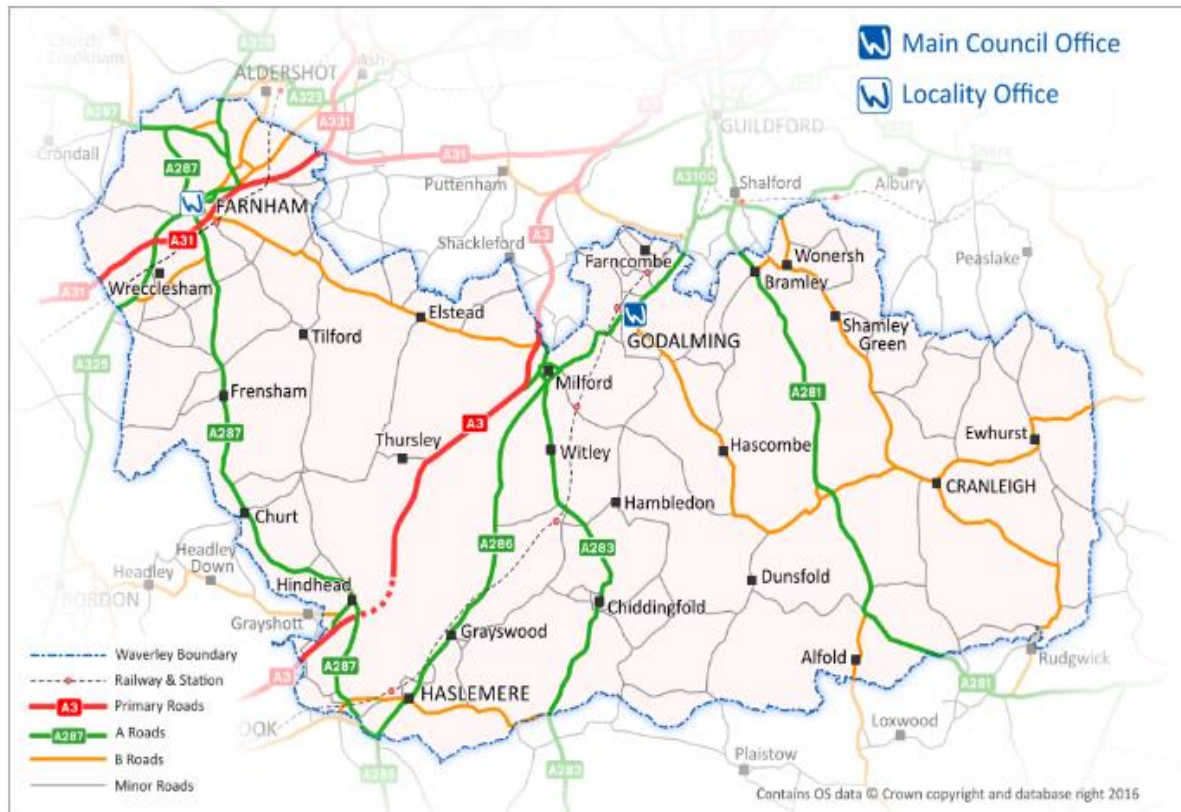
The borough is very fortunate to have a high skilled population and the highest business density in Surrey with 8,200 VAT registered businesses. The majority of these businesses are small: 91% employ fewer than ten people. The borough is also has the highest number of homeworkers in Surrey¹.

In the UK's Competitiveness Index 2016 Waverley is ranked 39 of 379 local authority areas. Nearby Guildford was ranked 30 and East Hampshire 88 indicating a picture of business success using the following criteria.

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



¹ Refer to evidence base for strategy p.46

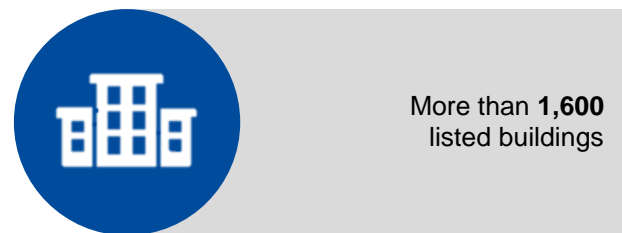
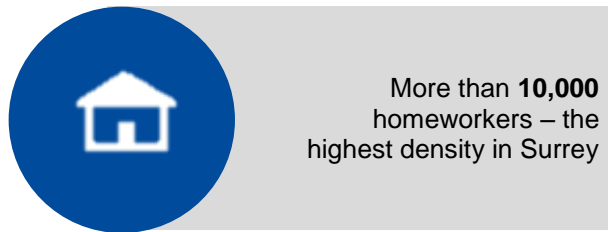
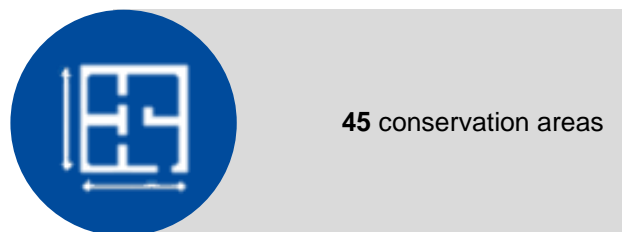
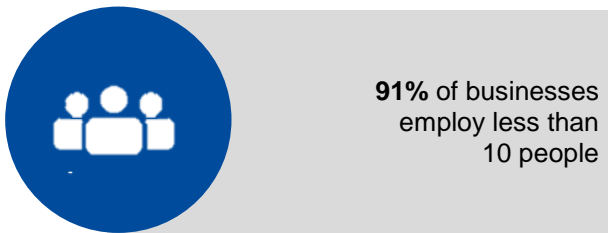
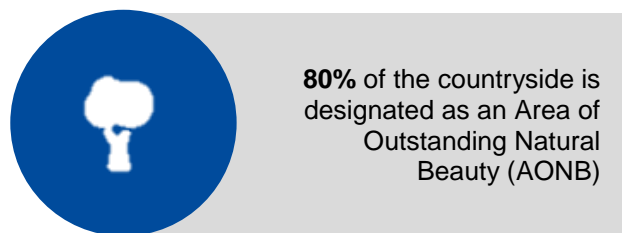
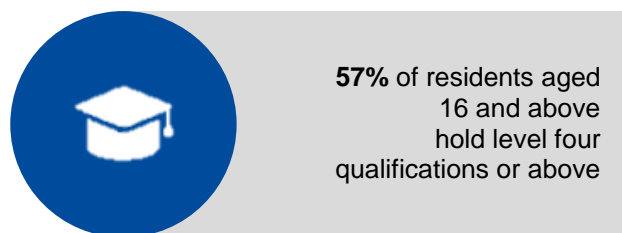
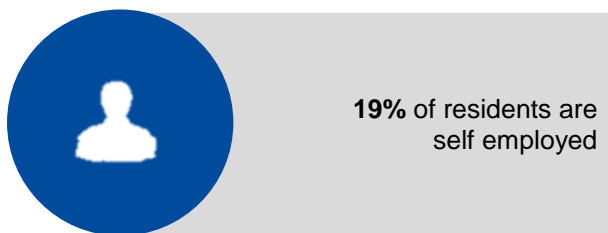
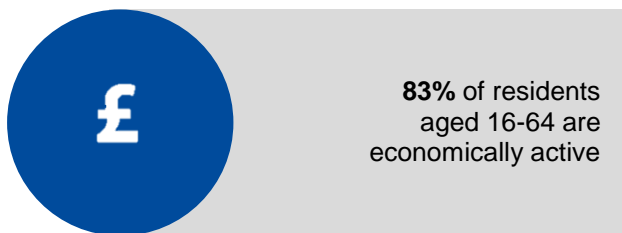


A green and attractive borough, 80% of the countryside is designated as an Area of Outstanding Natural Beauty (AONB) and 61% as Green Belt.

Waverley’s landscape has a distinctive wooded character, 31% of its total area. 11.5% of this is classified as ancient woodland; the highest amount in Surrey.

The borough also has a rich historic heritage with 45 conservation areas and over 1,600 listed buildings.

Waverley by numbers



Waverley's economic strengths, weaknesses, opportunities and threats

The development of Waverley's economic strategy has been based on the borough's strengths, weaknesses, opportunities and threats (SWOT). This section presents a SWOT analysis of the borough's economy.

Economic strengths

- **Diverse economy, a strong SME business base, a highly skilled and qualified population, and low levels of unemployment.**
- **Healthy and attractive town centres** forming the heart of the borough's economy.
- **A strong education sector**, home to an outstanding range of 80 excellent state primary, secondary, special and independent schools (such as Charterhouse and Cranleigh School) that attract pupils and families to the area and support 8,000 jobs (ONS, 2016).
- **Location – good transport links** to London and Portsmouth, access to airports, the A3, M3 and other routes. Proximity to Surrey Hills AONB and the South Downs.
- An **attractive rural nature** with areas of outstanding natural beauty and 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.
- **Strong chambers of commerce**, with the four chambers working together creating a stronger business voice for the area.
- The **University for the Creative Arts (UCA)** and a student population of over 2,000 studying a wide range of creative arts subjects such as fine art, photography, textiles, crafts, film, graphics, journalism and advertising.
- A **historic revival of the arts and crafts movement** with businesses such as pottery, art textiles and glass making. The Farnham Maltings is a successful location for arts and crafts activities, Farnham Pottery a craft educational centre and Farnham promotes itself as England's craft town.
- **Tourist attractions** including **venues** like the Farnham Maltings (a cultural organisation hosting a wide range of creative businesses and events), New Ashgate Gallery (championing artists and affordable art), Cranleigh Arts Centre (a vibrant arts venue), Farnham Castle (a historic setting for events and celebrations) and museums in Haslemere, Farnham and Godalming.
- **Events** close by such as the Farnborough Air Show and Goodwood and events in the borough such as Weyfest, Jalsa Salana, EVRA (European Veterans Rugby Associations) bring visitors to the area and generate business for local accommodation providers.
- **Business and wedding venues/ halls** to hire also bring people into the area. The proximity to the newly opened Farnborough International exhibition centre in Rushmoor provides a great new opportunity for the local service and accommodation sector.

Economic weakness

- Waverley has several large centres including three towns (Farnham, Haslemere and Godalming) and the large village of Cranleigh. Whilst neighbouring boroughs can concentrate their resources into one location Waverley **has to coordinate its resources across several locations that are under different town council management**. Town councils have an in-depth knowledge of local needs that reflect each settlement's unique role and characteristics but the structure also creates increased bureaucracy and competing/different priorities.
- **Four separate chambers of commerce allow** each chamber to have its fingers on the pulse of the local economy and fully understand the needs of local businesses. However, it also makes economic logistics more difficult in comparison to other neighbouring boroughs that typically have one chamber of commerce.
- The **affordability gap** between local salaries and house prices is high.
- **Weak Broadband infrastructure**, particularly in the rural areas. (This is being addressed by the superfast broadband project that is being lead by the Surrey Economic Partnership.
- In some parts of the borough **transport infrastructure** is either lacking or stretched in terms of capacity, necessitating further investment and improvements.
- Existing **industrial areas are under pressure from housing development** as residential development attracts higher returns for developers compared to commercial uses (also a threat).
- The absence of a major attraction for visitors and competition from other destinations.
- Issues with crowding and traffic, and some **lack of transport infrastructure**, despite proximity to key centres.

Economic opportunities

- **Ensuring the vitality and viability of Waverley's town centres is important.** The borough's town centres already benefit from a range of retail businesses and tourism attractions that could be protected and enhanced. The council should continue to look at ways to maintain the vibrancy of the town centres and develop initiatives that will encourage more people to visit them.
- **Strengthening business links with the University for the Creative Arts** that could lead to secondment/industry placements and future employment opportunities for local students, helping to develop the creative sector in Waverley.
- Waverley has a high proportion of business start-ups and supports a large concentration of small businesses and home working. Whilst Enterprise First does provide some support (across the Surrey region), there is opportunity for the council to **engage with small businesses better.**
- **Developing the visitor economy** through promotion, events and a collaborative approach with key stakeholders.
- **Diversify hotel activities.** Larger hotels could expand their offering, e.g. hosting an evening restaurant, providing a high quality conferencing facility and enhancing reputation as a wedding location. This could provide local employment opportunities and serve local tourism needs. There is also an identified need for more budget accommodation options such as B&B's and low cost hostels.
- Affordable accommodation for students and essential workers such as nurses, teachers and care workers. There is a need and an opportunity to enhance the well-being of rural communities by **protecting community and social facilities, such as pubs and post offices in rural areas.**
- The **apprenticeship levy** provides an opportunity to develop more apprenticeship opportunities locally and Waverley Training Service is well placed to help local employers to deliver this.
- Identify opportunities to work with neighbouring boroughs and the region on **cross-border solutions.**
- Investment in business premises within the borough
- The **business rates retention pilot scheme** could provide significant opportunity for the local area to benefit directly from rates revenue. This is a further reason for protecting the local business base.

Economic threats

- The **changing demographic profile** and the **decline in the proportion of residents of working age**.
- **The changing nature of the town centres** through outside influence such as the internet, as a hub for retail to one where food, street markets, entertainment are located. The increase in service industries rather than retail on the high street.
- **High property prices in Waverley**, pricing out some key staff such as nurses, teachers and care workers. As a result, employers are finding it difficult to recruit. In addition to affordable housing options for staff, it is important that there is affordable workspace for smaller businesses in Waverley.
- **Future population and employment growth** (even relatively small levels of growth) will place **further pressure on the borough's existing transport infrastructure**. This necessitates the delivery of transport infrastructure improvements, particularly in areas that are currently lacking or near capacity. E.g. parking.
- Retail is a key sector of Waverley's economy and a key prerequisite to the continued vibrancy of its town centres. **Waverley's high streets** (much like high streets across the country) **face a number of challenges including the continued growth of internet shopping, online banking and high rents**. Recent changes in legislation allow permitted development rights and ease of change of use from retail and office to residential.
- The image and attractiveness of town centres is under threat by **perceptions about a declining mix of independent retailers and the proliferation of certain retailers** (e.g. betting shops, nail bars and charity shops etc.) Currently the town centres appear to be fairing very well compared to the national average.
- Waverley could become a set of **dormitory towns** where proximity to London is the most dominant feature and there is lack of local dynamism and functions.
- **Development may negatively 'spoil' the countryside environment:** the balance is important.
- The UK's decision to leave the **European Union**. The short term uncertainty for businesses to plan and make informed decisions. The potential loss of near European markets and the longer-term consequences to employment, business growth and access to European funds.

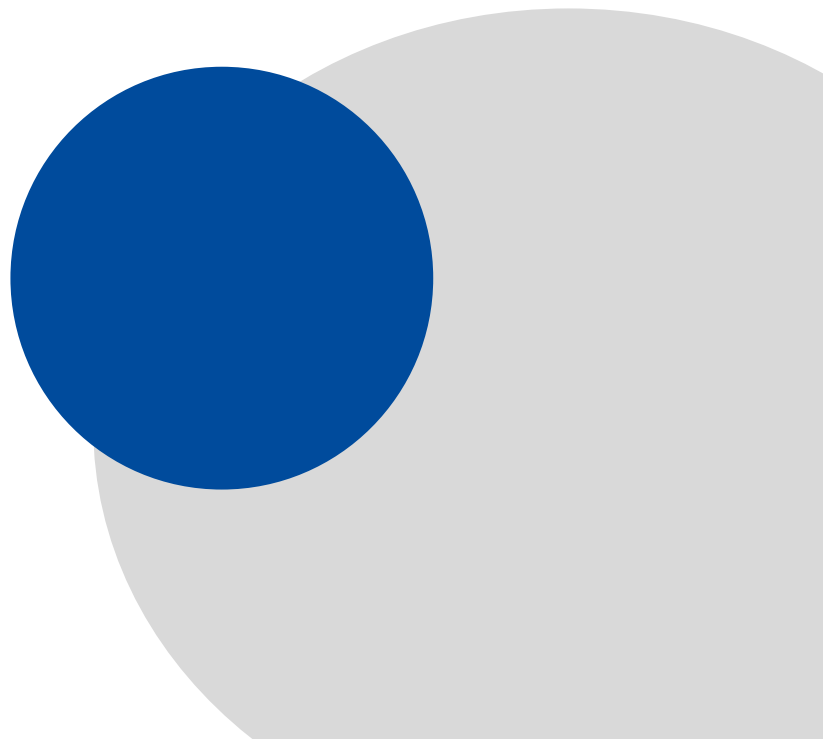
Waverley's economic vision and themes

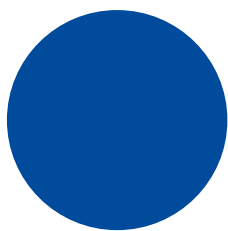
Waverley is a highly attractive place to live, work and visit. This is a result of its high quality environment, the unique character of its towns and rural areas, and the borough's balanced levels of housing and employment growth. The council's vision is that Waverley is:

A great place for local businesses to grow and flourish and where our communities have access to high value local jobs and where everyone shares in the economic prosperity.

This strategy sets out how this vision will be achieved through six key themes, namely:

- **Sustainable business and employment growth**
- **High quality business and employment support**
- **Healthy town and village centres**
- **A successful visitor economy that's right for Waverley**
- **A great place for local higher educational institutions and their students**
- **Supporting the right housing developments in the local community**





Theme 1: Sustainable business and employment growth

Enable sustainable growth that will protect and enhance Waverley's future dynamism and prosperity.



While other districts face challenges to diversify their economies, Waverley already has a diverse business base with many small and medium sized enterprises operating across a range of industry sectors. This, in combination with the borough's high levels of economic prosperity and low levels of population growth, means there is no strategic need to pursue high levels of growth.

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.

Sectors where demand is expected to grow in Waverley and which the council could actively support and facilitate sustainable growth include:

E-commerce and the digital economy, Waverley has a highly skilled population and a 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, software design and computer gaming².

Creative industries are a growing area of the local economy and support can capitalise on the presence of the University for the Creative Arts by providing space for students to develop start-up projects that could be a catalyst for Waverley's future dynamism and prosperity (See figure 8).

Small financial, professional and administrative services are an existing growth area for the south east. This fits with the themes of specialist and high skilled service provision as well as home-based businesses.

Green technology - requirements (including office and research and development space) can be met locally. The area that is already being developed with the growth in green technology firms is Dunsfold Business Park.

Leisure, food and accommodation services have grown over the last ten years. This is likely to continue with local market trends and the encouragement of sustainable growth in the visitor and student economy.

² The creative industries in Waverley, figure 9

The visitor economy is an attractive sector to focus growth with existing and new businesses. A new emphasis to promote Waverley's areas, key events and assets to potential business, trade and leisure visitors.

Home based business, for which Waverley already has a strong foundation of enterprising home businesses across a range of services. With the trends in technology and culture fostering more home based work, this could be accommodated for further growth in Waverley with the right level of new residential provision.

Business growth also needs the right skills; the highly skilled workforce in Waverley is an advantage for some sectors. However, it is important that skills of both the workforce and the sector need to be matched and available locally.

Targets

A) The council to undertake further investment in business premises in the next five years, in addition to the acquisitions of the Enterprise Centre and Wey Court office buildings in Farnham, and Langham Park in Godalming, exploring the best means to do this to support growth sectors and local business needs. The target will be to aim for a 90% occupancy rate at the council's investment premises within the first year.

The key here will be in providing modern and fit for purpose premises that match the growth sectors and local demand. Located in areas where businesses can further flourish with the presence of network and knowledge clusters. These hubs may be in:

- further business premises, as the council has recently done in [Farnham and Godalming](#)
- more specific creative sector aligned hub spaces, as set out in the council's Cultural Strategy. The hubs may comprise modern flexible office space, workshop, research and development (R&D), high technology, incubator, network and business café space and, importantly, should be attractive environments for staff and customers as well as the local community. A commercial business hub can support isolated people who are working from home and early stage businesses by providing access to services, meeting rooms and longer-term space for growth outside of the home, as well as regular networking opportunities. This can help support Waverley's role as a small enterprise nurturer. As per the recent investment, this type of space provision also presents Waverley with an opportunity for novel income streams.

B) Support the increase of apprentices within local business. The council will use its in-house training provider, Waverley Training Services, to place more young people into apprenticeships by promoting the apprenticeships programme with clear details of the benefits for businesses. The council will aim to place 100 apprentices locally each year of the levy and provide information to employers about the benefits of apprenticeships. The council to look at the inclusion of apprentices within outsourced contract providers. In addition, the council will look at how to gain an enhanced income stream by supporting this service and its wider work.

The increased income scheme opportunity reflects the training services' reach of apprentice placements and business clientele that is much wider than Waverley. Under the new Government Levy, the scheme can also help local people to retrain or upskill as a current employee apprentice, and can place new apprentices within businesses who would

value this. The council can now seek to refresh and expand these services to help support Waverley businesses with current and new staff apprenticeships.

C) The council will support the sustainable growth of employment in line with the growth identified in the adopted Local Plan. The council will address unemployment by helping people in deprived wards in Waverley into work through supporting initiatives such as the Farnham Job Club and Godalming Opportunities project.

Although employment levels have been historically high in the borough, it has only experienced modest levels of employment growth mirroring the UK's economic performance. In deprived areas, some residents need extra support to find work.

D) The council will encourage local businesses to engage in its online tendering processes so that more local businesses are awarded council contracts.

This initiative will help to ensure local businesses benefit from local project work retaining the benefits within the borough.

E) Working with local parishes, Surrey Hills AONB, the National Trust, Guildford Borough Council and other partners, the council will support rural businesses and rural projects in the borough.

Recognising the value of the rural economy to the sustainable economic prosperity of the borough. Balancing the business contribution with the protection of Waverley's natural heritage.

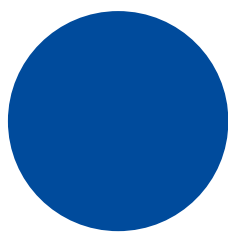
With the National Trust, developing a sustainable Eco build approach and exemplar café building at Frensham Great Pond. Investing parking charges into reducing the running costs of the building to make it financially sustainable.

Looking at new approaches to woodland management and business opportunities with Surrey Hills Enterprises. Exploring opportunities with landowners for increased access via "Greenscape" with Natural England.

F) Supporting SME (small and medium sized enterprise) to flourish and grow

A key component to the area's economy. The economic development team to provide signposting to free advice and the Enterprise First service. The council to support small businesses through free property searches and to ensure quick payments to its contractors.

The council to create marketing opportunities for local small businesses by providing free networking opportunities and training events and encouraging public relations (PR) through local business awards.



Theme 2: High quality business and employment support

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



Tourism event, Waverley Abbey House

The council has a good track record of supporting local businesses and it is important that we continue to engage with them, understand their needs and offer high quality business support. This includes the offer of free business advice to anyone wishing to start or expand a business in the borough using Enterprise First, the services offered by Waverley Training Services and the job club in Farnham. The council will also support initiatives develop the skills and qualifications of the local workforce.

This will benefit both the local workforce and local businesses, as it will make it easier to recruit locally. This can be provided in-house through Waverley Training Services, alongside their apprenticeship placements.

Targets

A) To support the business community and listen to the business voice via increased engagement and providing opportunities for networking, mentoring and partnership working.

The council to become a Business South champion explore and facilitate connecting business leaders. Launch a pro business message with key sectors and follow up with smaller networking events. Maintain this message with a council leaders “open door” policy for business.

B) Continue to run and develop its contract with Enterprise First to provide free advice to anyone wishing to start or expand a business in the borough, by providing advice to at least 150 people a year.

The new contract with Enterprise First covers the period 2017-2020 and includes good quality support and advice tailored to the needs of the business. The contract will be regularly monitored to ensure it provides a high quality service.

C) Encourage more businesses to locate to Waverley, maintain high occupancy rates and local employment, and utilise the floor space identified as needed in the Local Plan. Monitoring activities such as business birth and death survival rates and understanding why businesses leave. Officers will provide a free business service via Estates Gazette (EG) and produce marketing material to promote the

borough and market the borough at external events such as the national MIPIM property event to showcase local commercial opportunities.

We need to understand when and why some businesses chose to leave the borough. Should Waverley determine whether it could have better met their needs with the right support and development or focus on supporting other small and start-up businesses. This data can be captured and reported annually from a business surveys and interviews.

The annual MIPIM property exhibition showcases commercial opportunities to developers, alongside SCC and all 11 boroughs. Work with SCC on this and other opportunities.

D) Continue to build effective working relationships with the four chambers of commerce by engaging quarterly with them for focused discussion. The council to support business initiatives.

The meetings with the chambers will continue to discuss areas of mutual interest and areas where the council is able to influence as well as establish priorities and projects for each town centre.

The council to support financially a feasibility study of a Business Improvement District (BID) for Waverley. This would be a four site BID to bring in additional investment into the town centres.

E) The council will communicate effectively with businesses.

Communication with businesses is essential. The council will communicate with businesses using a range of channels including regular e-bulletins/newsletters signposting information on business support services, events and news. We will develop web pages that provide information required by businesses and identify other opportunities to promote business news including social media and printed publications.

Implement a key account management strategy with regular face-to-face meetings with the borough's larger employers (x15) to understand their business needs and support their inward investment.

To build and maintain a business database, General Data Protection Regulation (GDPR) compliant, via council service contacts and networking activities is crucial to achieve successful communication. A pan county and borough Customer Relation Management (CRM) system introduced in 2018 would facilitate this.

F) The council will undertake a business survey every year to gain insights into business challenges and opportunities.

An annual online survey will help us understand the needs of businesses, record trends and monitor business issues. The council will use this information to direct annual action plans and target average scores to improve over the next five years compared with the first year of feedback.

G) Encourage and support entrepreneurship and homeworkers in the borough.

Given the high proportion of homeworkers in the borough and the large number of micro businesses, the council will look at ways of supporting these businesses such as continued involvement with Surrey County Council's (SCC) superfast broadband initiatives and new projects such as starting an Entrepreneurs Club.

H) The council will foster effective regional partnerships to encourage business growth and sector support.

The council will work more closely with partners including the Enterprise M3 LEP to engage in proven business support schemes as joint projects or to gain insight and roll out similar schemes. These may include projects such as Meet the Buyer, Growth Hub, business clinics and Digital High Streets. Contribute to Surrey County Council's Inward Investment Programme and activities.

I) Working with partner organisations such, as UKTI the council will encourage exports by promoting opportunities.

The export market is of growing interest to many businesses, particularly in the light of the UK's decision to leave the European Union, and the Council should seek to help them take advantage of any support and opportunities available.

J) Recruitment is an area where businesses would welcome assistance.³ Working with partners including Waverley Training Services (WTS) and SCC inward investment team to support the development of employment skills and training of local residents. Signpost employers to recruitment support and opportunities for upskilling existing employees.

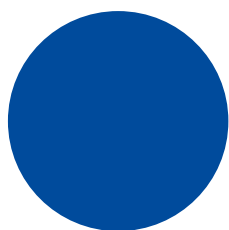
Improve links with local colleges and build links with businesses and education providers. Work on projects with Job Centre Plus, Farnham's Job Club, Godalming's Opportunities Project and Enterprise First to signpost suitable employment support, training and professional development opportunities.

Provide free training opportunities for local employees via the M3 LEP and other organisations.

K) Promote, encourage and support the business sector working with the local community. Help businesses meet their corporate social responsibility objectives.

Sponsor the Waverley BIG business awards with a partnership award. Highlight successful partnerships between businesses and not for profit/ charities. Promote volunteering opportunities and voluntary sector initiatives through the work of Voluntary Action South West Surrey and charitable organisations in Waverley.

³ Waverley business survey 2018



Theme 3: 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 and vibrant and community-feel town centres are beneficial for local wellbeing. In being attractive destinations, town centres support social cohesion and engagement between residents and businesses. Part of this protection will involve working with partners to monitor permitted development rights change of use from retail and quality office space to residential.



The Pepperpot, Godalming High Street

As well as having local events and activities which are based near to high streets there may also be an opportunity to develop better orientation serving pedestrians in the town centres and clear and positive signposting of the town centres and cultural venues. These can help maintain their vibrancy and engagement with the local community and visitors.

Targets

A) The council and partners to encourage more people to shop on our high streets by working closely with town councils and partners and investigate starting a network of independent retailers. The council will also continue to offer initiatives such as the ‘Compete on the Street’ customer service programme and explore new initiatives and marketing campaigns such as a ‘Buy Local/Use Local’ scheme with these groups.

The council will continue to support retail, services and events as the main town centre use and work with the chambers of commerce and town centre businesses to support, develop and implement events and initiatives that will increase footfall numbers and the perception of the centres as destinations. Independent retailers will play an important role here.

B) The council to support the local economy and engage more closely with businesses through chamber led initiatives such as a Waverley business awards and a Business Improvement District.

The council will work closely with the chambers of commerce and other partners on joint projects that can support local businesses and increase inward investment in the borough most effectively.

C) The council to provide a long term tailored parking strategy for each town centre in order to maximise the use of existing parking capacity and provide additional capacity where needed and practicable. To explore the best way to achieve this (i.e. with multi-level and/or underground parking extensions for current car parks and charging banding).

The chambers of commerce have raised parking issues consistently, where a lack of capacity affects the ability of locals and those from a wider area to use the different high streets, with long run potential damage to footfall. The chambers have raised the need for additional space and low prices to help support the workings of the town centres. The council can also consider how to help integrate car parks within the local environment and avoid damaging the local character, such as through the right landscaping.

D) The council to work closely with local town and parish councils to identify key areas of activity and support.

Promote local and partner events to increase footfall and dwell time. Support initiatives such as local markets to generate additional footfall to the town centres where applicable.

Facilitating best practice, partnership working with chambers and local businesses, monitor changes in the high street effectively and share business intelligence.

Ensure outsourced contracts and devolved contracts provide opportunities to create cleaner and healthier centres.

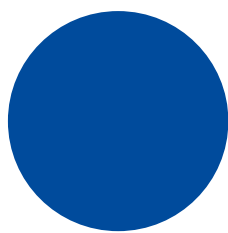
Identify potential funding opportunities where suitable.

E) 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.

The council to monitor permitted development rights and look at how an article four direction could benefit the local area.

F) The Brightwells regeneration project in Farnham is a clear example of the benefits of investing in one of our town centres. Encouraging new businesses, providing jobs, leisure opportunities and much needed affordable and open market housing. The council to maximise the potential benefits of the project for the residents of Waverley.

The council to work closely with the developer of the project to encourage support of local initiatives, employment opportunities for local people and ensure the increased vitality of the wider area.



Theme 4: Encourage the visitor economy in a way that fits Waverley

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



Waverley has the potential to explore further the benefits of a strong visitor economy, including through forging stronger links with key industry bodies, VisitEngland (VE), VisitBritain (VB), Tourism South East (TSE) and Visit Surrey, to raise awareness of the area as a destination, to maximise additional promotion for Waverley, including local events and activities in the towns and villages. The focus will be on attracting high yield visitors (business, overnight visitors) to support local business and employment.

Behind the scenes tour at Dunsfold Park. Part of English Tourism week

Providing events, cultural activities, eateries and attractions for residents and Visiting Friends and Relatives (VFR) during their leisure time. As today's consumers are increasingly tech savvy customers, they are looking for interactive experiences and expect the sector to embrace technology.

Targets

A) Work with tourism organisations (VE/VB/TSE/Visit Surrey/ the National Trust) to promote Waverley both as a leisure and business visit destination and to increase the number of overnight stays.

Waverley has outstanding natural assets that can support a visitor economy action plan. Assets include its position as a gateway 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. Events within Waverley can appeal to visitors and the local market. From gin, food or walking festivals, craft months to walking tree trails, cycling routes and following in the footsteps of famous locals. Waverley will be supportive of new, sustainable products into the market.

More research into key markets and targeted joint marketing activities with partners would lead to improved promotion of the area and the experiences that can be enjoyed. Digital marketing activities would form a key part of this marketing strategy. The rural economy would also be promoted, through supporting arts and crafts fairs, farmers' markets, small businesses and protecting community and social facilities such as pubs and post offices in rural areas, to benefit local people in the borough.

The Council can encourage the right type of inward investment to attract visitors. Hotels are one type of investment, and the proposals for Lythe Hill Hotel are an example of good inward investment to support visitors. Four/five star hotel properties provide more job

opportunities as they have a higher staff/ guest ratio. There is further opportunity offered by other hotel developments to provide 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. The council to monitor hotel development and the loss of visitor accommodation.

B) Waverley to lead discussions on the Downs Links footpath/ cycle route with other stakeholders.

A lot more can be done to improve signposting on the Downs Link to/ from local villages and enhance the quality of its surface. This would attract a wider range of family day trippers. As identified in consultations, the Downs Link is a hugely under resourced asset: there are examples throughout the UK of expired rail routes which have been developed into tourist attractions and sustainable travel routes. Cranleigh Chamber of Commerce has recently commissioned Sustrans to carry out a corridor assessment of the Downs Link between Cranleigh and Guildford paid for by local businesses and the Chamber. The council could help take this forward with associated partners and seek to work with local authorities such as Guildford and Horsham on developing the Downs Link.

In parallel the council to work to support the Wey & Arun Canal Trust project to restore local canals as a nature park.

C) The council to help develop support and opportunities for the tourism industry and start a performing venues working group with interested stakeholders.



Cranleigh Arts Centre

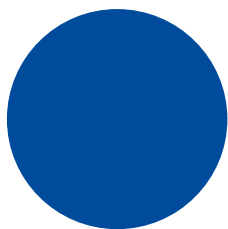
The support of small day festivals and events in towns and villages are also part of the local offering. These can be agreed through events plans that bring together the town councils, chambers, cultural venues and voluntary organisations. The right organisational and financial responsibility, guidance and collaboration can ensure the success of these and enable effective contribution from the local stakeholders. Good arts and cultural events of all types attract people.

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 as destinations offering both culture and beautiful natural environments.

D) The council to encourage appropriate filming opportunities and work with local landowners to create the right planning permissions for their sites.

Filming offers a potential income stream and local employment support for Waverley. (£42,000 per day to the local area for big feature films, £19,000 for TV, Creative England).

To encourage and facilitate this in the future and to ensure environmental impacts are considered the council will formulate codes of practice for filming. We will work to streamline applications with internal departments (planning and licensing) and establish with key landowners a working group. There will also be a need to buy in support from Creative England to find and promote Waverley locations for filming.



Theme 5: Develop the links with local higher educational institutions

Utilise the potential of the University of Creative Arts (UCA) in developing the local creative sector, look to provide the accommodation, and services that students want and need.

The UCA could become the nucleus of a 'creative hub' for a variety of arts and skills to attract creative people to settle in the borough and give rise to a creative community. This community would represent collaboration and start-ups as well as reinforcing town branding and local spending patterns.

Beyond the UCA courses, the council can attract and support people to stay locally by putting in place the right support for creative start-ups. An aim in the 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 to develop their creative careers in Waverley.

Targets

A) The council and partners to identify where current or new space can be provided for creative business, workshop, studio, exhibition, incubator and other uses. The success of this can be measured by an increase in the number of graduates staying locally after completing their studies over the next five years.

There may be opportunities to engage with students and graduates by offering local work and exhibition space, supporting more local placements and involving students in local arts events and retailing activities. Most courses involve a form of work placement and whilst the UCA has various national and international partners, there is interest in good local opportunities for placement and learning or more informally showcasing of work and collaboration with other cultural venues. There is mutual benefit in forging links between the UCA, local cultural venues, social organisations (like Enterprise First and the Arts Council) and local business – namely, sharing knowledge, skills, placements and start-up and employment opportunities.

Business South provides a good networking catalyst to support the creative industries.

B) The council to identify opportunities and help UCA deliver more student accommodation, working with WBC Housing and property teams.

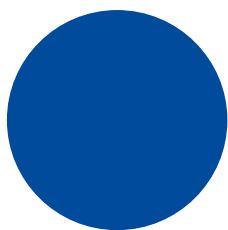
Waverley needs to discuss and understand the local consensus of whether to embrace the student body further and to what level. It is a delicate issue where some locals will not be in favour. The council can help to address and respect any such concerns, whilst making the discussion more balanced through telling the story of the benefits of accommodating and engaging a young, dynamic segment of the population. Brightwells and its retail and entertainment offer will enhance the attractiveness of Farnham to students. Beyond this, there are other student life offerings that the borough may support through provision of accommodation. This can bring support business growth and the retail sector. However, there are reasonable concerns with, for example, night-time venue development. Any accommodation and supporting development needs 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.

c) The council with Waverley Training Services (WTS) to develop links between local colleges and local employers.

Providing employment ready skills for local residents and recruitment support for local businesses with apprentices.



Theme 6: Support the right housing developments in the local community

It is important that Waverley is able to provide affordable housing for employees and ensure the workplaces of others who commute in are accessible through travel routes and car parking space.



Riverside development

These key services are vital to the continued functioning and prosperity of the borough and its economy. The Economic Strategy (as informed by the Strategic Housing Market Study) has also 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.

Targets

A) The council to seek to deliver the new home requirement set out in the adopted Local Plan.

The adopted Local Plan 2018 requires 590 new homes a year, as also set out in the adopted Local Plan, in the borough over the period 2013-2032.

B) The council to explore supporting infrastructure opportunities, including working with M3 LEP partners; maximising Waverley's membership of M3 LEP and to discuss opportunities to improve infrastructure. The council and its partners to work alongside neighbouring authorities on transport LEP bids covering the Enterprise Growth Fund.

Waverley does not have the level of responsibility or funding for transport infrastructure. However, the council will seek to 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.

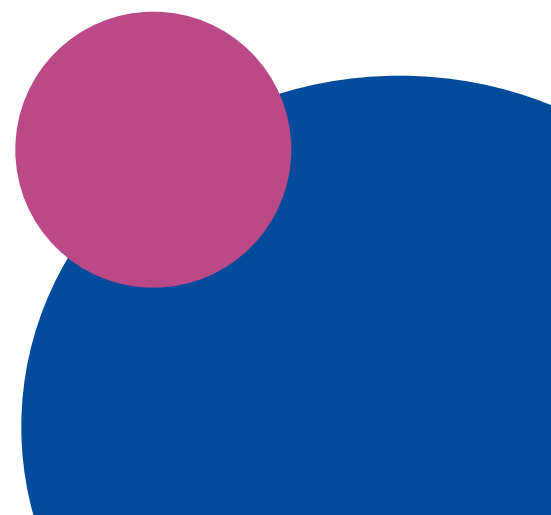
Infrastructure investment is important to the area, especially with the target for thousands of new homes in the area as detailed by the Local Plan. One area to consider is the bus network in and out of Waverley. This may require collaboration with neighbouring authorities. Without effective transport 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.

C) Economic development to liaise with planning and other partners and monitor the impact of permitted development rights and the change of use from office and retail to residential.

To support and maintain quality employment stock and ensure affordable housing provision compliance.

D) The council will contribute to local service supply consultations. (i.e. bus services, pay phones, ticket office closures, post office closures, cash point access and others).

To safeguard and monitor community assets, providing information for the public domain.



Overall

A priority for the council is to continue to **safeguard and enhance the borough's attractive character and high quality of life**. High levels of housing or employment growth would threaten Waverley's character and unique characteristics and would ultimately damage its economy.

The council will enhance its successful approach of supporting modest levels of employment growth in appropriate locations and without compromising what makes Waverley special. The council will **make best use of its existing supply of employment land to accommodate small levels of employment growth in key growth sectors, and look to develop specific and fit for purpose business premises** to achieve a balance between population and employment growth.

The council has an excellent record of **engaging with local businesses and offering business support**. It will continue to do so, helping business start-ups and supporting existing businesses.

A key factor for any successful, modern economy is the provision of **high quality infrastructure**. The council will continue working with its partners (including the Local Enterprise Partnership and the private sector) to maintain and improve the borough's infrastructure, especially in terms of **transport**.

We have considered the targets as those that are achievable and in areas that the council can influence. The targets can inform a set of projects that relate to one another and measurement of progress over the next five years. The table below sets out the themed targets and measures and notes the role of the council and others in achieving the targets.

Waverley's Economic Strategy Action Plan 2018-2023

| TARGETS | ACTIVITY | LEAD | Page No. |
|---|---|-------------------------------|----------|
| 1.Sustainable quality business and employment growth | | | |
| A. Invest in new commercial premises, and other investment projects alongside The Enterprise Centre and Wey Court, Farnham and Langham Park, Godalming. | <p>Identify suitable sites. Once purchased, monitor occupancy and aim for at least a 90% occupancy rate.</p> <p>Explore opportunities to work in partnership with the private sector e.g. consider hotel/leisure development partnership opportunities etc.</p> | Investment Board | 15 |
| B. Place more young people into apprenticeships | <p>Waverley Training Services to place at least 100 apprentices in local placements a year</p> <p>Work with WTS to promote the benefits of apprenticeships to employers.</p> | WTS/Economic Development team | 15 |
| C. Address unemployment by helping people in deprived wards in Waverley into work | <p>Promote and support the Farnham Job Club, run by GATE. Assist GATE to find sustainable funding and support development of the new job club location in the town centre. Work with JCP/WTS on events to promote the club to residents e.g. Universal Credit sessions</p> <p>Support employment initiatives elsewhere in the borough e.g. the Opportunities Project at Ockford Ridge for single parents.</p> | Economic Development team | 15 |
| D. More local businesses awarded council contracts | <p>Undertake direct marketing exercise with local businesses, encouraging them to register with council's e-tendering system.</p> <p>Signpost to procurement training in Surrey.</p> | Economic Development team | 16 |

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| <p>E. 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. 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>All. Economic development/ parks & countryside.</p> | <p>16</p> |
| <p>F. Supporting (small and medium sized) SME businesses</p> | <p>Offer free commercial property searches for businesses and signposting to free advice from the Enterprise First service and other partners.</p> <p>Increase partnership working with the Federation of small businesses.</p> <p>Provide a range of free training events with the M3 LEP and growth hub in key areas. One to one business clinics, cyber security and GDPR.</p> <p>Provide free visitor economy networking opportunities.</p> <p>Sponsor and promote business involvement of Waverley's BIG business awards in 2018.</p> <p>Create marketing opportunities for local small businesses by providing free networking opportunities, training events and generating PR via local business awards.</p> <p>Work with Business South membership to provide business opportunities between local and strategic businesses of all sizes.</p> | <p>Economic Development team</p> | <p>16</p> |

| TARGETS | ACTIVITY | LEAD | PAGE NO. |
|---|--|---------------------------|----------|
| 2. High quality business and employment support | | | |
| A. Support the business community in Waverley and listen to the business voice via increased engagement. Provide opportunities for networking, mentoring and partnership working. | Join Business South to launch a pro business voice and open door policy. | Waverley leadership team | 18 |
| B. Support businesses to set up in the borough. | With Enterprise First to signpost business advice. Support and monitor the contract with Enterprise First through quarterly meetings and marketing campaigns. Promote "Starting your business in Waverley" book. | Economic Development team | 18 |
| C. Encourage more businesses to locate in the borough and find out why some leave. | Over the next five years monitor survival rates of Waverley businesses and establish reasons for those leaving. Produce new business marketing material on and off line – to encourage more businesses to locate in Waverley's towns and villages. Work with business rates colleagues to establish evidence base. | Economic Development team | 18 |
| D. Build effective working relationships with the four chambers of commerce. The council to support business initiatives where appropriate. | Meet the four chambers of commerce at least three times a year to discuss projects of mutual interest The council to join Surrey Chamber of Commerce to further support the business and chamber communities in Waverley. | Economic Development team | 19 |

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| <p>E. Communicate effectively with businesses</p> | <p>Communicate effectively with local businesses using the most appropriate channels.</p> <p>Refresh the monthly business e-newsletter. Highlight key developments, news and new businesses in the area. Calendar training opportunities and events. Signpost to partner opportunities. Increase circulation within GDPR regulations.</p> <p>Restructure and refresh the business pages on the website.</p> <p>Establish key account management meetings with local businesses.</p> <p>Use local businesses as ambassadors for key council business support messages.</p> <p>Create a communications protocol with partners, SCC and DTI.</p> <p>Work with the four chambers to raise awareness of the council's services for business.</p> <p>Build a database of intelligence, local businesses and their business issues.</p> <p>Undertake business exit surveys when possible.</p> | <p>Economic Development/communications team</p> | <p>19</p> |
| <p>F. Monitor/respond to local business opinion</p> | <p>Carry out a business survey every two years of local businesses and respond to any issues or concerns.</p> | <p>Economic Development team</p> | <p>19</p> |
| <p>G. Encourage entrepreneurship and homeworkers.</p> | <p>Given the high proportion of homeworking in the borough, consider starting an Entrepreneurs Club to inspire and develop new ideas and nurture start ups Support local initiatives such as the Haslemere Business Centre.</p> | <p>Economic Development team</p> | <p>19</p> |

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| <p>H. Foster effective regional partnerships to encourage business growth and sectoral support</p> | <p>Continue membership of the Enterprise M3 LEP and closer working, taking part in relevant joint activities, funding opportunities etc.</p> <p>2018/19 become a 'Champion' of Business South to help support key businesses and create networking opportunities.</p> <p>Investigate business sectors where there is scope for growth and collaboration, including local clusters e.g. creative, health and IT</p> | <p>All</p> | <p>19</p> |
| <p>I. Encourage exports</p> | <p>Working with partner organisations such as Surrey Chamber of Commerce, UKTI/ DTI to promote and encourage the opportunities available through the export markets</p> | <p>All</p> | <p>20</p> |
| <p>J. With partners, develop employment skills offer to residents and recruitment support initiatives.</p> | <p>Develop links with local colleges and Job Centre Plus.</p> <p>Work to promote and support Farnham's job club and Godalming's Opportunities Project.</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>Economic development team/ Waverley Training Services</p> | <p>20</p> |
| <p>K. Promote, encourage and support the business sector working with the local community. Help businesses meet their corporate social responsibility objectives.</p> | <p>Be principal sponsor of the Waverley BIG business awards with a partnership award.</p> <p>Highlight successful partnerships between businesses and not for profit/ charities in e-newsletters.</p> <p>Promote volunteering opportunities and voluntary sector initiatives through the work of VASWS and</p> | <p>Economic development team.</p> | <p>20</p> |

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| | charitable organisations in Waverley. Provide information on supporting your local community and volunteering on the business pages of the Waverley website. | | |
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| TARGETS | ACTIVITY | LEAD | PAGE NO. |
|--|--|---------------------------|----------|
| 3. Healthy town centres | | | |
| A. Encourage people to shop on our high streets | Continuing with 'Compete on the Street' customer service retail programme and other initiatives Godalming 2018, Farnham 2018, Haslemere 2019. Independent retailer marketing campaign using UCA recent graduates to create voxpops. | Economic Development team | 21 |
| B. Support the local economy and engage with businesses | Support the introduction of a Waverley business awards event. Working group established with four chambers and WBC. Support business community to look into feasibility of a four site Business Improvement District (BID) project. Funding to support feasibility study of £15,000 provided by WBC. Chambers/ businesses to drive forward with project. Attend business networking events to promote council's business support service and develop database. | Economic Development team | 22 |
| C. Improve parking for local shoppers in Waverley with a tailored parking strategy for each town centre. | The council to provide a long term parking strategy for each town centre in order to maximise the use of existing parking capacity and provide additional | Environmental Services | 22 |

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| | <p>capacity where needed and practicable. Working with chambers and town councils.</p> <p>To explore the best way to achieve this (i.e. with multi-level and/or underground parking extensions for current car parks and charging banding).</p> <p>Reinvest parking revenue in business environmental issues. Ie. Trade bins.</p> | | |
| D. Work closely with town and parish councils to identify key areas of activity. | <p>Build effective relationships with the four town councils and partners to explore joint projects to support the high streets and increase footfall including:</p> <ul style="list-style-type: none"> - Promote events - support local markets - facilitate partnership working and best practice with chambers and councils - monitor changes - ensure external contracts work for all - identify funding opportunities | Economic Development team / procurement/ parks & countryside team | 23 |
| E) 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>The council to monitor how an article four direction could benefit the local area.</p> <p>A pilot direction four direction to be put in place in Beacon Hill.</p> | Planning with Economic Development team support. | 23 |
| F) The council to maximise the potential benefits of the Brightwells regeneration project for the residents of Waverley. | <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> | Economic development team/ Waverley Training Services/ arts and culture team/ Crest Nicholson. | 23 |

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| | Support the effective use of the developers' financial contributions towards infrastructure and public art. | | |
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| TARGETS | ACTIVITY | LEAD | PAGE No. |
|---|---|---------------------------|----------|
| 4.Encourage the visitor economy in a way that fits Waverley | | | |
| A. Promote Waverley as a visitor destination and increase the number of hotel beds/stays therefore the value of the sector. | <p>Work with Visit England/ Visit Britain/ Tourism South East/ Visit Surrey/ National Trust to promote the borough and increase the number of visitor overnights and value of the visitor economy to local businesses.</p> <p>Support, as appropriate, hotel establishment and refurbishment.</p> <p>Working with partners to create targeted marketing for the area.</p> <p>Sector action plan.</p> <p>1- Business support</p> <ul style="list-style-type: none"> -start business forum meetings, first January 2018 - business consultation -establish baseline statistics - engage with departments i.e. culture, communications, planning - marketing activities with partners to key markets. Business/ UK leisure/ VFR/ residents/ film map. <p>2- Product development</p> <ul style="list-style-type: none"> - Work with markets - Rivers/ waterways support. i.e. Arun | Economic Development team | 23 |

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| | <p>canal.</p> <ul style="list-style-type: none"> - Healthy living <p>3- Enterprise and employment</p> <ul style="list-style-type: none"> - Product knowledge training - Familiarisation visits - Encourage Welcome Host training - Support food hygiene courses - Improve profile of working in tourism <p>4- Visitor management</p> <ul style="list-style-type: none"> - Contact all local TIC/ information centres - Working with Guildford TIC on best practice - Promote public transport - Support cycling/ walking initiatives and schemes. | | |
| B. Lead discussions on the Downs Link | Work with planning colleagues and interested parties to explore possibility of Downs Link project | Economic Development | 24 |
| C. Promote and create opportunities for the tourism industry, local town events and activities. | <p>Work with the town councils/ communications to promote events and activities.</p> <p>Co-ordinate annual events' calendar across the borough.</p> <p>Create communication plans for activities i.e. business awards.</p> <p>Form a performing venues working group to provide an environment to share best practice.</p> | All | 24 |
| D. Make Waverley the first choice for filming in the county. Supporting local creative | Formulate filming codes of practice for the district and establish a working group with key | Economic Development team | 25 |

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| <p>industries and employment.</p> | <p>landowners.</p> <p>Paper to management board and executive for partnership costs for Creative England package.</p> <p>Raise awareness of the economic value, jobs and benefit of filming to the local area per day of filming using Creative England data.</p> <p>Assisting the Forestry Commission with suitable planning application for filming March 2019.</p> <p>Working in partnership with Creative England market locations.</p> | | |
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| TARGETS | ACTIVITY | LEAD | PAGE NO. |
|---|---|---|----------|
| 5.Develop links with higher educational institutions | | | |
| A. Establish more suitable premises for local work and exhibition space | Identify suitable premises for creative use for people across the borough, but particularly UCA students and organisations to work with the UCA. | Head of Service/ Planning/ Economic Development team | 26 |
| B. Help UCA find local student accommodation | Identify potential sites for student accommodation. | Head of Service/Planning/Economic Development team | 26 |
| C. The council, with Waverley Training Services, to develop links between local colleges and local employers. | Attend career fairs, raise awareness of employment skills training available and apprenticeship, options for employer. Sign-post businesses to local collages and encourage support via work experience and other initiatives. | Economic development team and Waverley Training Services. | 26 |

| TARGETS | ACTIVITY | LEAD | PAGE NO. |
|---|--|---|----------|
| 6.Support the right housing development | | | |
| A. Increase number of affordable homes built over the next ten years | Support the recommendations of the Strategic Housing Market Assessment through the planning process to ensure that affordable homes are built. | Housing | 27 |
| B. Explore new infrastructure projects | Submit regular infrastructure proposals through the LEP. | Housing/Planning/ Economic Development team | 27 |
| C. Monitor permitted development rights | To support and maintain quality employment stock. | Economic development team with planning. | 27 |
| D. The council to contribute to consultations on all forms of local service supply. i.e. Bus services, pay phones, ticket office closures, post office closures, cash points and others. | To record community asset stock. Liaise with town and parish councils. Provide mapping of these assets online. | Economic development/ IT | 28 |



A place-based partnership approach

Key employers (including businesses and educational institutions) and the private sector (e.g. developers) have an important role to play in investing in the local economy, safeguarding existing jobs, creating new employment opportunities and delivering jobs and prosperity in the borough. The council has a crucial role to play in supporting and developing business partnerships, engaging with local businesses, understanding their problems and working with them to find efficient solutions. It will use its planning policies to support the continued prosperity of the borough and maximise its network of partnerships to influence strategic decisions (such as securing investment in local infrastructure improvements).

For the Economic Strategy to remain relevant over time, it must be organic and evolving. This document does not seek to give all the answers or detail all the specific and correct initiatives and actions that need to be delivered over the period to 2023 and beyond. Rather, it sets the starting targets and proposed action, for an ongoing process of: a) honest dialogue and open exchange of ideas between all parties interested in the continued prosperity of the borough; b) identifying and monitoring local challenges and opportunities; c) taking forward ideas which will protect the longer term dynamism and prosperity of Waverley in a collaborative and positive way; and d) paying due consideration to the protection of Waverley's environment and character, with its place shaping aspirations to support key sites of interest in key town centres and rural areas. Making Waverley ***a great place for local, sustainable, businesses to grow and flourish, where our communities have access to quality local employment and where everyone share in the economic prosperity.***

The next step will be for the council to engage with local residents, businesses and key partners, within the borough and externally, to take forward the priorities and actions contained in this strategy. The strategy will be updated on a regular basis to reflect the key messages emerging from the consultation process, changing economic circumstances and progress made on the targets.

How we will measure progress

The success of the Economic Strategy will be measured through a range of quantitative and qualitative indicators, as identified alongside the targets.

This strategy has incorporated two key new aspects of progress measurement:

- a series of targets that will bring focus and provide a clear pathway of action and measures for progress towards, and success meeting, Waverley's economic vision
- the use of business communication and monitoring through Waverley's database and annual surveys, the chamber of commerce meetings and business feedback

The council will maintain a live document of the targets, the owners and progress being made on them. The Economic Strategy measures include:

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| Waverley general use indicators |
| • Town centre vacancy rates |
| • High street unit mix |
| • Employment rates |
| • Economic activity levels |
| |
| Target measures for each theme: |
| Theme 1: Sustainable business and employment growth |
| • Investment in business premises |
| • Employment numbers in specific sectors for growth |
| • The unit take up in new business premises |
| • Number of apprentices in local businesses |
| • Local bus services |
| Theme 2: High quality business and employment support |
| • Business surveys on the level of support and challenges/opportunities |

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| <ul style="list-style-type: none"> • Business start-up and survival rates |
| <ul style="list-style-type: none"> • Insight into factors for business relocations/close downs |
| <ul style="list-style-type: none"> • Joint Chamber of Commerce meetings every quarter |
| <p>Theme 3: Healthy town and village centres</p> |
| <ul style="list-style-type: none"> • New tailor-made car parking strategy for each town centre |
| <ul style="list-style-type: none"> • Joint town council meetings every quarter |
| <ul style="list-style-type: none"> • Town centre vacancy and unit mix (as above) |
| <ul style="list-style-type: none"> • Monitor of permitted development right change |
| <p>Theme 4: A successful visitor economy that's right for Waverley</p> |
| <ul style="list-style-type: none"> • Visitor stays at local hotels and at sample of local cultural venues |
| <ul style="list-style-type: none"> • Value of the visitor economy to local business/ employment figures |
| <ul style="list-style-type: none"> • Number of local industry events and marketing activities through the calendar |
| <ul style="list-style-type: none"> • Inward investment to the area from filming |
| <p>Theme 5: A great place for local higher educational institutions and their students</p> |
| <ul style="list-style-type: none"> • Level of graduates staying and working in Waverley |
| <ul style="list-style-type: none"> • Level of local work and exhibition space |
| <ul style="list-style-type: none"> • Student accommodation |
| <p>Theme 6: Supporting the right housing developments in the local community.</p> |
| <ul style="list-style-type: none"> • Number of affordable new homes over the next ten years |
| <ul style="list-style-type: none"> • Investment in the infrastructure needed to support these homes • (E.g. transport, high speed fibre broadband, parks, leisure, health etc.) |

It should be noted that a range of external factors, including the state of the national and global economy, could affect the success of the strategy. Therefore, the evaluation of the success of the strategy will be undertaken with regard to that context.

The council will prepare annual reports on the borough's economy that shows progress on the targets and a report back on business feedback (of any close down or relocation case studies from the business support survey).

The council will undertake an interim evaluation of its Economic Strategy in two-three years' time, and a final evaluation at the end of the strategy period. The findings of the evaluations will be used to learn lessons about what has worked well and what could be improved, make adjustments to the strategy and inform the future economic plans of the council. The annual action plan to support the Strategy will be a living document that can be flexible to local concerns that arise.

Evidence base behind the strategy

Waverley's economy

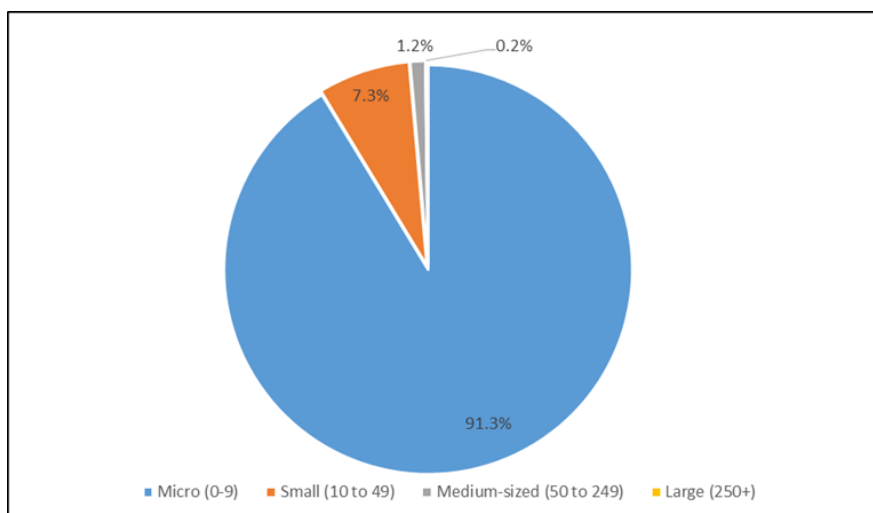
High business density

Waverley has one of the highest business densities in Surrey with 8,200 VAT registered enterprises in the borough (Source: IDBR/ONS 2017) and 9,025 local units. Experian's business data set reflects this total with a count of 8,994. There are 4081 Waverley businesses currently paying NNDR (business rates) suggesting that many local businesses are in the knowledge economy, operating from home and utilising latest technologies to maintain a small physical footprint.

Dominance of micro businesses

Waverley's business base is dominated by small and medium sized enterprises. Approximately 91% of Waverley's businesses are micro businesses employing fewer than 10 people. This is higher than the national average of 88%. 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 (Source: IDBR/ONS 2017)



Even with the dominance of smaller businesses the total business turnover in Waverley is £8,120,000, the highest in Surrey (source: ONS 2016).

This picture is supported by the birth and death of businesses in the borough in recent years - see figures 4 and 5 below.

Figure 4: Waverley count of births of new enterprises (source: ONS 2016)

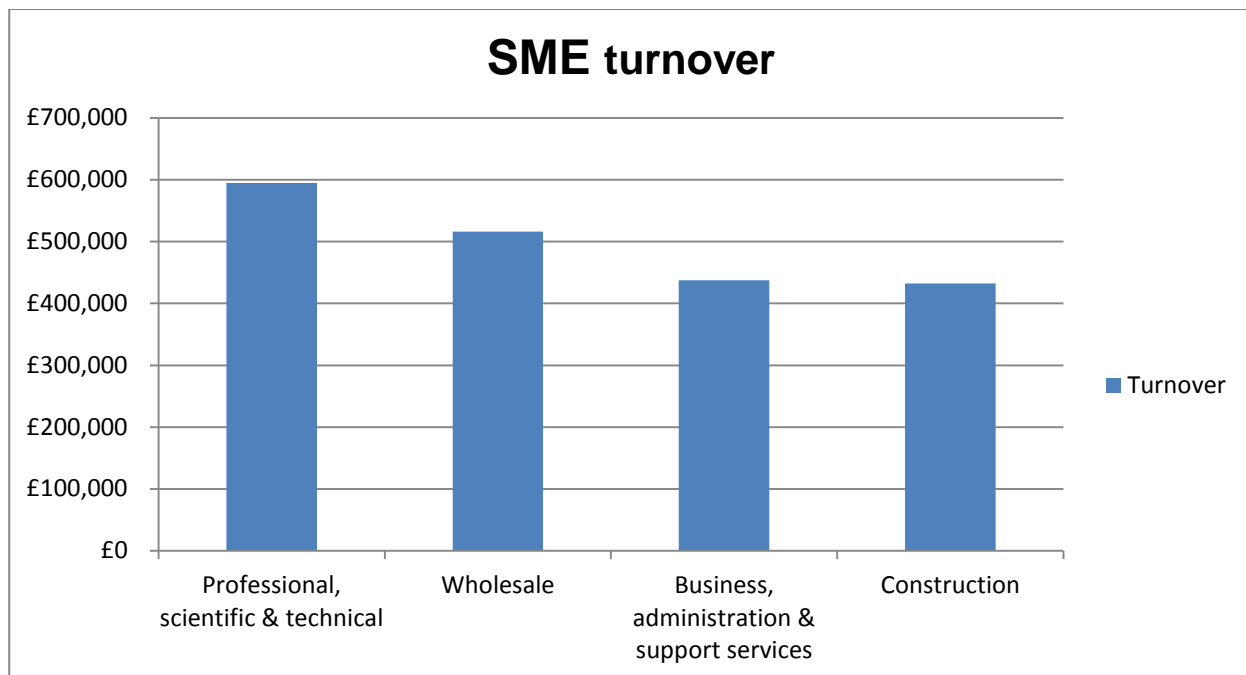
| COUNT OF BIRTHS OF NEW ENTERPRISES for 2010 to 2014 | | | | | |
|---|----------------|----------------|----------------|----------------|----------------|
| | 2010 | 2011 | 2012 | 2013 | 2014 |
| UNITED KINGDOM | 235,145 | 261,370 | 269,565 | 346,485 | 350,585 |
| ENGLAND | 207,520 | 232,460 | 239,975 | 308,770 | 313,200 |
| Surrey County | 6,180 | 7,150 | 7,180 | 8,375 | 8,400 |
| Waverley | 800 | 960 | 1,060 | 1,010 | 960 |
| Elmbridge | 895 | 980 | 975 | 1,235 | 1,255 |
| Epsom and Ewell | 355 | 375 | 360 | 505 | 490 |

| | | | | | |
|----------------------|-----|-----|-----|-----|-----|
| Guildford | 685 | 735 | 785 | 845 | 890 |
| Mole Valley | 475 | 510 | 550 | 605 | 560 |
| Reigate and Banstead | 700 | 730 | 690 | 900 | 975 |
| Runnymede | 400 | 465 | 490 | 530 | 500 |
| Spelthorne | 450 | 695 | 665 | 825 | 820 |
| Surrey Heath | 475 | 590 | 555 | 610 | 615 |
| Tandridge | 470 | 490 | 485 | 615 | 590 |
| Woking | 475 | 620 | 565 | 695 | 745 |

Figure 5: Waverley count of deaths of enterprises (source ONS 2016)

| COUNT OF DEATHS OF ENTERPRISES for 2010 to 2014 | | | | | |
|--|----------------|----------------|----------------|----------------|----------------|
| | 2010 | 2011 | 2012 | 2013 | 2014 |
| UNITED KINGDOM | 248,595 | 229,525 | 252,400 | 237,235 | 246,480 |
| ENGLAND | 219,030 | 202,365 | 221,780 | 209,215 | 217,930 |
| Surrey County | 6,160 | 5,710 | 6,535 | 5,970 | 5,730 |
| Waverley | 825 | 845 | 1,195 | 920 | 690 |
| Elmbridge | 820 | 820 | 850 | 820 | 845 |
| Epsom and Ewell | 335 | 305 | 320 | 330 | 350 |
| Guildford | 720 | 620 | 725 | 670 | 625 |
| Mole Valley | 460 | 435 | 465 | 465 | 435 |
| Reigate and Banstead | 680 | 605 | 685 | 615 | 630 |
| Runnymede | 425 | 385 | 410 | 425 | 355 |
| Spelthorne | 510 | 390 | 445 | 400 | 505 |
| Surrey Heath | 455 | 460 | 485 | 460 | 420 |
| Tandridge | 435 | 405 | 455 | 415 | 400 |
| Woking | 495 | 440 | 500 | 450 | 475 |

Figure 6: SME business turnover (Source: The state of small businesses, Sage and Nesta 2018)



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 10 years old (compared to the national average of 35%).

Analysis of Waverley’s businesses, using Experian’s database, shows the high proportion of businesses at low turnover bands with 25% below £90K and 64% at the two lower bands (under £400K), confirming that small, and often young, businesses are the lifeblood of Waverley’s economy (figure 4).

Rural workplace numbers

A significant number of jobs in Waverley are based in rural businesses, 26% (source ONS BRES 2011). These are traditional land based industries and retail and increasingly non-traditional, creative, visitor attraction and knowledge based. Broadband connectivity is vital for these businesses.

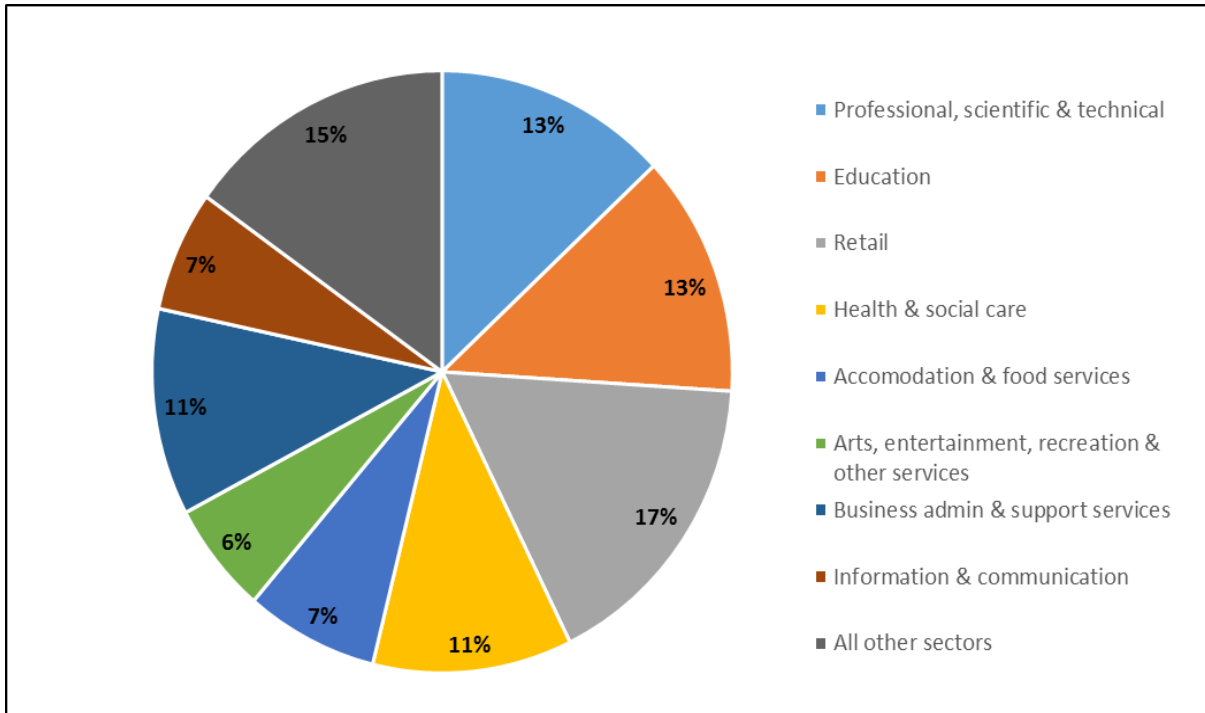
Main employment sectors

The main business sectors in Waverley are:

- Professional, scientific and technical
- Education
- Retail
- Health

These four sectors account for approximately half of all jobs in the Borough

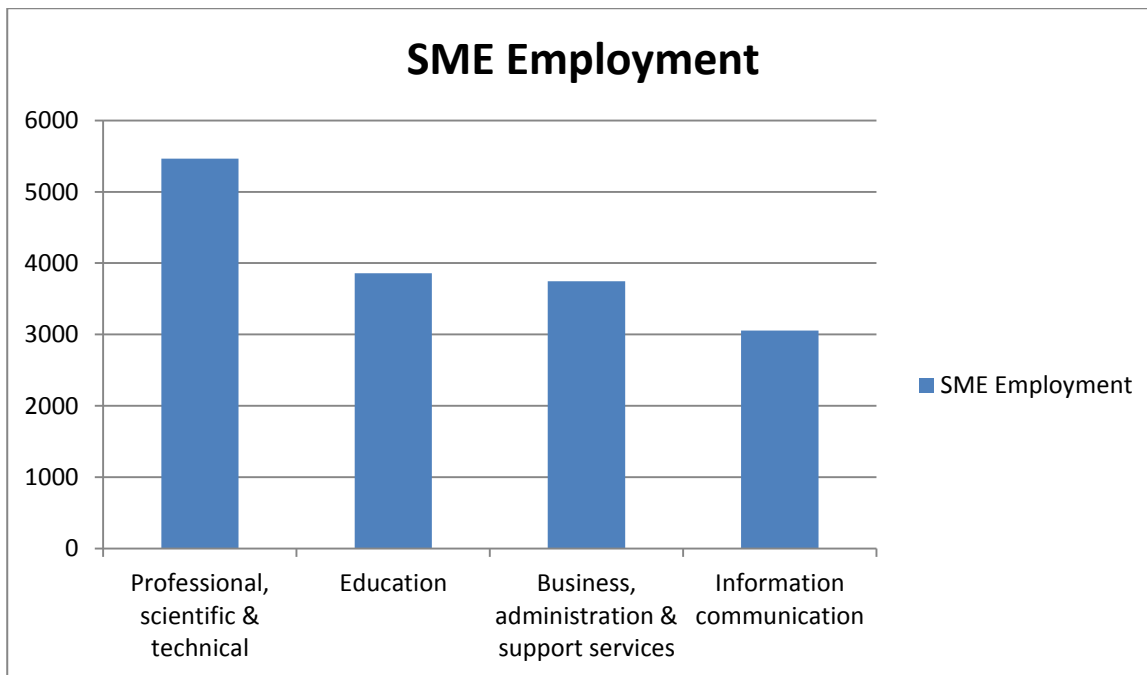
Figure 7: Waverley workplace employment by sector (source: ONS 2016)



SME employment by sector

The four largest employment sectors for SME businesses in Waverley.

Figure 8: SME employment sectors. Source: The state of small business, Sage and Nesta)



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 38% between 2010 and 2015.

The creative industries in Waverley

The creative and digital industries are flourishing in Waverley. (Figure 9). With over half (59%) of those employed in this sector people holding a degree. (DCMS report 2016).

Figure 9: The value of the digital/ creative industries in Waverley (Source. ONS 2016)

| | Count | Employment | Turnover |
|------------------------|--------------|-------------------|-----------------|
| Waverley | 1,260 | 3,573 | 441,807 |
| Reigate and Banstead | 975 | 2,812 | 414,252 |
| Mole Valley | 820 | 2,394 | 306,963 |
| Mid Sussex | 975 | 2,744 | 286,295 |
| Tandridge | 625 | 1,277 | 105,853 |
| Epsom and Ewell | 580 | 1,127 | 102,770 |
| Brighton and Hove | 2,845 | 7,334 | 543,419 |
| Woking (Top in the UK) | 980 | 16,411 | 2,600,574 |

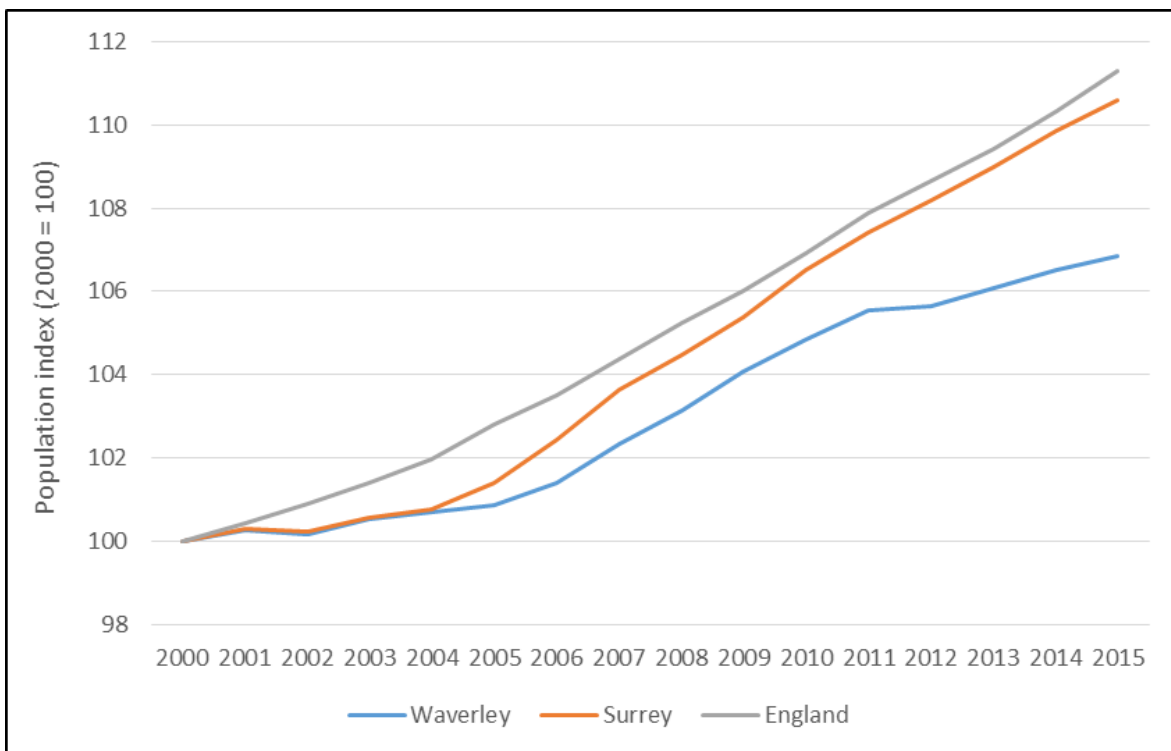
Current socio-economic drivers

Stable but ageing population

Waverley's population is growing at a slower rate than the county and national averages, having grown by 6.8% over the period 2000–2015 compared with growth rates of 10.6% across Surrey and 11.3% across England (Figure 1). 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 in all age groups over 45, and low levels of ethnic diversity compared with across England, source ONS.

Figure 1: Index of mid-year population estimates 2000-2015 (2000 = 100)



Healthy economic activity

The borough has a higher than average economic activity rate, with 83% of the population aged 16-64 being economically active.

Waverley also has higher levels of self-employment (19%, compared to 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. There is a real enterprising spirit in Waverley, with small businesses surviving and thriving.

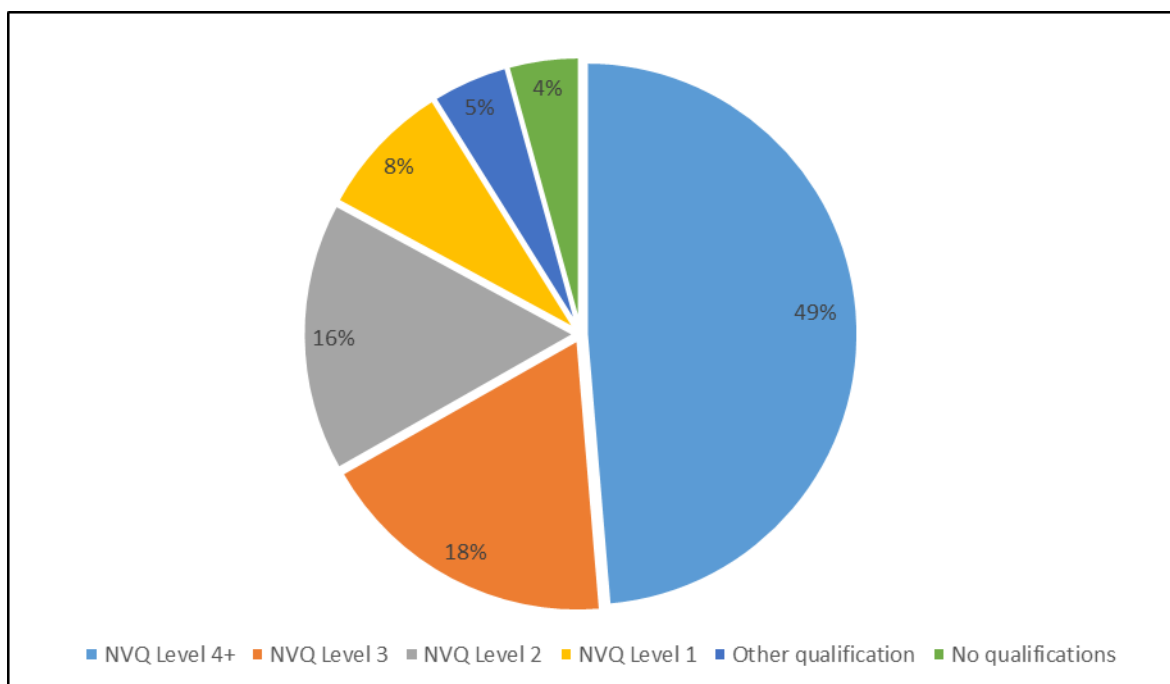
High Employment Skill Levels

Waverley has a highly qualified resident population with 49% of residents aged 16 and over holding Level 4 (degree level) qualifications and above. This is higher than the Surrey average and almost 12% higher than the national average.

Waverley also has a lower than average proportion of residents with no qualifications (4.2% compared to 5.8% and 8.4% across Surrey and England respectively).

More than 2,800 people are in apprenticeships and this is expected to grow significantly with the introduction nationally of the new Apprenticeship Levy.

Figure 2: Highest level of qualification of Waverley residents aged 16 and over (Source: NOMIS, 2016 (latest) dataset)



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.

It is an affluent borough with the median gross annual pay of Waverley residents in employment being significantly higher than the Surrey and national average (£38,800 compared to £31,033 and £28,740 respectively). (ONS 2017)

Reflecting the 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 Britain⁴. 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.

However, Waverley also has small number of priority neighbourhoods, these have been identified using the standard measure for the comparison of conditions among

⁴ As an example, Waverley came second in the 2017 Halifax Rural Areas Quality of Life Survey.

neighbourhoods (containing a population approximately 1500), the Index of Multiple Deprivation (IMD) in 2015 as:

- Sandy Hill (Farnham)
- Aaron's Hill (Godalming)
- Northbound/Binscombe (Godalming)
- Wrecclesham/Weydon Lane estates (Farnham)
- Alford Cranleigh Rural and Ellens Green

An index 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 through grant allocation grants and a range of activities.

Public Health England's recent annual Health Profile for Waverley, which cover the health and lifestyle of adults and children, disease and poor health, life-expectancy and causes of death 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.

High levels of employment

There are some 54,000 employees working within the borough, with a job density figure of 0.95.⁵ⁱ 68% of these jobs are full time (source ONS 2016). The borough has experienced modest levels of employment growth mirroring the UK's economic performance. A trend of further modest growth is likely to continue in the future.

62,000 residents are in employment. Waverley has a relatively small proportion of residents claiming unemployment- related benefits - approximately 0.5%. This is four times lower than the national average.

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, Central London, Rushmoor and East Hampshire. 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).

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%, 74% driving cars) with just 6% using public transport (train or buses).

⁵ⁱ Source: ONS jobs density, 2015. Note: The density figures represent the ratio of total jobs to working-age population. This compares favourably to the South East with a density of 0.86 and Great Britain 0.83

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).⁶

Unusually high proportion of home workers

Waverley also has a large share of residents who mainly work from home, around 10,000, 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)

Lack of housing affordability for medium and lower income earners

The median gross pay of people *working* in Waverley is £30,352 pa compared with the median gross pay of people *living* in Waverley that is £38,870 pa - 28% lower. (Source ONS 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 £31,033, and higher than the national median of £28,740. (ONS 2017).

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.

Research undertaken by Waverley Borough Council showed that the average home in Waverley costs £454,075. (February 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.

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:

- 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.

⁶ Working patterns data from Census 2011, NOMIS

- 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.

Employment trends

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, in contrast other sectors have shown positive levels of growth in recent years including accommodation, food services and recreation, information and communication, and business admin and support services. Over the period of 2010-2015, professional, scientific and technical services have increased by 40%.

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.

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 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.

Relatively high occupancy rates on the high street

The retail sector is of particular importance to Waverley as it plays a major role in the vitality and attractiveness of the borough's town and village centres. 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.

Their health and vitality is reflected in the low average high street vacancy rates of 2-5% compared to a UK high street average of 8.9% Source: BRC 2018 (see figure 3).

Figure 3: Relatively low vacancy rates

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

| 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% |

Note. 2018, the Woolmead in Farnham is being redeveloped.

The national average for town centre vacancy rates is 8.9% (BRC 2018)

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.

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

The adopted Waverley Borough Local Plan (2018-32)

The new Local Plan has been developed within the context of the National Planning Policy Framework (NPPF). The vision 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 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 (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.

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

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 take into account 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.

Enterprise M3

The Enterprise M3 Local Enterprise Partnership (LEP) is a public/private partnership set up to support and sustains 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 Strategy for Growth (Strategy and Action Plan) (2013-2020)

The Strategy sets key targets around increasing productivity, jobs and business start-ups, as well as business growth and development. It also recognises the importance of transport and broadband infrastructure in enabling economic growth. The Local Enterprise Partnership's key economic targets include:

- Creating 25,000 jobs by 2020
- Increasing Gross Value Added (GVA) per head from 8% to 10% above the national average
- Adding an additional 1,400 businesses per annum

The Strategy does not identify Waverley as a strategic location for employment growth. The Local Enterprise Partnership's Commercial Property Market Study (April 2013) identifies the sub-region's key market-ready sites and key investment potential sites in locations such as Farnborough, Staines, Andover, Basingstoke and the Blackwater Valley. A new Local Industrial Strategy for the area is now complimenting the LEP's Strategic Economic Plan (2013-2020).

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.

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%

The key funding streams for Enterprise M3 are:

- 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
- 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

Business rates

There have been a number of 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.

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:

- Hi-tech research including robotics & artificial intelligence (AI)
- 5G and other mobile network technologies

- Life sciences (including research and innovation)
- Low-carbon-economy including low emission vehicles
- Industrial digitalisation
- 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.

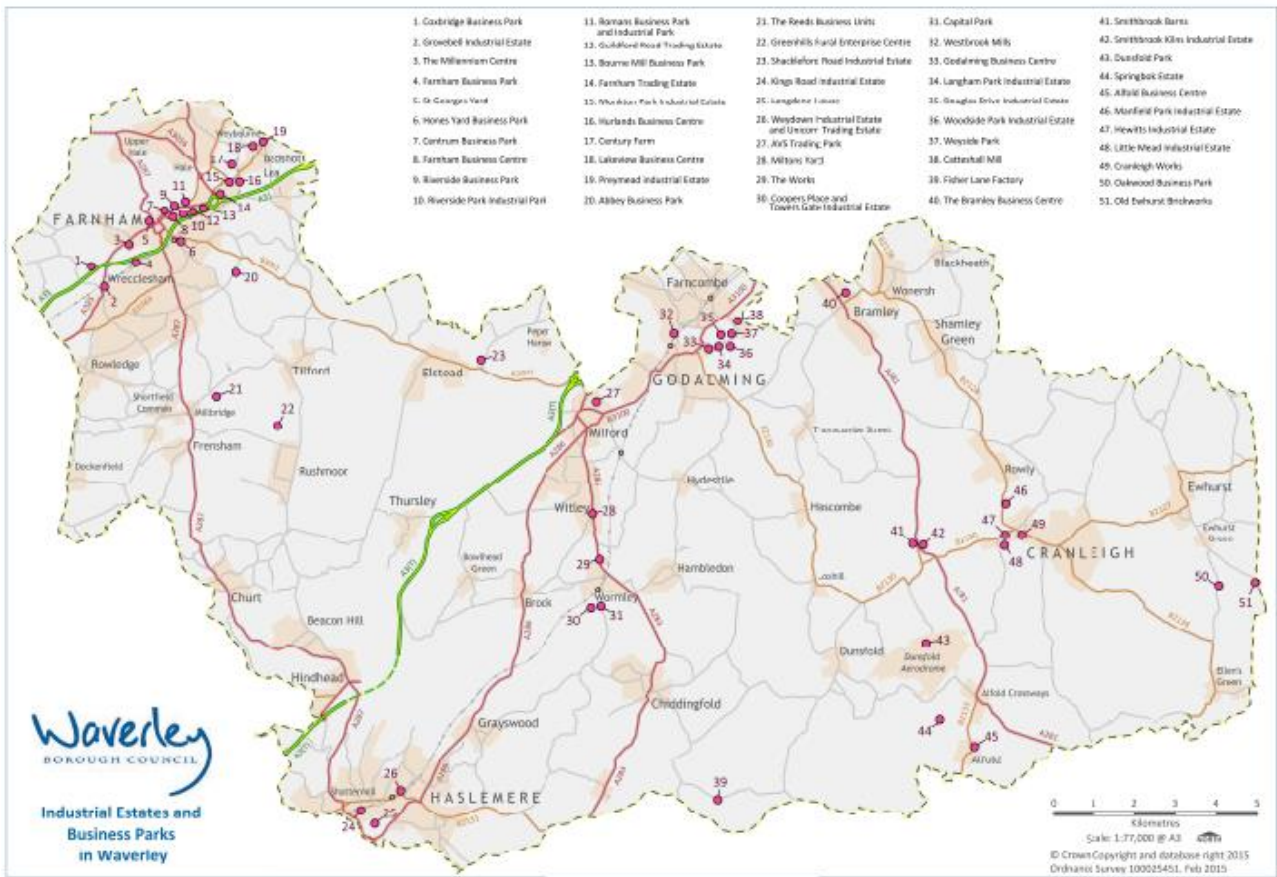
Inclusive Growth

The Inclusive Growth Commission established by the Royal Society for the encouragement of Arts, Manufacture and Commerce (RSA) produced their interim findings in March 2017. Their focus is on the key role of economic development in Place Shaping – i.e. 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 benefitted all communities.

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

- An explicit goal of local leadership
- Form part of strategic Place Shaping
- 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.



Waverley's 47 industrial estates and business parks

Local initiatives and services

Successful employment skills provider - Waverley Training Services (WTS)

The council runs study schemes and a successful apprenticeship programme through Waverley Training Services. 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 considerably 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.

Investment in local business premises

The council's acquisitions of The Enterprise Centre and Wey Court in Farnham and Langham Park in Godalming represent an excellent opportunity for Waverley to support and promote economic development with the protection of business premises. This investment will both bring good returns to the council and align with the council's strategy concerning business support and economic growth. There could be an opportunity for the council to play a role in bringing the right type of business parks or hubs forward in the area.

Council contracts with local suppliers

As of 2016/17, the council spent 7% of its contracted expenditure with suppliers who have an office or depot within the borough. This figure rises to 48% if the key contracts with Mears, Veolia and Glendale are included. Of the total contracted expenditure, Waverley Borough Council spent 18% with suppliers who have an office or depot within the Surrey Borders, which rises to 58% if the key contracts are included.

High quality business support

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 on behalf of the council. Its offer includes a variety of free programmes and support for businesses, including practical workshops on marketing, finance, and events where people thinking of starting a business can put questions to experts on various subjects such as accountancy, law, social media, and council services such as business rates and planning. The business support provided by Enterprise First during the last agreement has been well received by local businesses with up to 200 new businesses a year using the service.

The council has also identified and hosted free training events for businesses, on topics such as 'Digital High Street Skills', introduced schemes such as 'Compete on the Street' to improve customer service, and promoted national events such as Small Business Saturday.

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.

Job clubs

The council established Farnham Job Club at Sandy Hill in 2013 and a team of volunteers now delivers the club every Tuesday. The club provides a supportive environment offering 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. The club runs from two locations, 10am- 12.30pm at the Hale Community Centre and from 1-3pm from Farnham Town Council.

The council is working with Waverley Training Services and Job Centre Plus in Aldershot, linking to changes in Universal Credit, to encourage greater use of the free service.

Brightwells regeneration scheme

The Brightwells regeneration programme will bring new shops, restaurants, leisure and community facilities to Farnham town centre and will demonstrate effective regeneration of the East Street area, adding new vibrancy and a sense of destination to the entire town centre and local streets.

Collaboration with the local chambers of commerce

The council works closely with the four chambers of commerce over the last few years, with quarterly meetings to tackle joint issues and share information and understanding.

The council has initiated local schemes in partnership with the chambers and town councils – such as ‘Compete on the Street’, which provided feedback on customer service for high street retailers in the towns, and free business events such as ‘Ask the Expert’ and training such as ‘Digital high street skills’ and ‘Futureproof your business’. The council has also sought to use the chambers’ expertise, involving them in consultations such as the scheme designed following the 2017 Business Rates Revaluation.

The focus more recently has been joint initiatives. In 2017, the chambers proposed working with the council on two new projects.

- To research and develop a business improvement district (BID) for the borough and
- running a borough wide business awards to generate positive business PR in October 2018. The Waverley BIG Awards.

Collaboration with the town and parish councils

The council has begun to work more closely and meet quarterly, with the four town councils to further understand their concerns and share information. Permitted development rights is an area that has been flagged at such regular meetings and vacancy rates now take place bi-annually with the results being fed back to town and parish councils and chambers.

There has also been an increase in communications on key areas such as procurement and parking provision plus additional promotion of local town events across the council’s platforms and new cross council initiatives such “Compete on the Street” and free tours and events during English Tourism Week.

Liaison and communication with parish councils is based on specific project such as BT payphone removal scheme and bi annual vacancy rates.

Growing visitor economy

The visitor economy is worth over £217,078,000 to local Waverley businesses, employing over 4,100 people (Tourism South East 2012). 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 local residents and those visiting friends and family including:

- National Trust beauty spots such as Frensham Great and Little Ponds in Frensham and the Devil's Punch Bowl. Winkworth Arboretum in Godalming and Oakhurst Cottage in Godalming
- Part of the Surrey Hills Area of Outstanding Beauty
- Gateways to the North Downs Way in Farnham, the South Downs Way from Haslemere and the South Downs link in Cranleigh
- A wealth of history with Farnham Castle, home to the Bishops of Winchester and a range of self guided town, nature and heritage trails
- Links of historical interest such as Conan Doyle, Edwin Lutyens, Gertrude Jekyll and Alfred Lord Tennyson
- 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"
- Family attractions like the The Rural Life Centre in Farnham with their activity Thursdays.
- Traditional market town shopping experiences in Cranleigh, Farnham, Haslemere and Godalming
- The River Wey and Farncombe Boathouse in Godalming
- Local museums - The Museum of Farnham, Godalming Museum of Local History and Art and the family friendly award winning Haslemere Educational Museum
- Managed open spaces such as Alice Holt Forest and Farnham Park
- Large free events such as the Farnham and Haslemere walking festivals, food festivals
- Conference and meeting venues such as the Barnett Hill Conference Centre, Waverley Abbey House and Charterhouse School. Plus numerous halls to hire for events including the Borough and Memorial Halls
- 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
- Wedding venues including Millbridge Court, Ramster Hall and Farnham Castle bring visitors to the local area, often to stay overnight
- 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

Waverley's accommodation sector (including 16 hotels) had over 876,000 overnight stays in 2012 (TSE). These included business visitors, VFR (visiting friends and family i.e. UCA graduation visitors), groups and leisure visitors.

| 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 |

Increasing use is made of locations in Waverley by film makers from projects for the small screen all the way up to Hollywood blockbusters. This brings investment into the local economy £19,000 - £42,000 per day (Creative England, 2016), employment opportunities and film tourism.

University for the Creative Arts

The University for the Creative Arts (UCA) campus at Farnham accommodates 2,000 students across a range of disciplines including crafts, digital media, design, architecture, fine art and fashion. 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.

As an area, Farnham provides a craft town feel with arts and craft spaces, the Ashgate Gallery, the Farnham Maltings with artist and rehearsal space as well as a café and bar, the Farnham Museum and an annual programme of arts that some of the UCA students engage in. The UCA itself has a small sculpture park and craft study centre that are open to the public. The development of the creative sector, which already contributes 6% of local employment, is a potential USP for Waverley that will also support the local business and visitor economy themes.

There is on-campus accommodation at Farnham, as well as a series of private student accommodation offerings; however, there is a current lack of accommodation and scope for increased provision, both for a) current students and b) for those graduating who may be keen to stay nearby where the right infrastructure and support are in place to enable early career development.

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

- Work with the UCA to enable more cultural sector graduates to develop their creative careers within Waverley

- Work with strategic partners and internal council teams to look at the opportunities for affordable studio and incubator spaces
- Explore the role the council can play in enabling the UCA to address the lack of student accommodation in Farnham including the use of private landlord accommodation
- Work with graduate students to provide vox pop filming work experience opportunities, promoting independent retailers.

These aims reflect economic outcomes and development and a key part of local community life. There is consideration of how Waverley attracts students to Farnham and supports their student life. 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. Waverley's character is a fantastic asset, whilst there are also opportunities here for a greater engagement with student life that will also support economic development without the need for extensive new employment sites or infrastructure.

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 (including cultural offerings, the night time and leisure economies), to capture economic spending whilst they are based in Waverley, and to develop wider community links and local diversity.

The overall business location indicator (2015) as compiled by Grant Thornton Ltd creates an interesting summary picture for Waverley.

| Business Location Indicator | Waverley ranking vs English LAs (out of 324) | Waverley score (quintiles A= Very good, E= Very poor) |
|---|--|---|
| Economic Performance | | |
| Productivity | 78 | B |
| Knowledge driven businesses | 39 | A |
| Business and enterprise | 112 | B |
| Economics case | 172 | C |
| Economic performance score | 71 | B |
| People and Skills | | |
| Skills and qualifications | 53 | A |
| Knowledge workers | 75 | B |
| Labour market | 223 | D |
| Economically active workforce | 205 | D |
| Human resources score | 134 | C |
| Environment and Infrastructure | | |
| Transport connectivity | 134 | C |
| Broadband | 163 | C |
| Innovation | 179 | C |
| Quality of Life | 32 | A |
| Environment & infrastructure score | 58 | A |
| OVERALL BUSINESS LOCATION INDEX | 94 | B |

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