

Service Plan 2019-2022

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| Head of Service: | Kelvin Mills |
| Strategic Director: | Annie Righton |
| Portfolio Holders: | Cllr Julia Potts, Cllr Jenny Else, Cllr Jim Edwards, Cllr Andrew Bolton, Cllr Carol King |

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| Service: | Communities Service - Economic Development only |
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Service Profile

The Communities Service is comprised of 5 teams which deliver specific functions:

- Leisure - The primary focus of the leisure team is the contract management of Places Leisure who operate our five leisure centres, ensuring a high quality of service and maximising usage. In addition the team focus on increasing physical activity and the health and wellbeing of the residents of Waverley.
- Parks and Countryside – The Parks team manage our grounds maintenance contractor who looks after the greenspaces throughout the Borough ensuring quality greenspace, sports pitches and play areas. The Ranger Team manage and maintain the countryside areas within Waverley ownership ensuring accessibility and biodiversity in line with national and local policy.
- Community Services – Work closely with our voluntary sector supporting their service delivery. Community Safety plays a pivotal role of maintaining a safe borough for our residents by working in partnership with all the statutory agencies in particular the police service. **Economic Development also sits within this service and is charged with delivering the recently adopted strategy making Waverley a business friendly borough.**
- Arts and Culture – supports the cultural services within the borough maximising funding for arts and culture. Oversees and manages community facilities and museums in our towns and villages
- Careline- offer a community alarm service to help people live longer and independently at home.
- Waverley Training Services – delivers apprenticeships and study programs for young people to help them into employment and further education.

Service Team: Economic Development

Team Leader: Katie Webb - Community Service Manager

Business As Usual

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| Outcome 12. | Sustainable business and employment growth is encouraged in our urban and rural areas. | | | | | |
| | Corporate Priority: Prosperity & Place | | | | | |
| Ref. No. | Actions / Outputs | Reference any additional resources needed | Start Date | End Date | Lead Officer | Impact of not completing the action |
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| CS12.1 | Support Waverley's businesses through council procurement processes to create opportunities to bid for council contracts. | None | 01/04/19 | 31/03/19 | Economic Development Project Officer (GD) | Reduces opportunities for Waverley business to bid for contracts |
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| Outcome 13. | Existing and new businesses in Waverley are supported | | | | | |
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| | | Corporate Priority: <i>Prosperity</i> | | | | |
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| Ref. No. | Actions / Outputs | Reference any additional resources needed | Start Date | End Date | Lead Officer | Impact of not completing the action |
| CS13.1 | Ensure the key account management system supporting local companies is up to date. | Officer time | 01/04/19 | 31/03/20 | Community Services Support Officer (CA) | Risk of not delivering the actions and outcomes of the new ED Strategy |
| CS13.2 | Support and promote rural businesses working closely with key partners such as the National Trust, Surrey Hills ANOB. | Officer time | 01/04/19 | 31/03/20 | Economic Development Partnerships Officer (CK) | Risk of not delivering the actions and outcomes of the new ED Strategy |
| CS13.3 | Respond and support local businesses to changes in national and local priorities such as Brexit. | Officer time | 01/04/19 | 31/03/20 | Economic Development Project Officer (GD)/ Economic Development Partnerships Officer (CK) | Risk of businesses feeling isolated and unsupported |

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| Outcome 14. | Suitable communication channels to reach businesses, investors and homeworkers are developed | | | | | |
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| | | Corporate Priority: <i>Prosperity</i> | | | | |
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| Ref. No. | Actions / Outputs | Reference any additional resources needed | Start Date | End Date | Lead Officer | Impact of not completing the action |

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| CS14.1 | Development of external website hub and regular e-newsletter to increase awareness of Council's support of business | Budget £10k / Communications / external provider | 01/04/19 | 31/07/19 | Community Service Manager (KW) /Economic Development Partnerships Officer (CK) | Risk of not delivering the actions and outcomes of the new Economic Development Strategy |
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| Outcome 15. | High quality business and employment support is provided with key partners (EM3, Growth Hub and Business South) | | | | | |
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| | Corporate Priority: <i>Prosperity</i> | | | | | |
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| Ref. No. | Actions / Outputs | Reference any additional resources needed | Start Date | End Date | Lead Officer | Impact of not completing the action |
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| CS15.1 | Maximise the value of support to new and existing businesses through management of our Enterprise 1st and Business South contracts | ED Budget | 01/04/19 | 31/03/20 | Economic Development Project Officer (GD) /Economic Development Partnerships Officer (CK) | Risk of organisations not delivering the outcomes of their SLA's |
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| CS15.2 | Work with the Surrey Futures working group to create a "Place ambition for Surrey" | Officer time | 01/04/19 | 31/03/20 | Economic Development Partnerships Officer (CK) | Potential gap in partnership working if not involved |
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| Outcome 16. | Support healthy town centres by working closely with the local chambers and town clerks | | | | | |
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| | Corporate Priority: <i>Choose from Prosperity, People, Place</i> | | | | | |
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| Ref. No. | Actions / Outputs | Reference any additional resources needed | Start Date | End Date | Lead Officer | Impact of not completing the action |
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| CS16.1 | Fund a Business Improvement (BID) feasibility study for the four town centres | £15k for consultancy | Started | 01/07/19 | Economic Development Partnerships Officer (CK) /Community Service Manager (KW) | Risk of not delivering the actions and outcomes of the new ED Strategy |
| CS16.2 | Sponsor and support the cross Waverley chambers event in 2019 | £10k officer time | 01/04/19 | 31/03/20 | Community Service Manager (KW)/Economic Development Partnerships Officer (CK) | Risk of not delivering the actions and outcomes of the new ED Strategy |
| CS16.3 | Support mystery shopper events across the Borough | ED Budget / officer time | 01/04/19 | 31/03/20 | Economic Development Partnerships Officer (CK) /Economic Development Project Officer (GD) | Potential poor shopper experiences, shoppers go elsewhere |

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| Outcome 17. | The actions of the Economic Development Strategy Action Plan (2018 - 2020) are delivered and monitored | | | | | |
| | Corporate Priority: Choose from Prosperity, People, Place | | | | | |
| Ref. No. | Actions / Outputs | Reference any additional resources needed | Start Date | End Date | Lead Officer | Impact of not completing the action |
| CS17.1 | Number of Actions completed | £28k budget required to deliver action plan targets | 01/04/19 | 31/03/20 | Community Service Manager (KW) /Economic Development Partnerships Officer (CK) | Risk of not delivering the actions and outcomes of the new ED Strategy |

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| CS17.2 | Present performance indicators of action plan to Overview and Scrutiny annually. | Democratic Services | 01/10/19 | 30/11/19 | Community Service Manager (KW) /Economic Development Partnerships Officer (CK) | Failure to update councillors on progress |
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| Outcome 18. | Business skills and employment opportunities are created across the borough | | | | | |
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| | Corporate Priority: Choose from Prosperity, People, Place | | | | | |
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| Ref. No. | Actions / Outputs | Reference any additional resources needed | Start Date | End Date | Lead Officer | Impact of not completing the action |
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| CS18.1 | Create business skills and employment opportunities with Waverley Training Services | Officer time | 01/04/19 | 31/03/20 | Economic Development Partnerships Officer (CK)/ Centre Manager WTS (AOS) | Risk of not delivering the actions and outcomes of the new ED Strategy |
| CS18.2 | Work with the local job and opportunities clubs to help address unemployment in deprived wards | ED Budget | 01/04/19 | 31/03/20 | Economic Development Project Officer (GD) | Job clubs closing / no specialised service in these communities |
| CS18.3 | Support UCA graduates staying and working in the borough | Officer time | 01/04/19 | 31/03/20 | Economic Development Partnerships Officer (CK) | |
| CS18.4 | Support education establishments to maximise opportunities to work with local communities | Officer time | 01/04/19 | 31/03/20 | Economic Development Partnerships Officer (CK) | |

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| Outcome 19. | Visitor economy initiatives are supported | | | | | |
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| | Corporate Priority: Choose from Prosperity, People, Place | | | | | |
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| Ref. No. | Actions / Outputs | Reference any additional resources needed | Start Date | End Date | Lead Officer | Impact of not completing the action |
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| CS19.1 | Gathering up to statistics on the value of the local visitor economy | £1.5k | started | 31/03/20 | CK/Community Service Manager (KW) | Not understanding or increasing local visitor economy for local businesses |
| CS19.2 | Work with Surrey County Council and Visit Surrey to find a long term solution for supporting the tourism sector | Officer time | 01/04/19 | 31/03/20 | Economic Development Partnerships Officer (CK) | reduction in visitors negative impact on local businesses |
| CS19.3 | Produce marketing materials to promote tourism in the borough | ED Budget | 01/04/19 | 31/03/20 | Economic Development Partnerships Officer (CK)/Community Development Officer - Arts (CH) | Tourism opportunities not promoted |
| CS19.4 | Hold quarterly tourism events | ED Budget / Officer time | 01/04/19 | 31/03/20 | Economic Development Partnerships Officer (CK) | No network opportunities |