



Waverley's Thriving and Green Economy

Our Economic Development Action Plan

April 2024

Supported by
Avison Young

Waverley
BOROUGH COUNCIL

Our Economic Development Strategy sets out our ten-year ambition for Waverley's economy. It is based on detailed analysis of our economic position, extensive and wide-ranging discussions between partners, and actions the council and its partners can undertake to facilitate economic development in the borough.

Our collective ambition is to attract more small businesses and entrepreneurs to the borough, by promoting it as the best rural area in the South East to locate and/or start-up. We will do this by marketing our unique selling points, providing targeted business support and addressing any constraints that impact our attractiveness to businesses.

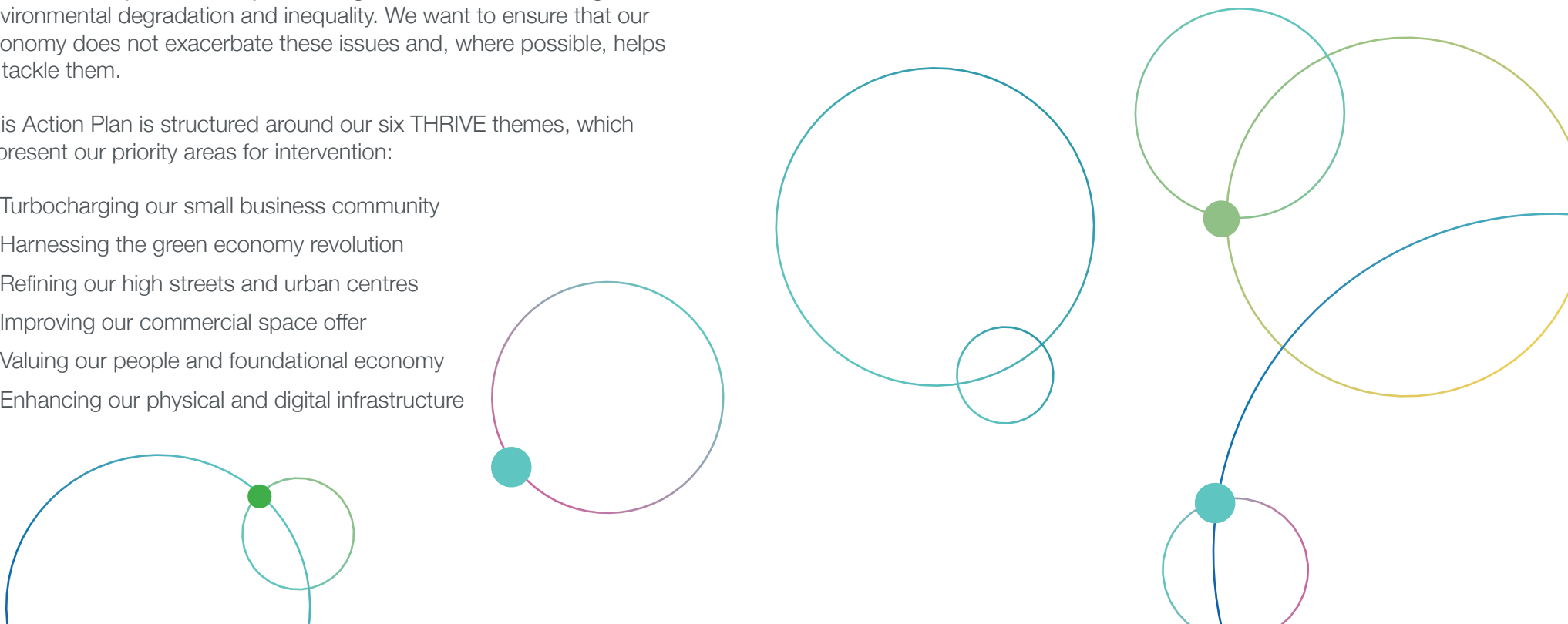
At the same time, we want our future economy to be more environmentally sustainable, productive and inclusive than ever before. We recognise that as a society we face major challenges around climate change, environmental degradation and inequality. We want to ensure that our economy does not exacerbate these issues and, where possible, helps to tackle them.

This Action Plan is structured around our six THRIVE themes, which represent our priority areas for intervention:

1. Turbocharging our small business community
2. Harnessing the green economy revolution
3. Refining our high streets and urban centres
4. Improving our commercial space offer
5. Valuing our people and foundational economy
6. Enhancing our physical and digital infrastructure

This Action Plan complements the full Strategy by providing more detail on the gamechanger programmes identified, as well as identifying actions that the council and partners could pursue to realise our ambitions under each strand. Detail is provided in relation to timescales, delivery partners and resourcing requirements for each intervention.

The accompanying Appendix 1 captures activity already in delivery that aligns with delivery of the gamechanger programmes.



1. Turbocharging Our Small Business Economy

What?	When? ¹	Who?	Example	Resourcing
<p>We will develop a programme ('Creative Waverley') to elevate our strong creative and cultural sector, so our borough becomes one of the most prominent clusters of this type of activity in the county. Centred around Farnham, the focus will be on activating underutilised public assets and retail units to create a new network of workshops and makerspaces that encourage creative entrepreneurialism and attract inward investment. This network will wrap in complementary business support and acceleration programmes for creative and cultural businesses to boost entrepreneurialism and business survival across the sector.</p> <p>This programme will be undertaken in close partnership with the University for the Creative Arts (UCA), as they are globally renowned for their research in this area, and because they have ambitions to deliver complementary cutting-edge facilities in our area, including a new Video Games Incubator Centre. We will also work with Farnham Maltings and Farnham Town Council to identify spaces specifically for makers to strengthen and enhance the area's status as a World Craft Town, and to build on the new Incubator Space coming forward at Farnham Maltings.</p> <p>We will work to support the UCA and Surrey County Council's emerging Createch Cluster ambitions. Working collaboratively will raise the scale of ambition and support inward investment and grant funding applications.</p>	Medium term	Waverley Borough Council; University for the Creative Arts; Farnham Maltings; Farnham Town Council; Surrey County Council	Hounslow Creative Enterprise Zone; BIG South London Affordable Workspace Network	Officer time; Business cases required for maker spaces, work with partners to identify budget
<p>Work with Guildford Borough Council to undertake an audit of the business support offer provided by both boroughs. Use this audit to identify efficiencies, and potentially co-commission different services to help businesses within our target sectors to set up, grow and thrive.</p> <p>We will engage with other boroughs that have implemented similar programmes to explore any lessons learned from their experience. We will also take into account the results of the business survey underpinning this strategy.</p>	Short term	Waverley Borough Council; Guildford Borough Council; Incuhive	Woking Works	Officer time
<p>Work with partners to create a new 'place brand' capturing Waverley's unique selling points for businesses, entrepreneurs, and other investors. Once created, explore options to market Waverley as the best rural area in the South East to locate a small business or to set up a new enterprise.</p> <p>Our options range from placing advertisements in sector-specific publications to targeted social media campaigns.</p> <p>While we will do this independently, we will also support Surrey County Council to set up a multi-partner inward investment service and ensure Waverley's interests are fully reflected in any new service.</p>	Medium term	Waverley Borough Council; and Surrey County Council	Business in Maidstone	Officer time; Budget BAU

¹ Short term = 1-2 Years, Medium term = 2-5 years, Long term = 5 years+

1. Turbocharging Our Small Business Economy *(continued)*

What?	When? ¹	Who?	Example	Resourcing
Actively direct businesses in priority sectors to the support programmes already offered by the University for the Creative Arts, Surrey Chamber of Commerce, Surrey County Council and others, and help them to unlock the opportunities these present. Examples include the University for Creative Art's Innovation Hub (UCAiHUB).	Short term	Waverley Borough Council	N/A	Officer time
Work with Farnham Maltings to set up a new craft incubator to support makers in their early stages of development. This will involve offering consultations, training, skills workshops and peer-to-peer learning to help entrepreneurs set up and grow their businesses.	Short term	Waverley Borough Council; Farnham Maltings; World Craft Town Initiative (i.e. Farnham Town Council)	University of the Arts London Business Incubator	Officer time; Shared Prosperity Fund
Support the new Sustainable Procurement Policy (2022) by preparing a list of relevant local businesses that Waverley Borough Council and other anchor institutions could commission to support their day-to-day business functions. We will consult this list when procuring new contracts and ensure suitable businesses are aware of opportunities before they are published.	Short term	Waverley Borough Council; Guildford Borough Council; Surrey County Council; University for Creative Arts; Royal Surrey NHS Foundation Trust	Blackpool Council Supplier Charter	Officer time
Review our procurement policies and practices to reduce barriers to local businesses in accessing opportunities. We will use new guidance from the Federation of Small Businesses to inform this, and will involve careful consideration of our contract terms, payment terms, insurance requirements and competition processes.	Medium term	Waverley Borough Council; Guildford Borough Council; Federation of Small Businesses	East Suffolk Council's Procurement Concordat for SMEs	Officer time
As part of the new Sustainable Procurement Policy (2022), work with relevant local business to help them understand how to access public sector tender opportunities. This will involve knowledge sharing, training and connecting businesses with more established companies for potential collaboration.	Medium term	Waverley Borough Council; Guildford Borough Council; Local Chambers of Commerce	Essex County Council's Guidance for SMEs	Officer time

¹ Short term = 1-2 Years, Medium term = 2-5 years, Long term = 5 years+

2. Harnessing the Green Economy Revolution

What?	When? ²	Who?	Example	Resourcing
<p>Create a new programme ('Green Waverley') to help our business base become one of the greenest and most environmentally sustainable in the country. At its core, this will involve providing grant and loan funding to businesses in our area, enabling them to invest in tools, equipment, materials and retrofitting activities that help dramatically improve their long-term environmental performance. Investments will range from fitting buildings with solar panels to purchasing environmentally friendly vehicle fleets.</p> <p>We will also offer consultancy vouchers to businesses to provide them with access to specialist and tailored support, which will help them decarbonise their operations and improve the environmental sustainability of their supply chains. This will help businesses fundamentally change how they operate by putting environmental considerations at their heart.</p> <p>As part of this we will encourage our business base to connect with the B-Corp movement, and ensure our consultancy offer supports as many businesses as possible to become accredited B-corps by changing the way they do business. This programme reflects Waverley Borough Council's determination to apply a 'green filter' to all our decision making, including in relation to economic development.</p>	Medium term	Waverley Borough Council; Local Chambers of Commerce; BIDs; Town Councils; Parish Councils	West of England Combined Authority Green Business Grants	Officer time; Funding to be identified
<p>Work with Guildford Borough Council to develop an incentive scheme to encourage businesses focused on green buildings, sustainable travel and/or renewable energy to locate within our area. This could involve incentives around business rates, loans and grants to enable a 'soft landing', alongside targeted support as provided via the gamechanger programme.</p>	Short term	Waverley Borough Council; Guildford Borough Council	N/A	Officer time; sustainability teams across councils resource required
<p>Develop a costed long-term pipeline of green infrastructure investments that the council and its partners expect to procure, and run sessions with local providers to inform them about future opportunities. This should provide businesses with more confidence and certainty to invest in training and equipment that supports low-carbon services.</p>	Medium term	Waverley Borough Council; Guildford Borough Council; Surrey County Council	N/A	Officer time
<p>Support Waverley's businesses to re-skill and up-skill their employees with relevant green skills. This could involve directing local businesses to: (a) relevant courses provided by local skills providers such as Zero Carbon Guildford; and (b) the specialist support available at the Future Skills Hub, which advises businesses on the development of skills for emerging low carbon industries.</p>	Medium term	Waverley Borough Council; University for Creative Arts; Waverley Training Services; Godalming College; Surrey County Council	N/A	Officer time

² Short term = 1-2 Years, Medium term = 2-5 years, Long term = 5 years+

2. Harnessing the Green Economy Revolution *(continued)*

What?	When? ²	Who?	Example	Resourcing
Collaborate with Waverley Training Services, Godalming College, University for the Creative Arts and other local education providers to ensure they provide the right range of courses to help learners of all ages develop the skills they need to participate in the low carbon economy. This will involve undertaking an audit of the existing offer alongside an analysis of local skills demand.	Medium term	Waverley Borough Council; University for Creative Arts; Waverley Training Services; Godalming College; Surrey County Council	Hounslow Green Skills Bootcamp	Officer time
Proactively encourage businesses to access programmes offered by partners that help them reduce their carbon emissions and adopt circular economy practices throughout their operations and supply chain. Example programmes include Surrey Chamber of Commerce's Climate Change Hub.	Short term	Waverley Borough Council; Surrey Chamber of Commerce; Local Chambers of Commerce; BIDs	EM3 Net Zero Support Service	Officer time
Work with the Surrey Crest Business Awards Scheme, which celebrates success in sustainability, to create a specific award for Waverley that recognises local businesses that have significantly reduced the carbon emissions arising from their operations and supply chain. Use this as an incentive to encourage local businesses to participate in programmes that support decarbonisation.	Short term	Waverley Borough Council; Local Chambers of Commerce; Town Council; Parish Councils	Camden Climate Alliance Carbon Certification Scheme	Officer time
Continue to provide training for construction businesses via Beatty Passive to help build a stronger green skills base in the borough.	Short term	Waverley Borough Council; Beatty Passive; Construction businesses	N/A	Office time; work with partners

² Short term = 1-2 Years, Medium term = 2-5 years, Long term = 5 years+

3. Refining Our High Streets and Urban Centres

What?	When?	Who?	Example	Resourcing
Support town and parish councils to develop Place Strategies that drive forward more concerted and strategic regeneration activity in Farnham, Godalming, Haslemere and Cranleigh. Start with Godalming Town Centre as the pilot, working with the community to conceptualise an ambitious redevelopment scheme for The Burys, which presents a significant opportunity to deliver meaningful and impactful change in the town centre.	Short term	Waverley Borough Council; town councils; parishcouncils	Sevenoaks District Centres Strategy	Officer time; business cases required to identify funding
Farnham: Work with Surrey County Council to drive forward priority initiatives identified in the Farnham Infrastructure Plan, most notably, major infrastructure investments focused on reducing traffic in the town centre.	Short/Long term	Waverley Borough Council, Surrey County Council; Farnham Town Council	N/A	Officer time; Funding required via CIL and National Government
Farnham: Work with the University for the Creative Arts, Farnham Maltings and the World Craft Town initiative to identify opportunities to open new workshops and makerspaces for university alumni to set up new creative businesses locally. This will be undertaken as part of the Gamechanger Programme identified in the 'Turbocharging Our Small Business Economy' theme.	Medium term	Waverley Borough Council; University for the Creative Arts; Farnham Town Council; World Craft Town Initiative	Flimwell Park	Officer time; working with partners to identify funding opportunities
Farnham: Develop a Public Assets Strategy to explore how underutilised assets can be better used to support economic development.	Medium term	Waverley Borough Council; Surrey County Council; UCA; NHS; Farnham Town Council	International House Brixton	Officer time; Feasibility funding required
Godalming: Continue to explore opportunities for the redevelopment of The Burys, incorporating commercial space that is targeted at priority sectors.	Long term	Waverley Borough Council; Godalming Town Council; Godalming Chamber of Commerce	1887 Pantiles	Officer time; working with partners to identify funding options
Haslemere: Explore opportunities to deliver a mixed-use regeneration scheme in the town centre, with a focus on providing new services, amenities and homes.	Long term	Waverley Borough Council; Haslemere Town Council; Landowners	Brightwells Yard Farnham	Officer time; Funding source options to be identified

3. Refining Our High Streets and Urban Centres *(continued)*

What?	When?	Who?	Example	Resourcing
Haslemere: Enhance the public realm where the regular markets take place to provide a more attractive and better functioning public space.	Medium term	Waverley Borough Council; Haslemere Town Council; Surrey County Council	Market Square, Dover	Officer time
Haslemere: Identify opportunities to make the town centre public realm greener and more pedestrian and cycle friendly.	Medium term	Waverley Borough Council; Haslemere Town Council; Surrey County Council	Grey to Green, Sheffield	Office time; business case required to source funding
Haslemere: Support the Haslemere Community Rail Partnership and encourage them to continue and expand their activities.	Short term	Waverley Borough Council; Haslemere Town Council; Haslemere Community Rail Partnership	N/A	Officer time
Cranleigh: Work with Surrey County Council to establish opportunities for land owned by the public sector within Cranleigh (e.g. Longfield).	Long term	Surrey County Council; Cranleigh Parish Council; Waverley Borough Council	Deptford Studios	Officer time; Funding required. Identification of sources working with partners

4. Improving Our Commercial Space Offer

What?	When? ³	Who?	Example	Resourcing
<p>Develop a programme ('Rural Waverley') to re-invigorate and re-imagine our rural areas as places where small clusters of sensitive and sustainable business activity can thrive. It will involve the protection and retention of existing rural employment space through planning policy, but the biggest move will be the delivery of a high-profile rural business hub that will be an exemplar for other districts and boroughs in Surrey.</p> <p>Drawing on inspiration from Flimwell Park (East Sussex), Snape Maltings (Suffolk) and Hethel Innovation Centre (Norfolk) this will provide high-quality office, workshop and customer-facing space for businesses that prefer to be in rural areas. A mix of start-up and grow-on space will be provided to ensure it caters to, and supports, the full business lifecycle. A business support offer will also be provided to help rural businesses to survive and thrive, which will include signposting to funding opportunities that may be available for business expansion and diversification.</p> <p>This will be a long-term exercise and will need to start with a study to identify which sites and locations might be most suitable for a project of this nature. This will need to be followed by a feasibility study that covers design, costs, viability, operation and delivery considerations. It is likely that some non-commercial uses (e.g. hotel, restaurant and/or F&B) may be required for commercial sustainability reasons.</p>	Long term	Waverley Borough Council	Flimwell Park East Sussex	Office time; working with private sector partners, funding required
NEW INTERVENTIONS				
Continue to investigate opportunities for the redevelopment/refurbishment of The Burys in Godalming.	Long term	Waverley Borough Council; Godalming Town Council; Godalming Chamber of Commerce	1887 Pantiles	Officer time; Funding required
Proactively work with the developers of the Dunsfold Park Garden Village to ensure the right types of commercial space (in accordance with the planning permission) come forward to support the expansion of the existing Dunsfold Business Park. This will include a mix of office and industrial space, targeted at businesses of different sizes and types.	Long term	Waverley Borough Council; The Rutland Group; Trinity College Cambridge	Kings Hill Business District	Officer time

³ Short term = 1-2 Years, Medium term = 2-5 years, Long term = 5 years+

4. Improving Our Commercial Space Offer *(continued)*

What?	When? ³	Who?	Example	Resourcing
<p>Review council-owned assets and explore whether any can be used to provide low-cost business space for entrepreneurs and micro-businesses.</p> <p>Our town centres and business base would benefit from new accelerator/incubator spaces, incorporating wraparound business support. These could focus on complementary priority sectors that are suitable for each place.</p>	Medium term	Waverley Borough Council; Town Councils; Parish Councils	Tripod Brixton	Officer time; Funding required for additional resources
<p>Explore how council-owned employment sites could be better utilised to meet employment and housing aspirations. This will involve undertaking masterplans and feasibility studies for sites that are the most deliverable and offer the greatest capacity for change.</p>	Medium term	Waverley Borough Council	Purley Way Masterplan SPD	Officer time; business cases to identify priority projects and possible funding
<p>In line with the gamechanger programme for the 'Turbocharging our Small Business Base' theme, work with the University for the Creative Arts, Farnham Maltings and the World Craft Town initiative to identify opportunities to open new workshops and makerspaces for university alumni to set up new creative businesses locally.</p>	Medium term	Waverley Borough Council; University for the Creative Arts; Farnham Town Council; World Craft Town Initiative	Flimwell Park	Officer time; Funding required via private/ public collaboration
<p>Update our existing Employment Land Review (2016) to reflect our changing economic context and ambitions for new Local Plan 2024.</p> <p>Our existing Employment Land Review is based on our previous Economic Strategy (2018-2032), which focused more on sustaining and maintaining the borough's economy than catalysing its growth. This updated Economic Strategy (2023-2033) is more ambitious than the previous one, and the macro-economic context has shifted significantly over the last seven years, so the Employment Land Review therefore needs updating.</p>	Short term	Waverley Borough Council	Waltham Forest Employment Land Review and Industrial Intensification Audit	Officer time; Funding required
<p>Explore options to set up a vacant commercial property grant scheme to encourage asset owners to upgrade commercial premises, so they provide better quality and more environmentally sustainable business space.</p>	Medium term	Waverley Borough Council	Bristol Vacant Unit Grant Scheme	Officer time; suitable funding to be identified with partners

³ Short term = 1-2 Years, Medium term = 2-5 years, Long term = 5 years+

5. Valuing Our People and Foundational Economy

What?	When? ⁴	Who?	Example	Resourcing
<p>Develop a programme ('Equal Waverley') to ensure that our residents have the skills and opportunities they need to benefit from our thriving economy. Drawing inspiration from Westminster City Council's Westminster Employment Service, this will involve actively targeting unemployed people and providing individualised 1-1 coaching to help them enter the labour market. The focus will be on supporting them to become 'job ready' through the provision of intensive training, work experience placements, CV workshops and interview practice.</p> <p>To take this one step further, we will also put packages in place to help reduce the barriers some unemployed people face in accessing employment. These primarily relate to the cost of training, transport, uniforms and equipment. This is particularly important in a rural borough like ours as many people are cut off from opportunities because they live in remote locations that are poorly connected.</p>	Medium term	Waverley Borough Council; Third Sector; Service Provider; Farnham College; Godalming College; Waverley Training Services	Westminster Employment Service	Officer time; work with partners such as DWP, NHS
NEW INITIATIVES				
Undertake a comprehensive review and audit of Waverley Training Services to ensure it continues to meet the needs of local people, employers and our priority sectors, as identified in the 'Turbocharging our Small Business Economy' theme. This could involve the creation of new online courses to reduce the need for people living outside Farnham and Godalming to travel.	Short term	Waverley Borough Council; Waverley Training Services	N/A	Officer time
Encourage local employers to pay workers a salary that allows them to live a meaningful and fulfilling life in our borough. This will involve calculating a specific 'Waverley Living Wage' based on the cost of living locally.	Medium term	Waverley Borough Council	Oxford Living Wage	Officer time
<p>Use Shared Prosperity Funding to support a range of community initiatives targeted at those most in need.</p> <ul style="list-style-type: none"> • Set up an Ockford Youth and Community Service to offer informal education (e.g. via arts, music, sports, cooking) to 'at-risk' young people, so they have an opportunity to learn important life skills. • Extend the opening hours of the Haslemere Youth Hub to support children and young adults from minority ethnic groups or the LGBTQ+ community. • Increase the services and programmes on offer at the Hale Community Centre to support less advantaged adults from all minority groups to address inequality through the Sandy Hill Inclusive Partnership. 	Medium term	Waverley Borough Council; Haslemere Youth Club; Waverley Citizens Advice; Hale Community Centre; Royal Surrey NHS Foundation Trust	N/A	Officer time; Shared Prosperity Fund

⁴ Short term = 1-2 Years, Medium term = 2-5 years, Long term = 5 years+

5. Valuing Our People and Foundational Economy *(continued)*

What?	When? ⁴	Who?	Example	Resourcing
<ul style="list-style-type: none"> • Create a Crisis Support Project with Waverley Citizens Advice to help residents in less advantaged communities to improve their standard of living through a combination of public, private and third sector resources. • Create wellbeing hubs in Farnham, Cranleigh, Godalming and Haslemere to help improve health and wellbeing services across the borough. 	<p>Short term</p> <p>Medium term</p>	<p>Waverley Borough Council; Haslemere Youth Club; Waverley Citizens Advice; Hale Community Centre; Royal Surrey NHS Foundation Trust</p>	<p>N/A</p>	<p>Officer time; Shared Prosperity Fund</p>
<p>Work with Guildford Borough Council to explore the potential for both councils to adopt principles of Community Wealth Building within their current structures. We will explore whether it is possible for both councils to work towards becoming accredited Living Wage Employers for all staff and contactors, and look for opportunities to develop apprenticeship positions for people in less advantaged communities.</p>	<p>Short term</p>	<p>Waverley Borough Council; Guildford Borough Council</p>	<p>Preston Inclusive Economy Programme</p>	<p>Officer time</p>
<p>VISITOR ECONOMY INTERVENTIONS</p>				
<p>Improving provision for overnight stays: Most of our visitors only come for the day rather than stay the night, which is a concern as overnight stays generate significantly more local expenditure. This links to a lack of visitor accommodation in both our urban and rural areas, as set out in the Surrey Hotels Future (2015) study. We will therefore use our planning policy levers (see Policy EE1 of our new Local Plan) to encourage the provision and protection of accommodation for overnight stays (i.e. hotels and rented temporary accommodation close to tourism assets).</p>	<p>Long term</p>	<p>Waverley Borough Council</p>	<p>N/A</p>	<p>Officer time</p>
<p>Curating events programme: Work with Business Improvement Districts (BIDs) in Farnham, Godalming and Cranleigh to curate a diverse mix of events and activities that attract people to visit our urban centres. A crucial part of this will involve working with Surrey County Council to make it as easy as possible for event organisers to host activities in our urban centres.</p>	<p>Short term</p>	<p>Waverley Borough Council; town councils; parish council; Business Improvement Districts; Local Visitor Economy Partnership assets</p>	<p>Canterbury Events Calendar</p>	<p>Officer time</p>
<p>Local Visitor Economy Partnership (LVEP): Work with partners to scope out and create a new Local Visitor Economy Partnership for the county to provide better support to businesses and attractions that participate in the visitor economy. This should include the Rail to Ramble partnership, given the importance of our natural assets to our visitor economy.</p>	<p>Medium term</p>	<p>Waverley Borough Council; Guildford Borough Council; Surrey County Council; BIDs; private sector</p>	<p>N/A</p>	<p>Officer time, working with partners</p>

⁴ Short term = 1-2 Years, Medium term = 2-5 years, Long term = 5 years+

6. Enhancing Our Physical and Digital Infrastructure

What?	When? ⁵	Who?	Example	Resourcing
<p>Develop a programme ('Connected Waverley') to help our area become one of the most digitally connected rural areas in the country. It will involve the delivery of a package of complementary interventions to enhance both the speed and depth of digital connectivity across the borough.</p> <p>Other elements of the programme will include:</p> <ul style="list-style-type: none"> • Support access to any available schemes offered by government. (eg. Project Gigabit - ends 2028). • Work with Guildford Borough Council to explore funding opportunities to create a local version of the National Gigabit Voucher scheme. This will support businesses and homes in our more urban settlements that are unable to access the national scheme. • Work with partners to make it easier and more cost effective for broadband providers to enhance connectivity across the borough (e.g. reduced fees for road closures and parking suspensions). • Create a webpage for fibre suppliers that includes guidance for installing new infrastructure locally, and contact details for relevant departments. • As currently no deployment or indication of Surrey as a priority area for the use of street furniture to provide wireless small cell networks, support Cranleigh BIDs public wifi project as a pilot scheme. • Work with Waverley Housing and other partners to group our social houses and commercial stock into a single wayleave to incentivise providers to invest in improving infrastructure. • Work with the University of Surrey to experiment and test their emerging mobile technology within our borough. • Lobby Government to use some of its Shared Rural Network Funding to address rural 'not spots' across the borough. • Raise awareness of social tariffs provided by Surrey County Council for disadvantaged residents. 	<p>Short term</p>	<p>Waverley Borough Council; Surrey County Council; town councils; parish councils; BIDs; Local Chambers of Commerce</p>	<p>Woking Digital Strategy</p>	<p>Officer time; work with partners and private sector</p>

⁵ Short term = 1-2 Years, Medium term = 2-5 years, Long term = 5 years+

6. Enhancing Our Physical and Digital Infrastructure *(continued)*

What?	When? ⁴	Who?	Example	Resourcing
NEW INTERVENTIONS				
Explore opportunities for renewable and community power generation projects. For each opportunity we will have to consider a range of factors including appropriate locations, business models, energy sources, governance structures and funding sources.	Long term	Waverley Borough Council; The Rutland Group; Trinity College Cambridge; Community Groups; town councils; parish councils	Dorking Solar Group	Officer time
Work proactively with Surrey County Council and National Highways to bring forward new active travel schemes across the borough, and capture these in our emerging Local Cycling and Walking Infrastructure Plan. Use Shared Prosperity Funding to bring forward a pilot cycling scheme in Godalming that can act as a demonstrator for future investments.	Medium term	Waverley Borough Council; Surrey County Council; National Highways; town councils; parish councils	Tunbridge Wells to Tonbridge Cycling Path	Officer time; Shared Prosperity Funding; Further funding required
Work positively with Surrey County Council and National Highways to identify and bring forward new highway schemes that reduce congestion, create attractive streetscapes and improve travel reliability across the borough. This includes the Cranleigh High Street, Highway and Public Realm Enhancement Scheme, which will improve key areas along Cranleigh High Street alongside enhanced public spaces, traffic management and cycling and pedestrian access. It also includes the Farnham Infrastructure Programme, which has an ambition to deliver attractive, well-integrated, future focused and high quality infrastructure, to ensure Farnham becomes a more connected and vibrant town.	Long term	Waverley Borough Council; Surrey County Council; National Highways; town councils; parish councils	N/A	Officer time

⁵ Short term = 1-2 Years, Medium term = 2-5 years, Long term = 5 years+

Appendix 1: Ongoing Interventions

TURBOCHARGING OUR SMALL BUSINESS ECONOMY - ONGOING INTERVENIONS				
Continue to work with Guildford Borough Council to produce collateral that signposts businesses to the support, advice and/or opportunities they need to prosper. We will continue to work with partners to ensure the current offer is available on our Business Waverley website.	Short term	Waverley Borough Council; Guildford Borough Council; Surrey County Council; Surrey Chamber of Commerce; BIDs; University for the Creative Arts; Local Chambers of Commerce	Bromley Business Hub	Officer time
Work with Guildford Borough Council and other local authorities in the county to use Rural Prosperity Funding to ensure that rural businesses continue to have access to funding that they can use to grow, adapt and evolve. This will focus on SMEs and will be a continuation of the EU-funded Surrey LEADER programme that has previously supported rural business expansion.	Short term	Waverley Borough Council; Guildford Borough Council; Surrey County Council; Surrey Local Authorities	Surrey LEADER	Officer time; Rural Prosperity Fund
Organise bi-annual 'Business Question Time' events with Guildford Borough Council to connect local businesses with one another and to encourage knowledge transfer. This will build on our first successful Business Question Time event held in December 2022 at Charterhouse School.	Short term	Waverley Borough Council; Guildford Borough Council; Local Chambers of Commerce; town councils; parish councils	N/A	Officer time
Work with the business community, and rural forum, to ensure that rural business interests are represented to the council to ensure initiatives are appropriately tailored to the needs of rural enterprises.	Short term	Waverley Borough Council	N/A	Officer time; LEAF
Continue to use the Business Waverley website to capture relevant information for businesses and to communicate important information about events, grants, support, advice and news.	Short term	Waverley Borough Council; Guildford Borough Council; Chambers of Commerce; town council	N/A	Officer time, BAU

Appendix 1: Ongoing Interventions *(continued)*

HARNESSING THE GREEN ECONOMY REVOLUTION - ONGOING INTERVENIONS				
Continue to provide Carbon Literacy Training to local businesses to raise awareness of the issues associated with climate change and air pollution. Use this as an opportunity to signpost participants to the programmes and initiatives on decarbonisation that are offered by our partners.	Short term	Waverley Borough Council; Local Chambers of Commerce; BIDs; town councils; parish councils	Stoke-on-Trent & Staffordshire Enterprise Partnership Carbon Literacy Training	Officer time
Work with entrepreneurs and businesses to identify opportunities to access any programmes that support net zero and green skills initiatives.	Short term	Waverley Borough Council	N/A	Officer time
Continue to procure goods and services in line with the Waverley Sustainable Procurement Policy (2023). This will not only reduce the environmental impact of Waverley Borough Council but also support local businesses.	Short term	Waverley Borough Council	Westminster Responsible Procurement and Commissioning Strategy	Officer time
Use the existing and new Local Plan to continue to protect our beautiful natural assets and promote sustainable development practices across the borough. Engage with new national planning policies (e.g. the forthcoming Levelling Up and Regeneration Bill) and explore any new opportunities this provides to support sustainable economic growth.	Short term	Waverley Borough Council	N/A	Officer time
Engage positively with Natural England's review of the proposals to extend the Surrey Hills National Landscape Board. Advocate for a balanced approach that protects our natural environment but also allows our rural businesses the flexibility they need to grow and expand their operations sustainably.	Short term	Waverley Borough Council; Natural England; Chambers of Commerce; Business Community; Local Groups	N/A	Officer time

Appendix 1: Ongoing Interventions *(continued)*

REFINING OUR HIGH STREETS AND URBAN CENTRES - ONGOING INTERVENTIONS				
Farnham: Work with the new Business Improvement District (BID) Board to support their business plan for the town.	Short term	Waverley Borough Council; Farnham Town Council	Royal Tunbridge Wells Together	Officer time
Godalming: Work with the new Business Improvement District (BID) Board to support their business plan for the town.	Short term	Waverley Borough Council; Godalming Town Council	Royal Tunbridge Wells Together	Officer time
Godalming: Renovate and repurpose 69 High Street to provide new high quality workspace and residential units on the high street.	Medium term	Waverley Borough Council	Oru Space Sutton	Officer time; Funding required
Godalming: Work with Surrey County Council to use Shared Prosperity Funding and Community Infrastructure Levy (CIL) funds to bring forward a new cycling greenway that connects eastern and western areas of the town.	Long term	Waverley Borough Council; Surrey County Council; National Highways; town councils; parish councils	Tunbridge Wells to Tonbridge Cycling Path	Officer time; Shared Prosperity Funding; Further funding required
Cranleigh: Work with Surrey Hills Enterprises CIC and Cranleigh Chamber of Commerce to run a regular Surrey Hills Artisan Market, and use Shared Prosperity Funding to enable a range of music, art, cultural and creative activities to take place as part of the offer.	Short term	Waverley Borough Council; Surrey Hills Enterprises CIC; Cranleigh Chamber of Commerce	N/A	Officer time
Cranleigh: Support the Cranleigh BID Board to deliver their business plan for the village.	Short term	Waverley Borough Council; Cranleigh Parish Council	Royal Tunbridge Wells Together	Officer time
Cranleigh: Provide a new Passivhaus leisure centre in Cranleigh to enhance provision and cater for a growing population. Deliver to carbon neutral standards and provide a rounded health and wellbeing offer.	Medium term	Waverley Borough Council; Royal Surrey NHS Foundation Trust; Cranleigh Parish Council	St Sidwells Exeter	Officer time; Funding required
Cranleigh: Support Surrey County Council and BID to drive forward the Cranleigh High Street, Highway and Public Realm Enhancement Scheme. This project will help to improve key areas along the High Street, alongside enhanced public spaces, traffic management and cycling and pedestrian access.	Short/Medium term	Waverley Borough Council; Surrey County Council; National Highways; Cranleigh Parish Council	N/A	Officer time; CIL Funds

Appendix 1: Ongoing Interventions *(continued)*

IMPROVING OUR COMMERCIAL SPACE OFFER - ONGOING INTERVENTIONS				
Continue to improve the speed at which planning decisions for commercial schemes are made to enable businesses that contribute to the ambitions of this strategy to set up locally.	Short term	Waverley Borough Council	N/A	Officer time
Work with rural landowners to raise awareness of the opportunities that Permitted Development Rights present, such as converting existing assets to new commercial uses that help diversify their income streams.	Short term	Waverley Borough Council; Chambers of Commerce	N/A	Officer time
Continue to use our Investment Strategy to work with partners to bring niche workspace typologies on our high streets focused on local SMEs and flexible workers.	Medium term	Waverley Borough Council	Oru Space Sutton	Officer time; Funding required

Appendix 1: Ongoing Interventions *(continued)*

VALUING OUR PEOPLE AND FOUNDATIONAL ECONOMY - ONGOING INTERVENTIONS				
<p>Continue to support 'Job Clubs' in Godalming, Farnham, Haslemere and Cranleigh, and ensure that they are appropriately linked into the University for the Creative Arts, Godalming College and Farnham College, as well as the local business base.</p> <p>We need to ensure that the clubs support our student population to fill entry level, part-time and/or temporary positions in catering, retail and other foundational economy businesses that are struggling to fill positions.</p>	Short term	Waverley Borough Council; University for the Creative Arts; Godalming College; Farnham College; Local Chambers of Commerce; BIDs	N/A	Officer time
<p>Continue to help refugees access the housing, employment, training, clothing, food and services they require to prosper in our borough. Work with the 'foundational' businesses to provide specific opportunities to support displaced communities.</p>	Short term	Waverley Borough Council; Community Organisations	N/A	Officer time
<p>Continue to support the borough's community and voluntary sector, particularly where organisations are involved in supporting employability, training and entrepreneurship. This includes continuing to offer the Thriving Communities Commissioning Fund to local organisations engaged in these activities.</p>	Short term	Waverley Borough Council; Community Organisations	N/A	Officer time
<p>Encourage businesses to engage with the development of both the Surrey Skills Demand Framework (Surrey County Council) and Local Skills Improvement Plan (Surrey Chambers of Commerce) to better understand the skills gaps and occupational shortages facing our borough's businesses. This could also include exploring opportunities to improve our in-house knowledge of the local skills landscape through purchasing of local job board insights and through knowledge-sharing with Surrey County Council and Surrey Chambers of Commerce.</p>	Short term	Waverley Borough Council; Surrey Chambers of Commerce; Local Chambers of Commerce; town councils; parish councils; Surrey County Council	N/A	Officer time
<p>Continue to directly deliver homes that meet the needs of residents of all incomes across the borough, as set out in our Build More, Build Better, Build for Life: Affordable Homes Strategy (2022-2025). In line with this, we will bring forward 400 new affordable homes by 2025 and investigate more opportunities to deliver genuinely affordable homes on council-owned land.</p>	Medium term	Waverley Borough Council; Waverley Housing	300 Harrow Road	Officer time; Funding required
<p>Continue to work with developers and land owners through the plan making process to deliver affordable housing as outlined in our Affordable Housing Supplementary Planning Document.</p> <p>We will challenge every planning application that makes a viability case to reduce or change the tenure mix of affordable housing.</p>	Short term	Waverley Borough Council	Richmond Affordable Housing SPD	Officer time

Appendix 1: Ongoing Interventions *(continued)*

VALUING OUR PEOPLE AND FOUNDATIONAL ECONOMY - ONGOING INTERVENTIONS <i>(continued)</i>				
Support the Surrey Community Housing Partnership to bring forward affordable homes in rural areas. We will provide advice, expertise, time and links to funding opportunities to help the organisation succeed in our borough.	Long term	Waverley Borough Council; Surrey Community Housing Partnership	Lancaster Cohousing	Officer time
Enhancing destination marketing: We will continue to work with Visit Surrey and Visit South East England to promote our borough through a range of different channels, and will regularly review our approach to ensure that we are delivering the best possible outcomes for our visitor economy. As part of this we will continue to offer a small number of businesses free membership to Visit Surrey to maximise their exposure to a broad audience.	Short term	Waverley Borough Council, Visit Surrey, Visit South East England, Local Visitor Economy Businesses	N/A	Officer time; work with BID partners
Improving marketing materials: We will work with local attractions, hotels, B&Bs, cafes, restaurants, pubs and bars to create a new destination brochure promoting the different activities available across the borough. We will make this available in both analogue and digital formats, and ensure it is distributed strategically to maximise exposure with visitors to our borough. We will also continue to create high-quality videos and social media content to promote the area.	Short term	Waverley Borough Council, BIDs; Local Chambers, town councils, parish councils, Local Visitor Economy Businesses	Visit Windsor Guides	Officer time; work with private sector partners
Supporting and connecting local organisations: We currently support the Farnham Visitors' Forum, Haslemere Museum, Surrey Hills National Landscape Board and other local partners to undertake their work in promoting the borough and its visitor economy assets. We will continue to do so and will actively seek opportunities to connect initiatives being undertaken by different organisations to maximise the reach and impact of their work.	Short term	Waverley Borough Council; town councils; parish councils; Chambers of Commerce; Surrey Hills National Landscape Board	N/A	Officer time
Strengthening active travel: Pedestrian and active travel routes around our urban and rural areas need to be improved to active travel including between visitor economy attractions and to encourage linked trips and extended stays. We will explore opportunities to improve connections as part of our emerging Local Cycling and Walking Infrastructure Plan (LCWIP), in particular active travel links between our historic urban centres to the Surrey Hills National Landscape.	Long term	Waverley Borough Council; Surrey County Council; National Highways; town councils; parish councils	Bristol and Bath Railway Path	Officer time; identify possible funding sources
Promoting our borough through media: Our borough is an exceptionally popular destination for filming and has been the backdrop to a wide range of blockbusters from Harry Potter to The Mummy. This brings significant direct economic value to the borough through expenditure with local businesses, but also helps to put our assets 'on the map' attracting tourists and visitors. We will therefore continue to market the borough to filmmakers and offer best-in-class support to those looking to use our assets for their productions.	Short term	Waverley Borough Council; Forestry England; National Trust; English Heritage; Rutland; Surrey Films Office; Creative England	N/A	Officer time

Appendix 1: Ongoing Interventions *(continued)*

ENHANCING OUR PHYSICAL AND DIGITAL INFRASTRUCTURE - ONGOING INTERVENTIONS				
<p>Continue to support our 'dial-a-ride' Hoppa Community Transport scheme and explore funding opportunities to expand the scale and reach of the service.</p> <p>Use Shared Prosperity Funding to create a specific offer for young people with no access to transport, to help them attend sports clubs and other extracurricular activities in Farnham, Haslemere, Godalming and Cranleigh.</p>	Short term	Waverley Borough Council; Hoppa Bus	Katch Suffolk	Officer time; work with partners to deliver
<p>Work with and influence Surrey County Council to ensure we maintain and improve public transport services, where possible, to enhance connectivity across our borough. This will involve supporting and inputting into forthcoming Bus Service Improvement Plans as much as possible.</p>	Medium term	Waverley Borough Council; Surrey County Council	N/A	Officer time
<p>Drive forward the adopted Waverley Electric Vehicle Strategy (2021-2026) to continue the roll out of electric vehicle charging infrastructure across the borough and encourage local residents, visitors and businesses to adopt more sustainable modes of private transport.</p>	Medium term	Waverley Borough Council	Oxford City Council Electric Vehicle Strategy	Officer time
<p>Continue to work with partners to source funding, including Community Infrastructure Levy (CIL), for infrastructure commitments as set out in the Waverley Infrastructure Delivery Plan (2021 or as updated), Surrey Local Transport Plan (2022), Surrey Local Strategic Statement (2016-2031) and other strategic documents.</p>	Long term	Waverley Borough Council; Surrey County Council; National Highways; National Grid; Southern Water	N/A	Officer time

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