

Waverley's Economic Development Strategy actions and targets

Economic development action plan 2018-20

ACTION	STRATEGIC THEME	LEAD	TARGETS AND MEASURES
<p>1. Commercial Premises Identify and invest in new commercial premises, and other investment projects alongside The Enterprise Centre and Wey Court, Farnham and Langham Park, Godalming.</p> <p>Explore opportunities to work in partnership with the private sector e.g. consider hotel/leisure development partnership opportunities.</p> <p>The council to work with local town and parish councils and chambers to monitor and safeguard the loss of key office and retail sites via permitted development rights.</p>	<p>Supporting sustainable quality business and employment growth</p>	<p>Investment Board with assistance from Economic development team/ chambers of commerce.</p>	<p>Once purchased, measure unit take up and monitor occupancy and aim for at least a 90% occupancy rate.</p> <p>Monitor permitted development rights of employment space.</p>
<p>2. Skills and employment Work with Waverley Training Services to promote the benefits of apprenticeships to employers. Place more people into apprenticeships including the young, returners to work, reskilling and the over 50's.</p> <p>Provide recruitment events looking at key areas such as branding your business for recruitment success and the future of employment with artificial intelligence and robots for local employers.</p>	<p>Supporting sustainable quality business and employment growth</p>	<p>Waverley Training Services/ Economic Development team</p>	<p>Waverley Training Services (WTS) to place at least 100 apprentices in local placements a year</p> <p>Increase awareness of apprentices and increase the number of businesses who have an apprentice. Five new businesses a year.</p> <p>Monitor number of businesses attending events over 2018-20</p>
<p>3. Address unemployment by helping people in deprived wards in Waverley into work.</p> <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</p>	<p>Supporting sustainable quality business and employment growth and Provide high quality business and</p>	<p>Economic Development team with GATE Farnham job club</p>	<p>Farnham Job Club to assist 50 local residents per year in education or employment.</p> <p>Support a new job club in Godalming and projects to support residents and evaluate numbers who get</p>

<p>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>	<p>employment support.</p>		<p>into education and employment as a result of the job clubs.</p>
<p>4. More local businesses awarded council contracts. 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>	<p>Supporting sustainable quality business and employment growth</p>	<p>Procurement/ Economic Development</p>	<p>Create benchmarking data to allow assessment of marketing activity for following years.</p> <p>Increase the share of Waverley Borough Council contracts that are awarded awarded to local businesses by 5% by 2010</p>
<p>5. Support the rural economy</p> <p>Working with parishes and key partners such as Guildford Borough Council, Wey & Arun Canal Trust and the Surrey Hills ANOB to communicate business support opportunities.</p> <p>With the National Trust, create an ecobuild café at Frensham Great Pond.</p> <p>Look at new approaches to woodland management to create business opportunities.</p> <p>Work with local landowners and Natural England to increase access.</p>	<p>Supporting sustainable quality business and employment growth</p>	<p>All. Economic development/ parks & countryside.</p>	<p>Establish regular meetings with key partners ie National Trust, Surrey Hills, Guildford BC rural team, estates.</p> <p>Establish a protocol for woodland management that creates opportunities.</p>
<p>6. Supporting (small and medium sized) SME businesses</p> <p>Offer free commercial property searches for businesses. Signposting to free advice from the Enterprise First service and other partners.</p> <p>Support existing and new businesses to succeed in the borough.</p> <p>Provide a range of free training events with the Enterprise 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, including with Farnham International Exhibition Centre.</p> <p>Sponsor and promote business involvement of Waverley's BIG business</p>	<p>Supporting sustainable quality business and employment growth</p> <p>And</p> <p>Provide high quality business and employment support.</p>	<p>Economic Development team</p>	<p>Create clear KPI's that monitor an Increase the number of businesses/ residents supported by Enterprise First contract. Provide advice to at least 150 people every year.</p> <p>Monitor number and attendance of Waverley's SME's events provided and evaluate quality/ relevance of events.</p> <p>Increase the press coverage of the business awards for local businesses and create an evaluation toolkit.</p>

<p>awards in 2018.</p> <p>Create marketing opportunities for local small businesses by providing free networking opportunities and training events</p> <p>Work with Business South membership to provide business opportunities between local and strategic businesses of all sizes.</p> <p>Develop opportunities for the Creative Industries sector, including craft makers.</p>			<p>Ensure value/ return on investment for Business South membership fee. Monitor opportunities for business support/ growth and business engaged..</p>
<p>7. Support the business community in Waverley and listen to the business voice via increased engagement.</p> <p>Provide opportunities for networking, mentoring and partnership working. Offer the business perspective internally.</p> <p>Promote “Starting your business in Waverley” book.</p> <p>Encourage more businesses to locate in the borough and find out why some leave.</p> <p>Consider starting an Entrepreneurs Club to inspire and develop new ideas and nurture start ups</p> <p>Support local initiatives such as the Haslemere Business Centre.</p> <p>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.</p> <p>Support Dunsfold Park and other business parks in providing employment space for knowledge intensive businesses.</p> <p>Monitor permitted development rights to support and maintain quality employment stock.</p>	<p>Provide high quality business and employment support.</p> <p>Supporting healthy town centres</p>	<p>Waverley leadership team.</p> <p>Economic development team.</p>	<p>Number of business engagement opportunities. 100 per annum.</p> <p>Record number of downloads and requests for “Start your business in Waverley” book, monitor those setting up a business.</p> <p>Monitor business start-up and survival rates to deliver improvement survival rates by 2020</p> <p>Establish an exit survey for businesses where possible and evaluate findings.</p> <p>Monitor and record business rates and issues.</p> <p>Create economic dashboard for borough to identify patterns and changes. Share annual economic dashboard results.</p> <p>Business engagement in BID feasibility study 2018/19</p> <p>Monitor PDR numbers.</p>
<p>8. Communicate effectively with businesses using the most appropriate channels.</p> <p>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</p>	<p>Provide high quality business and employment support</p>		<p>Meet the four chambers of commerce at least three times a year to discuss projects of mutual interest.</p> <p>Carry out annual survey of Waverley businesses to gauge opinion, direct activities. Share findings. Increase response rate year on year.</p> <p>Council and economic development team will keep updated and communicate with partners to understand impacts and issues of Brexit . Will refine</p>

<p>including social media and printed publications.</p> <p>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.</p> <p>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.</p>			<p>business support services in light of this.</p> <p>Monitor number of communication/marketing/business engagement opportunities achieved via Surrey Chamber of Commerce membership.</p> <p>Grow business GDPR compliant newsletter database from 1200 in summer 2018.</p> <p>Monitor traffic figures to business webpages and evaluate content on a regular basis.</p> <p>Have initial meetings with the key 15/20 employers in the borough 2018/19 to build a stronger business understanding and community.</p> <p>Develop communication with key business parks in the area. Face to face meetings with 4x in 2018</p> <p>Monitor meetings with key partners, SCC/DIT/Growth hub.</p> <p>Begin to use the EM3/ SCC/HCC customer relationship management system.</p> <p>Establish contacts with house builders who provide work space.</p> <p>Explore the needs of existing chamber members via one to one meetings.</p> <p>Encourage businesses join local chambers of commerce.</p>
<p>9. Carry out a business survey every year to understand any issues or concerns of the sector.</p>	<p>Provide high quality business and employment support</p>	<p>Economic Development team</p>	<p>Monitor business responses and gain insights and update action plan accordingly.</p>
<p>10. Work closely with town and parish councils to identify key areas of activity.</p> <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>	<p>Provide high quality business and employment support</p> <p>And</p>	<p>Economic Development team / procurement/ parks & countryside team</p>	<p>Joint town council meetings every quarter</p> <p>Communication with parishes on an annual basis regular basis and more regularly on specific projects ie. Vacancy rates.</p> <p>Monitor the number of local events promoted via</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 - Work with the town councils/ communications to promote events and activities. - Co-ordinate annual events' calendar across the borough. <p>Explore new infrastructure projects. Submit regular infrastructure proposals through the LEP.</p>	<p>Encourage the visitor economy in a way that fits Waverley</p>		<p>WBC channels.</p> <p>Monitor vacancy rates and unit mix bi-annually.</p>
<p>11. 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 and encourage business sectors where there is scope for growth and collaboration, including local clusters e.g. KIBS, creative, health and IT</p> <p>Working with partner organisations such as Invest in Surrey, Enterprise M3 LEP, Surrey Chamber of Commerce, DIT and the Department for Business, Energy & Industrial strategy (BEIS) to promote and encourage the opportunities available through the export markets.</p> <p>Explore new infrastructure projects. Submit regular infrastructure proposal through the LEP.</p> <p>Support UCA find local student accommodation and establish more suitable premises for local work and exhibition space.</p> <p>Identify suitable premises for creative use for people across the borough, but particularly UCA students and organisations to work with the UCA.</p> <p>Surrey County Council's (SCC) superfast broadband initiatives and new</p>	<p>Provide high quality business and employment support</p> <p>And support and develop links with higher educational institutions</p> <p>And</p> <p>Support the right housing developments</p> <p>And</p> <p>Develop links and support higher educational institutions</p>	<p>Economic Development team/ Housing/ Planning</p> <p>Head of Service/Planning/Economic Development team</p>	<p>Maintain a strong relationship with Enterprise M3. Leader of the council current on the LEP board.</p> <p>Attend EM3 and SCC economic development officers meetings quarterly for bench marking and group working.</p> <p>Calculate local infrastructure project investment by 2020</p> <p>Increase number of business meetings/ opportunities with partners to encourage export.</p> <p>Bid for investment in infrastructure needed to support new homes. (eg. Transport, high speed broadband, parks, leisure, health, cultural services, employment support, where relevant.)</p> <p>Monitor student accommodation in and out of the borough</p> <p>Increase in number of graduates staying and working in Waverley.</p> <p>Increase in number of local work and exhibition spaces</p>

projects such as starting an Entrepreneurs Club.			
<p>12. 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 charitable organisations in Waverley.</p> <p>Provide information on supporting your local community and volunteering on the business pages of the Waverley website.</p>	Provide high quality business and employment support	Economic Development team/ Communities/ Housing/Planning/ Economic Development team	<p>Measure return on investment of sponsorship in terms of press coverage for local businesses and council.</p> <p>Measure the number of businesses engaged with.</p> <p>Create a number of on and offline opportunities to promote CRS and working with the voluntary sector and local town and parish councils.</p>
<p>13. 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. Cranleigh tbc</p> <p>Independent retailer marketing campaign using UCA recent graduates to create voxpops.</p>	Supporting healthy town centres	Economic Development team	<p>Record the number of businesses benefited from participation in Compete on the Street.</p> <p>Expand social media reach of the campaign 2018</p> <p>Monitor vacancy rates and unit mix bi-annually.</p>
<p>14. 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 capacity where needed and practicable.</p> <p>Look into a local employees discounted parking scheme Riverside 2; Wey Hill, Haslemere; Meadow, Godalming. 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>	Supporting healthy town centres	Environmental Services/ Economic Development team	Put a car parking strategy in place for each town and monitor
15. The council to maximise the potential benefits of the Brightwells regeneration project for the residents of Waverley.	Supporting healthy town centres	Crest Nicholson/ Cratus/ Economic development team/ Waverley Training Services/ arts and culture	Number of jobs created, number of local people employed.

<p>The council to work closely with the developer of the project to encourage support of local initiatives and sponsor local events.</p> <p>Working with the developer, its tenants and Waverley Training Services to create employment opportunities and matching skill sets.</p> <p>Support the effective use of the developers' financial contributions towards infrastructure and public art.</p>		<p>team.</p>	<p>Value of inward investment to Farnham</p> <p>Number of units let.</p> <p>Business rates value</p>
<p>16. Promote Waverley as a visitor destination</p> <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, second July 2018, third October 18. - 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 canal. - Healthy living - Form a performing venues working group to provide an environment to share best practice - Work with planning colleagues and interested parties to explore possibility of Downs Link project. - Make Waverley the first choice for filming in the county. Supporting local creative industries and employment. - Formulate filming codes of practice for the district and establish a working group with key landowners. - Raise awareness of the economic value, jobs and benefit of filming to the local area per day of filming using Creative England data. - Assisting the Forestry Commission with suitable planning application for filming March 2019. - Work with SCC countryside team/ Surrey Hills/ other landowners/ town councils to increase easy access to the countryside. Paths, bridleways and promote their use. 	<p>Encourage the visitor economy in a way that fits Waverley</p>	<p>Economic Development team/ planning/ communications</p>	<p>Increase the number of hotel beds/stays therefore the value and employment value of the sector.</p> <p>Increase number of networking opportunities created for businesses per annum.</p> <p>Recommend transfer ownership of land to Wey & Arun canal.</p> <p>Monitor the value of the visitor economy to the borough. Benchmark employment value.</p> <p>Quarterly cross borough/ county, performing arts venues meetings. Hosted by venues.</p> <p>Increase the value of filming for the council and borough and per annum. Value of filming on WBC land £7,000 for WBC in 2016/17</p> <p>Return on investment of joining Creative England</p>

<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. - Look at sustainable transport/ recreation routes in the borough. 			
<p>17. The council to contribute to consultations on all forms of local service supply. To record community asset stock. Liaise with town and parish councils. Provide mapping of these assets online. i.e. Bus services, pay phones, ticket office closures, post office closures, cash points and others.</p> <p>Communicate with businesses on opportunities through housing development and it's supply chain procurement.</p>	<p>Support the right housing development</p>	<p>Economic development team with planning.</p>	<p>Number of consultations responded to. Communicated to local businesses/ councils. Increase number of businesses engaged in the supply chain...'</p>