

## GODALMING TOWN COUNCIL

Tel: 01483 523575  
E-Mail: [office@godalming-tc.gov.uk](mailto:office@godalming-tc.gov.uk)  
Website: [www.godalming-tc.gov.uk](http://www.godalming-tc.gov.uk)

107-109 High Street  
Godalming  
Surrey  
GU7 1AQ

15 March 2024

I HEREBY SUMMON YOU to attend the **POLICY & MANAGEMENT COMMITTEE** Meeting to be held in the Council Chamber, Waverley Borough Council, The Burys, Godalming on THURSDAY, 21 MARCH 2024 at 7.00pm or at the conclusion of the preceding Environment & Planning Committee meeting, whichever is later.

*Andy Jeffery*

Andy Jeffery  
Town Clerk

If you wish to speak at this meeting please contact Godalming Town Council on 01483 523575 or email [office@godalming-tc.gov.uk](mailto:office@godalming-tc.gov.uk)

**Where possible proceedings will be live streamed via the Town Council's Facebook page.** If you wish to watch the council meeting's proceedings, please go to Godalming Town Council's [Facebook](#) page.

### Committee Members:

Councillor Follows – Chair  
Councillor Weightman – Vice Chair

Councillor Adam  
Councillor Clayton  
Councillor Crooks  
Councillor Crowe  
Councillor Downey  
Councillor Heagin  
Councillor Holliday  
Councillor Kiehl

Councillor Martin  
Councillor PS Rivers  
Councillor PMA Rivers  
Councillor Steel  
Councillor Taylor  
Councillor Thomson  
Councillor Williams

## A G E N D A

### 1. MINUTES

To approve as a correct record the minutes of the meeting held on the 11 January 2024, a copy of which has been circulated previously.

### 2. APOLOGIES FOR ABSENCE

### 3. DISCLOSABLE PECUNIARY INTERESTS AND OTHER REGISTERABLE INTERESTS

To receive from Members any declarations of interests in relation to any items included on the agenda for this meeting required to be disclosed by the Localism Act 2011 and the Godalming Members' Code of Conduct.

4. PETITIONS/STATEMENTS/QUESTIONS FROM MEMBERS OF THE PUBLIC

The Chair to invite members of the public to make representations, ask or answer questions and give evidence in respect of the business on the agenda or other matters not on the agenda. This forum to be conducted in accordance with Standing Order 5:

- the period of time designated for public participation at a meeting for a maximum of three minutes per person or 15 minutes overall, unless otherwise directed by the chair of the meeting;
- a question shall not require a response at the meeting nor start a debate on the question. The chair of the meeting may direct that a written or oral response be given. If a matter raised is one for Principal Councils or other authorities, the person making representations will be informed of the appropriate contact details.

5. QUESTIONS BY MEMBERS

To consider any questions from Councillors in accordance with Standing Order 6.

6. ACCOUNTS PAID SINCE LAST MEETING & SCHEDULE OF PAYMENTS

RFO to report on the accounts paid since the last meeting.

A schedule of the accounts paid will be tabled for the information of Members. The invoices relating to these payments are available in the Council's office for inspection. All payments made are in line with the agreed budget or other resolution of this Committee or Full Council.

Members to agree that the Chair should sign the schedule of accounts paid.

7. BUDGET MONITORING

Members are asked to note a report from the responsible Finance Officer on the Council's financial performance to 29 February 2024 (report attached for the information of Members).

8. MAJOR WORKS PROGRAMME – UPDATE – ITEM FOR DECISION

**Recommendation: Members to resolve to agree for Officers to engage with surveyors to produce a specification and seeks tenders for the external decoration of The Pepperpot with the aim for works to be complete by the end of September 2024. Tender report to be brought to this committee.**

At its meeting of 13 October 2022, the Policy & Management Committee approved an outline works programme for the period 2023-26. (Min No 314-22 refers). The programme was subsequently amended on 20 April 2023 (Min No 602-22 refers) to:

- bring forward the decarbonisation of the Broadwater Park Community Centre for completion in 2023/24;
- defer works to the Oglethorpe Hall and The Pepperpot planned for 2023/24; and
- authorise the Town Clerk to submit a bid as part of Phase 3a of the Public Sector Decarbonisation Scheme.

As reported to the Environment & Planning Committee on 1 February 2024, the installation of the PV panels at Broadwater Youth & Community Centre was completed on 15 December 2023. As of 10 March 2023, 80% of the power generated by the PV units has been used by the youth centre and overall, since 1 January 2024, the PV's have provided 47% of the youth centre's total electricity needs. It is expected the percentage will increase as the days get longer. Of the imported energy, GTC sources from a 100% renewable energy provider.

As Members are aware from previous updates, installing air source heat pumps capable of providing an output sufficient to meet the building's needs has been more challenging than initially expected. However, whilst the project may be subject to delay, it has made progress. The heat loss survey has been completed and the system requirements are known. Planning permission has been granted and the planning conditions have been fulfilled. The delaying issue lies in upgrading the existing electrical supply from a single to three phase system. It is hoped that this will be achievable over the next few months, which would enable GTC to seek updated quotes and have the installation completed before for the 2024/25 autumn/winter period.

The deferred works to the Oglethorpe Hall and The Pepperpot are expected to be progressed over the summer of 2024 and will be reported to this committee.

In regard to the Public Sector Decarbonisation Scheme, the introduction on the .gov website states that "The Public Sector Decarbonisation Scheme provides grants for public sector bodies to fund heat decarbonisation and energy efficiency measures." Drilling down further indicates that this fund is open to central government departments, schools, higher and further education institutions, including academies and multi academy trusts, emergency services, NHS Trusts and Sixth Form Colleges, arm's length bodies and local authorities.

It is expected that guidance for Phase 4 of the PSDS will be published in Summer 2024. The Town Clerk contacted the organisation who administer the scheme to highlight that the Local Government Act 1972 s.270 states that local authority means a county council, a district council, a London borough council or a parish council but, in relation to Wales, means a county council, county borough council or community council and has asked whether parish (including Town) councils are eligible for consideration under this scheme. A response was received on 13 March from the scheme administrators to confirm that applications from a parish council would be eligible for consideration. The Town Clerk has subscribed to the schemes newsletter so as to be kept informed as to when the details of Phase 4 are released.

In reviewing the progress of the 2023-26 Major Works programme, Members are asked to take note of subsequent decisions that have added to the programme, notably the additional work for the extension to the Broadwater Youth Centre and the awarding of funds from the UK Shared Prosperity Fund which will see the Crown Court Public Toilets completely renovated over the summer of 2024.

### Pepperpot

The original works programme 2023-26 envisaged the renovation/repair and decoration of the external areas of The Pepperpot including the bell cupola to be undertaken during the 2024/25 civic year.

External decoration is an integral part of the maintenance of any building's fabric. However, when the building is also the symbol of the town there is an increased expectation that it should be maintained in a presentable condition. Delayed maintenance is a false economy, which costs more in the longer term. Whilst additional works not anticipated in October 2022 have arisen, as the external decoration of The Pepperpot was last undertaken in 2009/10, Members may wish that, if possible, the original timescale for this work is maintained.

Funding for the major works programme has been set within the 2024/25 budget.

## 9. COMMUNITY OWNERSHIP FUND UPDATE – ITEM FOR NOTE

Members to note that, although notification was received on 22 September 2023 informing GTC of the award from the Community Ownership Fund, due to a number of delays in the funding process and in order to maintain the delivery of this project within the stipulated funding period (22 Sept 23-22 Sept 24) GTC progressed design work at risk.

The signed funding agreement from the DLUHC was received by Godalming Town Council on 29 January 2024 and the Planning application [WA/2024/00280](#) was validated on 9 February, with a decision date expected on 5 April 2024.

Alongside the submission of the planning application, work has been ongoing in detailing the specification for Tender. It is anticipated that by the date of this meeting the tender documents will be posted on contract finder (as per Government Procurement requirements).

The Town Clerk has completed the first project monitoring reports as required by the funding agreement and has indicated that at present the project remains on track. Additionally, the first submission to reclaim expenditure to date for professional and planning fees has been submitted. The claim for build costs will be submitted once tender prices are known.

Subject to the landlord permissions being received from WBC, GTC Officers remain optimistic that the project will be delivered within the funding period.

10. **WBC DRAFT ECONOMIC DEVELOPMENT STRATEGY 2024-32 AND ACTION PLAN  
FEEDBACK – CONSULTATION**

Waverley Borough Council Economic Development Team is seeking GTC Members' views on the WBC Draft Economic Development Strategy 2024-32 and Action Plan (attached for the information of Members).

In responding to the impact of the COVID pandemic, the job losses in the borough post Brexit, and the cost-of-living-crisis on the local economy, and the declaration of a climate emergency response, Waverley Borough Council has undertaken extensive evidence collation from the Office of National Statistics, partners and stakeholders, during 2022/23. This data, including one-to-one interviews, workshops, and a business survey, combined with Waverley Borough Council's administration aspiration to create Thriving and Green Economy for the borough have directed this new draft strategy and action plan for Waverley.

Although the on-line survey closed on 8 March 2024, the Town Clerk has informed the Economic Development Team that due to meeting schedules, the first opportunity for the appropriate GTC committee to consider the draft strategy and action plan and provide feedback on the THRIVE themes, accompanying priorities and check the factual content of the documents, would be the Policy & Management Committee meeting of 21 March 2024.

Members are asked to consider the attached WBC Draft Economic Development Strategy 2024-32 and Action Plan and to provide feedback to the Town Clerk for forwarding to WBC. The Town Clerk has agreed with the Economic Development team to provide any feedback by Tuesday, 26 March.

Additionally, Waverley Borough Council request that GTC also completes the attached survey.

Members will also wish to note that the Draft Economic Development Strategy 2024-32 and Action Plan will be considered by the Waverley Full Council on 23 April, as such GTC Members of that Council will also have an opportunity to provide comments at that meeting.

11. **COMMITTEE REPORTS & KEY DATES**

The Committee's reports' schedule and key dates programme is attached for the information of Members.

## 12. APPLICATIONS FOR GRANT AID

Information:	£
<b>23/2024 Grants Budget</b>	60,000.00
Allocations this year to date	58,048.00
Balance available for allocation	1,952.00
<hr/>	
<b>23/2024 General Grant Fund Allocation</b>	7,500.00
Allocations this year to date	7,500.00
<hr/>	
<b>23/2024 SLA Fund Allocation</b>	41,500.00
Allocations this year to date	41,500.00
<hr/>	
<b>23/2024 Council Community Fund Allocation</b>	11,000.00
Allocations this year to date	9048.00
Council Community Fund applications this meeting	1,300.00
Balance unallocated if applications agreed	652.00
<hr/>	
Total balance unallocated if applications agreed	<u>652.00</u>

Members to consider the following applications for grant aid – the summary of the application is given below.

### **Applications for Council Community Funding**

#### Godalming Repair Cafe

Sponsor – Cllr Holliday

The Godalming Repair Café is requesting £300 to assist with the purchase of equipment required to enable it to operate more efficiently and continue to repair items brought to the café. A list of items the funds would support is attached for the information of Members.

Mr Ian Coult from the Repair Café has stated that the Repair Cafe is going well, thanks not only to the 34 active volunteers we have presently but also the support we have from GTC through the webpage and now WBC for use of the Borough Hall FOC. In the 18 sessions we have had, we have seen 615 items come in the door and of those with completed histories, we have help fix 79%. That, we calculate, has prevented over 1 tonne of materials being disposed of and over 7 tonnes of GHG avoided.

The small items in the list will enable us to operate more efficiently.

#### The Bury's Scout & Guide Headquarters

Sponsor – Cllr Crooks, Cllr Steel

The Management Committee of The Burys Scout & Guide Headquarters is requesting £1,000 to assist with the cost of renewing the disability accessible toilet facilities at the HQ which is leaking and needs renewing. Both the Scouting and Guiding associations believe in inclusion and without a properly working toilet we are excluding an important group of people.

Currently during the late afternoon and evening the HQ is used by over 100 young people in Scout and Guide groups and also regular leaders' meetings and training. During the day the

HQ is also used by other groups and organisations including Yoga, singing groups, theatre training and the Townswomen's Guild. The Scout shop is also situated at the HQ.

### 13. POLICY DOCUMENT REVIEW

Members are requested to review the policy document listed below and, if agreed, to resolve to recommend adoption by Full Council.

#### [Grants Policy & Procedure](#)

At Full Council of 15 February 2024, Members requested that the Town Clerk bring forward options ahead of the next budget setting round for Members to review the Grants Policy including the number of categories, the limits for individual applications and the frequency of considering applications (Min No 508-23 refers).

However, as the current Grants Policy is scheduled for review at this meeting, the Town Clerk requests that members defer from reviewing the current Grants Policy and Procedure and agree it remains extant in its current form until new Policy & Procedures are brought forward. In furtherance of expediting an amended policy for Members to consider before the start of the next civic year it is requested that Members consider the points below to provide direction so that a draft could be considered at P&M on the 25 April and if agreed forwarded to the Full Council on the 9 May for adoption and implementation for the 2024/25 grants year.

- Retaining the current policy & procedures for consideration of the award of Service Level Agreements SLAs, with the following amendments:
  - Awarding of Service Level Agreements will only be considered once per administration.
  - Consideration of SLAs will take place in the September of the first year of an administration with the aim that negotiations are to be concluded by the December Full Council.
  - Agreed SLA's will be awarded for four years to run from the 1 April following the last 'All Up' Local Elections to the 31 March of the year following the next 'All Up' Local Election (a period of four years).
- The current General Grant Fund to be withdrawn with funds transferred to the Council's Community Grant Fund.
- The amount of funds to be allocated to the grants budget will be agreed annually as part of the budget setting process taking regard of the funds committed via SLAs.
- Funds agreed as part of the budget setting process over the sum required to support SLAs will be allocated to the Council's Community Grant Fund.
- The level of a single community grant award to rise from the current £1,000 to £1,500.
- All community grant applications are to have two named Councillors as sponsors of an application.
- Exceptionally, a council community grant of up to £2,500 may be awarded if the application is 'sponsored' by four Councillors and the award is unanimously voted for by all Members present at the meeting it is put to.
- With the exception of SLAs, grants are to be awarded for 'capital' purposes only i.e not to support revenue costs.
- Requests for project funding in excess of the Council Community Grant Fund are to be directed to make a Neighbourhood CIL application.
- Community Grant applications are to be considered by the Policy & Management Committee three times per civic year, July, October and February with the allocated 'grants' meeting to be indicated on the published schedule of meetings.
- The process for Grant Aid in Kind for use of council facilities to remain as is, with costs allocated against the Community Grant Fund

The aim of the above is to provide funding security via SLAs and to provide meaningful support to as many community organisations as possible for lower cost projects.

14. TOWN COUNCIL REPRESENTATION ON EXTERNAL BODIES

Members to provide an update on the external body to which they are a Town Council representative if an update is available.

15. COMMUNICATIONS ARISING FROM THIS MEETING

Members to identify which matters (if any), discussed at this meeting, are to be publicised.

16. DATE OF NEXT MEETING

The next meeting of the Policy & Management Committee is scheduled to be held in the Oglethorpe Hall, Wilfrid Noyce Centre on Thursday, 25 April 2024 at 7.00pm or at the conclusion of the preceding Environment & Planning Committee, whichever is later.

17. ANNOUNCEMENTS

Brought forward by permission of the Chair. Requests to be submitted prior to commencement of the meeting.

## 7. BUDGET MONITORING REPORT

Members to consider a budget monitoring report to 29 February 2024 against the revised estimates agreed at Full Council on 14 December 2023 (detailed report attached for the information of Members).

<b>Cost Centre</b>	<b>Year to date Variance</b>	<b>Projected Variance @ Year End</b>
	£	£
Head Office Costs	33,849 u/s	30,000 u/s
Civic Expenses	3,033 u/s	1,000 u/s
Town Promotion	3,254 o/s	3,200 o/s
Staycation	0 u/s	0 u/s
Festivals & Markets	5,113 u/s	4,000 u/s
Christmas Lights	2,548 o/s	2,548 o/s
Coronation Concert	0 o/s	0 o/s
BWP Youth Centre	6,023 o/s	22,000 o/s
Pepperpot	1,908 u/s	1,000 u/s
The Square	314 u/s	0 u/s
Allotments	35 o/s	0 o/s
Wilfrid Noyce Community Centre	8,244 u/s	7,000 u/s
Bandstand	809 o/s	2,000 o/s
Godalming Museum	4,120 u/s	4,000 u/s
Land & Property Other	2,779 u/s	0 o/s
Crown Court Conveniences	8,386 o/s	0 o/s
Cemeteries	42,105 u/s	42,000 u/s
Mayors' Charity	1,060 u/s	0 o/s
Community Store	412 u/s	0 o/s
<b>TOTAL</b>	<b>86,980 u/s</b>	<b>59,252 u/s</b>

The monitoring report shows a current variance of £86,980 underspend against the revised Budget. Items to note in the forecast:

### **Head Office**

- £20.3k Interest Income – interest rates continue to be higher than budgeted and we have now moved most reserves into the higher interest bearing CCLA account.
- £135k Miscellaneous overspend – this is the payment CIL Funding and is offset by a transfer from reserves (Min Nos 582-21, 199-22, 413-22, 503-22, 615-22 and 356-23 refer).

### **Town Promotion**

- £4.3k Equipment overspend – £3.5k spent on additional planters to extend Floral Godalming (Min No 158-23 refers). £400 spent on D Day flags (Min No 456-23 refers).

### **Staycation**

- £10.6k Miscellaneous Expenses – this is the amount of the underwriting of Staycation Live that was called upon and is offset by a transfer from the Emerging Projects reserve (Min Nos 99-23, 119-23 and 427-23 refer).



## **Christmas Lights**

- £2.5k Professional Fees overspend – cost of additional support to upgrade and ensure the safety of the electrical supply.

## **BWP Youth Centre**

- £21.6k Repair/Alteration of Buildings overspend – £21,750 solar panels as part of Capital Works Programme and is offset by a transfer from the Capital Works reserve (Min Nos 314-22, 602-22, 196-23, 188-23 and 80-23 refer). £2.4k Office Infill (Min Nos 117-23 and 265-23 refer).
- £2.7k Energy Costs overspend – delay caused by planning requirements for the installation of solar panels has meant the purchased energy has been higher than budgeted.
- £5.0k Surveyor Professional Fees overspend - £5.5k spent towards investigating a modular building at Broadwater (Min Nos 117-23 and 265-23 refer), £9k spent on the Office Infill (Min Nos 117-23 and 265-23 refer) and £2.5k spent on solar panels (Min Nos 314-22, 602-22, 196-23, 188-23 and 80-23 refer).
- Building Maintenance – there will be an overspend on building maintenance in relation to the installation of fire doors. When the contractor was completing the installation, they discovered asbestos. The safe removal and disposal of the asbestos resulted in additional cost. Actual cost of work is £9.8k.

## **Wilfrid Noyce Centre**

- £4.4k Hire Charges – we have seen an increase in casual hires for larger events resulting in above budget revenue.
- £4.4k Energy Costs underspend – expected increase in costs for winter have not materialised resulting in an underspend.
- £1.6k Cleaning underspend – quarterly cleaning charges from Waverley Borough Council not yet received. Timing difference only.

## **Bandstand**

- £1k Licensing/PRS overspend – PRS license significantly increased from prior years. This is due to Staycation Live which has been re-introduced after the break during Covid.
- Property Maintenance – there will be a £1.5k overspend in maintenance. Due to the very wet winter causing issues with access to the bandstand from the existing pathway, an additional pathway has been installed.

## **Crown Court Conveniences**

- £8.4k Professional Fees overspend – cost of building plans, drainage survey, bat survey and planning application fee (Min Nos 94-23, 118-23, 159-23, 330-23 and 356-23 refer). All costs will be covered from COF Fund and CIL funding.

## **Cemeteries**

- £35.4k above budget revenue – Q4 has continued to have an extremely high burial rate resulting in a substantial amount of unbudgeted revenue.
- £14.8k Grounds Maintenance underspend – whilst QLS (our bulk grass cutting contractors) have not submitted their latest invoice, there will be a saving in this area.

## GENERAL AND EAR MARKED RESERVES

	Balance b/f	Deficit/Surplus	Transfer from	Transfer to	Transfers between	Balance c/f
	1 April 2023	from Revenue a/c	Revenue a/c	Revenue a/c	Reserves	31 March 2024
	£	£	£	£	£	£
<b>Movement in Reserves to March 31 2024 (Actual)</b>						
<b>Reserves</b>						
<b>Unallocated Reserves</b>						
1 Revenue Reserve	418,991	182,306	326,367		-81,117	<b>846,547</b>
<b>Sub-total unallocated reserves</b>	418,991					<b>846,547</b>
<b>Earmarked Reserves</b>						
2 Election Expenses Fund	26,602		6,000			<b>32,602</b>
3 Community Infrastructure Levy	241,522		339,726	-270,470		<b>310,778</b>
4 Emerging Projects	30,435		5,000	-24,340	32,000	<b>43,095</b>
5 Youth	0				5,250	<b>5,250</b>
6 Afghan Refugees	529					<b>529</b>
7 Busbridge Parish Council	0				25,000	<b>25,000</b>
8 Land & Property Maintenance	127,615		12,500		18,867	<b>158,982</b>
9 Capital Works Programme	0		26,500	-24,600		<b>1,900</b>
10 Flood Wall Maintenance	6,000					<b>6,000</b>
11 Mayor's Charity	1,844			-1,844		<b>0</b>
12 Community Store	0					<b>0</b>
<b>Sub- total Earmarked Reserves</b>	<b>434,547</b>					<b>584,136</b>
<b>Balances</b>	<b>853,538</b>	<b>182,306</b>	<b>716,093</b>	<b>-321,254</b>	<b>0</b>	<b>1,430,683</b>

As the RFO is anticipating a significant underspend, she requests that the underspend be distributed to reserves as follows:

1. Ensure the minimum balance in General Reserves is £600,000 to ensure best practise of 50% of Precept is maintained.
2. Allocate £15,000 for professional fees to enable all of Council's buildings to be revalued for insurance purposes (last revaluation done in 2017).
3. Allocate £2,000 for professional fees to enable the Youth Service to access professional support in regard to safeguarding requirements.
4. Balance to be added to the Land & Property Maintenance reserve. As previously advised, the Council owns buildings valued at over £20 million, with a large number of them being listed buildings. It is the RFO's belief that this reserve needs to be significantly higher to ensure the Council can maintain its assets to a satisfactory level.

**Recommendation: Members to resolve to agree the distribution of any surplus from the 2023/24 financial year as requested by the Responsible Finance Officer.**

## Detailed Income &amp; Expenditure by Phased Budget Heading 29/02/2024

Month No: 11

## Cost Centre Report

	Current Month Actual	Current Month Budget	Current Month Variance	Year To Date Actual	Year To Date Budget	Year To Date Variance	Total Annual Budget	Committed Expenditure	Funds Available	% Spent
<b>101 Head Office Costs</b>										
1001 Precept	0	0	0	1,041,644	1,041,644	0	1,041,644			100.0%
1102 Community Infrastructure Levy	0	0	0	339,726	339,727	1	339,727			100.0%
1303 Other customer/client receipts	2,975	1,300	(1,675)	12,975	13,033	58	14,733			88.1%
1304 Donations	0	0	0	134	0	(134)	0			0.0%
1401 Interest Received	7,372	500	(6,872)	38,200	16,917	(21,283)	17,417			219.3%
<b>Head Office Costs :- Income</b>	<b>10,347</b>	<b>1,800</b>	<b>(8,547)</b>	<b>1,432,679</b>	<b>1,411,321</b>	<b>(21,358)</b>	<b>1,413,521</b>			<b>101.4%</b>
4001 Salaries	26,373	26,830	457	292,873	295,170	2,297	322,000		29,127	91.0%
4002 Employer's NIC	2,689	3,031	342	29,970	33,369	3,399	36,400		6,430	82.3%
4003 Employer's Superannuation	4,686	4,749	63	51,398	51,884	486	56,633		5,235	90.8%
4011 Staff Training	33	350	317	828	1,530	702	1,880		1,052	44.0%
4012 Recruitment Advertising	106	0	(106)	260	0	(260)	1,500		1,240	17.3%
4013 Other Staff Expenses	0	50	50	0	200	200	250		250	0.0%
4102 Property Maintenance	6	200	194	1,194	1,231	37	2,400		1,206	49.7%
4103 Maintenance Contracts	213	175	(38)	2,451	2,108	(343)	2,283		(168)	107.3%
4111 Energy Costs	615	750	135	4,134	5,197	1,063	6,000		1,866	68.9%
4121 Rents	0	0	0	2,554	2,554	0	2,554		0	100.0%
4131 Rates	0	0	0	5,760	5,760	0	5,760		0	100.0%
4141 Water Services	0	25	25	0	100	100	125		125	0.0%
4161 Cleaning	271	380	110	3,170	3,571	401	4,560		1,390	69.5%
4162 Waste Removal	34	50	16	407	455	48	505		98	80.6%
4163 Domestic Supplies	0	20	20	244	279	35	299		55	81.6%
4164 Workshop Consumables	0	200	200	901	1,536	635	1,736		835	51.9%

## Detailed Income &amp; Expenditure by Phased Budget Heading 29/02/2024

Month No: 11

## Cost Centre Report

	Current Month Actual	Current Month Budget	Current Month Variance	Year To Date Actual	Year To Date Budget	Year To Date Variance	Total Annual Budget	Committed Expenditure	Funds Available	% Spent
4201 Public Transport	0	0	0	59	59	(0)	59		(0)	100.7%
4202 Car Allowances	10	80	70	434	606	172	1,000		566	43.4%
4203 Other Transport Costs	3	0	(3)	3	0	(3)	0		(3)	0.0%
4204 Fuel Costs	428	300	(128)	3,210	3,300	90	3,600		390	89.2%
4205 Vehicle Maintenance	1,116	200	(916)	3,676	2,200	(1,476)	2,400		(1,276)	153.2%
4301 Equipment	44	0	(44)	1,197	2,000	803	2,000		803	59.8%
4303 Materials	0	0	0	4	0	(4)	0		(4)	0.0%
4304 Catering & Hospitality	29	45	16	347	495	148	540		193	64.3%
4305 Clothes, Uniform & Laundry	0	250	250	2,076	2,750	674	3,000		924	69.2%
4306 Printing	0	180	180	1,191	1,980	789	2,160		969	55.1%
4307 Stationery	2	400	398	3,702	4,396	694	4,800		1,098	77.1%
4308 General Office Expense	0	0	0	1,271	0	(1,271)	250		(1,021)	508.6%
4311 Professional Fees - Legal	0	0	0	273	273	0	273		0	100.0%
4312 Professional Fees - Surveyors	0	0	0	2,950	2,950	0	2,950		0	100.0%
4313 Professional Fees - Other	1,100	1,000	(100)	9,824	11,000	1,176	12,000		2,176	81.9%
4314 Audit Fees	0	0	0	2,604	2,604	0	3,104		500	83.9%
4315 Insurance	0	0	0	13,928	13,928	(0)	13,928		(0)	100.0%
4321 Bank Charges	20	30	10	389	343	(46)	373		(16)	104.2%
4322 Postage	0	100	100	932	1,892	960	1,992		1,060	46.8%
4323 Telephones	213	230	17	2,356	2,417	61	2,647		291	89.0%
4325 Computing	102	950	848	8,409	10,450	2,041	11,400		2,991	73.8%
4326 Website	140	200	60	3,994	4,312	318	4,512		518	88.5%
4327 Publicity Advertising	220	0	(220)	220	0	(220)	0		(220)	0.0%
4341 Grants	0	0	0	54,924	53,924	(1,000)	60,000		5,076	91.5%

## Detailed Income &amp; Expenditure by Phased Budget Heading 29/02/2024

Month No: 11

## Cost Centre Report

	Current Month Actual	Current Month Budget	Current Month Variance	Year To Date Actual	Year To Date Budget	Year To Date Variance	Total Annual Budget	Committed Expenditure	Funds Available	% Spent
4342 Subscriptions	654	0	(654)	5,774	4,900	(874)	5,400		(374)	106.9%
4343 Licensing/PRS	0	0	0	113	113	0	113		0	100.0%
4900 Miscellaneous Expenses	0	165	165	270,732	135,922	(134,810)	136,875		(133,857)	197.8%
6000 Debt Charges - Principal	5,515	5,515	0	33,430	33,430	0	33,430		0	100.0%
6001 Debt Charges - Interest	5,774	5,775	1	44,274	44,274	0	44,274		0	100.0%
Head Office Costs :- Indirect Expenditure	<b>50,394</b>	<b>52,230</b>	<b>1,836</b>	<b>868,440</b>	<b>745,462</b>	<b>(122,978)</b>	<b>797,965</b>	<b>0</b>	<b>(70,475)</b>	<b>108.8%</b>
5001 Transfers from Reserves	0	0	0	(270,470)	(135,000)	135,470	(135,000)		135,470	200.3%
5101 Contrib. to Premises Provision	0	0	0	2,500	2,500	0	2,500		0	100.0%
5102 Contrib. to Other Provisions	0	0	0	421,726	421,726	(0)	421,726		(0)	100.0%
Head Office Costs :- Other Costs	<b>0</b>	<b>0</b>	<b>0</b>	<b>153,756</b>	<b>289,226</b>	<b>135,470</b>	<b>289,226</b>	<b>0</b>	<b>135,470</b>	<b>53.2%</b>
<b>Net Income over Expenditure</b>	<b>(40,047)</b>	<b>(50,430)</b>	<b>(10,383)</b>	<b>410,482</b>	<b>376,633</b>	<b>(33,849)</b>	<b>326,330</b>			
<u>102 Civic Expenses</u>										
1303 Other customer/client receipts	0	0	0	12	12	0	12			97.3%
Civic Expenses :- Income	<b>0</b>	<b>0</b>	<b>0</b>	<b>12</b>	<b>12</b>	<b>0</b>	<b>12</b>			<b>97.2%</b>
4102 Property Maintenance	0	0	0	750	749	(1)	749		(1)	100.1%
4121 Rents	0	220	220	64	2,200	2,136	2,420		2,356	2.6%
4303 Materials	0	0	0	11	0	(11)	0		(11)	0.0%
4304 Catering & Hospitality	0	50	50	347	445	98	495		148	70.2%
4305 Clothes, Uniform & Laundry	30	0	(30)	79	4	(75)	254		175	31.2%
4306 Printing	0	0	0	265	265	(0)	265		(0)	100.1%

## Detailed Income &amp; Expenditure by Phased Budget Heading 29/02/2024

Month No: 11

## Cost Centre Report

	Current Month Actual	Current Month Budget	Current Month Variance	Year To Date Actual	Year To Date Budget	Year To Date Variance	Total Annual Budget	Committed Expenditure	Funds Available	% Spent
4313 Professional Fees - Other	0	0	0	1,216	886	(330)	886		(330)	137.2%
4322 Postage	0	0	0	7	7	0	7		0	97.9%
4325 Computing	0	240	240	1,486	2,640	1,154	2,880		1,394	51.6%
4327 Publicity Advertising	0	0	0	745	550	(195)	750		5	99.3%
4332 Mayor's Expenses	165	50	(115)	1,504	1,540	36	1,590		86	94.6%
4333 Members' Expenses	0	0	0	20	20	0	20		0	100.0%
4334 Members' Training	270	100	(170)	1,017	1,100	83	1,200		183	84.8%
4900 Miscellaneous Expenses	0	80	80	187	326	139	406		219	46.1%
Civic Expenses :- Indirect Expenditure	<b>465</b>	<b>740</b>	<b>275</b>	<b>7,699</b>	<b>10,732</b>	<b>3,033</b>	<b>11,922</b>	<b>0</b>	<b>4,223</b>	<b>64.6%</b>
5102 Contrib. to Other Provisions	0	0	0	6,000	6,000	0	6,000		0	100.0%
Civic Expenses :- Other Costs	<b>0</b>	<b>0</b>	<b>0</b>	<b>6,000</b>	<b>6,000</b>	<b>0</b>	<b>6,000</b>	<b>0</b>	<b>0</b>	<b>100.0%</b>
<b>Net Income over Expenditure</b>	<b>(465)</b>	<b>(740)</b>	<b>(275)</b>	<b>(13,687)</b>	<b>(16,720)</b>	<b>(3,033)</b>	<b>(17,910)</b>			
<u>104 Town Promotion</u>										
1303 Other customer/client receipts	0	0	0	3,873	2,810	(1,063)	2,810			137.8%
1304 Donations	0	0	0	960	960	0	960			100.0%
Town Promotion :- Income	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,833</b>	<b>3,770</b>	<b>(1,063)</b>	<b>3,770</b>			<b>128.2%</b>
4102 Property Maintenance	0	0	0	121	0	(121)	0		(121)	0.0%
4121 Rents	0	0	0	0	250	250	250		250	0.0%
4162 Waste Removal	0	0	0	312	312	0	312		0	99.9%
4163 Domestic Supplies	0	0	0	99	99	0	99		0	99.9%

## Detailed Income &amp; Expenditure by Phased Budget Heading 29/02/2024

Month No: 11

## Cost Centre Report

	Current Month Actual	Current Month Budget	Current Month Variance	Year To Date Actual	Year To Date Budget	Year To Date Variance	Total Annual Budget	Committed Expenditure	Funds Available	% Spent
4171 Grounds Maintenance Costs	0	0	0	3,699	5,000	1,301	5,000		1,301	74.0%
4203 Other Transport Costs	141	0	(141)	209	0	(209)	0		(209)	0.0%
4301 Equipment	368	0	(368)	5,751	1,481	(4,270)	1,481		(4,270)	388.3%
4304 Catering & Hospitality	0	0	0	3	0	(3)	0		(3)	0.0%
4306 Printing	0	0	0	396	396	(0)	396		(0)	100.1%
4313 Professional Fees - Other	0	0	0	5,187	4,585	(602)	4,585		(602)	113.1%
4327 Publicity Advertising	0	0	0	1,786	1,786	0	1,786		0	100.0%
4343 Licensing/PRS	0	0	0	252	0	(252)	0		(252)	0.0%
4900 Miscellaneous Expenses	410	0	(410)	1,028	618	(410)	1,118		90	92.0%
Town Promotion :- Indirect Expenditure	<b>919</b>	<b>0</b>	<b>(919)</b>	<b>18,844</b>	<b>14,527</b>	<b>(4,317)</b>	<b>15,027</b>	<b>0</b>	<b>(3,817)</b>	<b>125.4%</b>
5001 Transfers from Reserves	0	0	0	(3,590)	(3,590)	0	(3,590)		0	100.0%
Town Promotion :- Other Costs	<b>0</b>	<b>0</b>	<b>0</b>	<b>(3,590)</b>	<b>(3,590)</b>	<b>0</b>	<b>(3,590)</b>	<b>0</b>	<b>0</b>	<b>100.0%</b>
<b>Net Income over Expenditure</b>	<b>(919)</b>	<b>0</b>	<b>919</b>	<b>(10,421)</b>	<b>(7,167)</b>	<b>3,254</b>	<b>(7,667)</b>			
<u>105 Staycation</u>										
1303 Other customer/client receipts	0	0	0	325	325	0	325			100.0%
Staycation :- Income	<b>0</b>	<b>0</b>	<b>0</b>	<b>325</b>	<b>325</b>	<b>0</b>	<b>325</b>			<b>100.0%</b>
4001 Salaries	0	0	0	33	33	0	33		0	100.0%
4162 Waste Removal	0	0	0	1,454	1,454	(0)	1,454		(0)	100.0%
4313 Professional Fees - Other	0	0	0	2,634	2,634	(0)	2,634		(0)	100.0%
4327 Publicity Advertising	0	0	0	900	900	0	900		0	100.0%

## Detailed Income &amp; Expenditure by Phased Budget Heading 29/02/2024

Month No: 11

## Cost Centre Report

	Current Month Actual	Current Month Budget	Current Month Variance	Year To Date Actual	Year To Date Budget	Year To Date Variance	Total Annual Budget	Committed Expenditure	Funds Available	% Spent
4900 Miscellaneous Expenses	0	0	0	10,580	0	(10,580)	0		(10,580)	0.0%
Staycation :- Indirect Expenditure	<b>0</b>	<b>0</b>	<b>0</b>	<b>15,601</b>	<b>5,021</b>	<b>(10,580)</b>	<b>5,021</b>	<b>0</b>	<b>(10,580)</b>	<b>310.7%</b>
5001 Transfers from Reserves	0	0	0	(10,580)	0	10,580	0		10,580	0.0%
Staycation :- Other Costs	<b>0</b>	<b>0</b>	<b>0</b>	<b>(10,580)</b>	<b>0</b>	<b>10,580</b>	<b>0</b>	<b>0</b>	<b>10,580</b>	
<b>Net Income over Expenditure</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(4,696)</b>	<b>(4,696)</b>	<b>0</b>	<b>(4,696)</b>			
<u>106 Festivals &amp; Markets</u>										
1303 Other customer/client receipts	1,039	400	(639)	19,709	17,944	(1,765)	18,419			107.0%
1304 Donations	0	0	0	2,637	0	(2,637)	0			0.0%
Festivals & Markets :- Income	<b>1,039</b>	<b>400</b>	<b>(639)</b>	<b>22,346</b>	<b>17,944</b>	<b>(4,402)</b>	<b>18,419</b>			<b>121.3%</b>
4001 Salaries	0	0	0	224	890	666	890		666	25.1%
4002 Employer's NIC	0	0	0	0	134	134	134		134	0.0%
4003 Employer's Superannuation	0	0	0	0	164	164	164		164	0.0%
4102 Property Maintenance	0	0	0	9	0	(9)	0		(9)	0.0%
4162 Waste Removal	0	0	0	607	600	(7)	600		(7)	101.2%
4163 Domestic Supplies	0	0	0	24	0	(24)	0		(24)	0.0%
4203 Other Transport Costs	0	0	0	22	0	(22)	0		(22)	0.0%
4301 Equipment	1,004	0	(1,004)	2,351	1,136	(1,215)	1,136		(1,215)	207.0%
4304 Catering & Hospitality	0	0	0	556	187	(369)	187		(369)	297.1%
4305 Clothes, Uniform & Laundry	0	0	0	224	224	0	224		0	99.9%
4306 Printing	0	0	0	0	530	530	530		530	0.0%



## Detailed Income &amp; Expenditure by Phased Budget Heading 29/02/2024

Month No: 11

## Cost Centre Report

	Current Month Actual	Current Month Budget	Current Month Variance	Year To Date Actual	Year To Date Budget	Year To Date Variance	Total Annual Budget	Committed Expenditure	Funds Available	% Spent
4307 Stationery	0	0	0	53	6	(47)	6		(47)	877.3%
4313 Professional Fees - Other	0	0	0	3,671	2,700	(971)	2,700		(971)	135.9%
4327 Publicity Advertising	850	0	(850)	1,730	3,250	1,520	3,250		1,520	53.2%
4343 Licensing/PRS	528	0	(528)	780	600	(180)	600		(180)	130.0%
4900 Miscellaneous Expenses	0	0	0	161	700	539	700		539	23.0%
Festivals & Markets :- Indirect Expenditure	<b>2,382</b>	<b>0</b>	<b>(2,382)</b>	<b>10,411</b>	<b>11,121</b>	<b>710</b>	<b>11,121</b>	<b>0</b>	<b>710</b>	<b>93.6%</b>
<b>Net Income over Expenditure</b>	<b>(1,343)</b>	<b>400</b>	<b>1,743</b>	<b>11,936</b>	<b>6,823</b>	<b>(5,113)</b>	<b>7,298</b>			
<u>108 Christmas Lights</u>										
4102 Property Maintenance	0	0	0	6	0	(6)	0		(6)	0.0%
4313 Professional Fees - Other	0	0	0	43,463	46,016	2,553	46,016		2,553	94.5%
Christmas Lights :- Indirect Expenditure	<b>0</b>	<b>0</b>	<b>0</b>	<b>43,468</b>	<b>46,016</b>	<b>2,548</b>	<b>46,016</b>	<b>0</b>	<b>2,548</b>	<b>94.5%</b>
<b>Net Expenditure</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(43,468)</b>	<b>(46,016)</b>	<b>(2,548)</b>	<b>(46,016)</b>			
<u>109 Coronation Concert</u>										
1303 Other customer/client receipts	0	0	0	13,270	13,270	0	13,270			100.0%
Coronation Concert :- Income	<b>0</b>	<b>0</b>	<b>0</b>	<b>13,270</b>	<b>13,270</b>	<b>0</b>	<b>13,270</b>			<b>100.0%</b>
4111 Energy Costs	0	0	0	1,830	1,830	0	1,830		0	100.0%
4162 Waste Removal	0	0	0	503	503	(0)	503		(0)	100.0%
4301 Equipment	0	0	0	11,279	11,279	0	11,279		0	100.0%
4304 Catering & Hospitality	0	0	0	77	77	(0)	77		(0)	100.1%

## Detailed Income &amp; Expenditure by Phased Budget Heading 29/02/2024

Month No: 11

## Cost Centre Report

	Current Month Actual	Current Month Budget	Current Month Variance	Year To Date Actual	Year To Date Budget	Year To Date Variance	Total Annual Budget	Committed Expenditure	Funds Available	% Spent
4307 Stationery	0	0	0	176	176	0	176		0	100.0%
4313 Professional Fees - Other	0	0	0	9,475	9,475	0	9,475		0	100.0%
4327 Publicity Advertising	0	0	0	100	100	0	100		0	100.0%
Coronation Concert :- Indirect Expenditure	<b>0</b>	<b>0</b>	<b>0</b>	<b>23,440</b>	<b>23,440</b>	<b>0</b>	<b>23,440</b>	<b>0</b>	<b>0</b>	<b>100.0%</b>
5001 Transfers from Reserves	0	0	0	(10,170)	(10,170)	(0)	(10,170)		(0)	100.0%
Coronation Concert :- Other Costs	<b>0</b>	<b>0</b>	<b>0</b>	<b>(10,170)</b>	<b>(10,170)</b>	<b>(0)</b>	<b>(10,170)</b>	<b>0</b>	<b>(0)</b>	<b>100.0%</b>
<b>Net Income over Expenditure</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>			
<b><u>201 BWP Youth &amp; Community Centre</u></b>										
1201 Grants - SCC	1,785	0	(1,785)	13,864	9,394	(4,470)	9,394			147.6%
1202 Grants - WBC	0	0	0	101,185	101,185	0	101,185			100.0%
1204 Grants - Other	0	0	0	0	0	0	1,000			0.0%
1301 Premises Hire Charges	774	400	(374)	8,205	6,425	(1,780)	6,825			120.2%
1303 Other customer/client receipts	0	0	0	30	0	(30)	0			0.0%
1304 Donations	0	0	0	1,407	942	(465)	942			149.4%
BWP Youth & Community Centre :- Income	<b>2,559</b>	<b>400</b>	<b>(2,159)</b>	<b>124,692</b>	<b>117,946</b>	<b>(6,746)</b>	<b>119,346</b>			<b>104.5%</b>
4001 Salaries	14,043	14,200	157	128,150	126,626	(1,524)	140,826		12,676	91.0%
4002 Employer's NIC	1,127	1,370	243	10,233	10,917	684	12,287		2,054	83.3%
4003 Employer's Superannuation	1,724	2,500	776	18,186	20,951	2,765	23,451		5,265	77.5%
4011 Staff Training	467	200	(267)	3,974	3,391	(583)	3,691		(283)	107.7%
4012 Recruitment Advertising	0	100	100	884	948	64	1,048		164	84.4%

## Detailed Income &amp; Expenditure by Phased Budget Heading 29/02/2024

Month No: 11

## Cost Centre Report

	Current Month Actual	Current Month Budget	Current Month Variance	Year To Date Actual	Year To Date Budget	Year To Date Variance	Total Annual Budget	Committed Expenditure	Funds Available	% Spent
4101 Repair/Alteration of Buildings	2,367	0	(2,367)	24,467	2,861	(21,606)	2,861		(21,606)	855.2%
4102 Property Maintenance	449	150	(299)	2,528	2,440	(88)	2,590		62	97.6%
4103 Maintenance Contracts	0	100	100	1,527	1,595	68	1,695		168	90.1%
4111 Energy Costs	1,509	500	(1,009)	6,814	4,157	(2,657)	4,657		(2,157)	146.3%
4131 Rates	0	0	0	1,415	1,415	0	1,415		0	100.0%
4141 Water Services	42	40	(2)	403	391	(12)	431		28	93.4%
4161 Cleaning	0	750	750	7,154	8,250	1,096	9,000		1,846	79.5%
4162 Waste Removal	68	100	32	814	910	96	1,010		196	80.6%
4163 Domestic Supplies	9	30	21	197	302	105	332		135	59.2%
4171 Grounds Maintenance Costs	0	30	30	1,789	1,909	121	1,979		191	90.4%
4201 Public Transport	43	0	(43)	100	39	(61)	80		(20)	125.2%
4202 Car Allowances	153	0	(153)	436	307	(129)	332		(104)	131.3%
4203 Other Transport Costs	0	0	0	68	28	(40)	28		(40)	243.9%
4204 Fuel Costs	131	0	(131)	435	222	(213)	574		139	75.8%
4205 Vehicle Maintenance	150	0	(150)	1,589	640	(949)	1,140		(449)	139.4%
4301 Equipment	942	250	(692)	44,936	48,260	3,324	48,510		3,574	92.6%
4304 Catering & Hospitality	0	250	250	126	2,939	2,813	3,189		3,063	4.0%
4305 Clothes, Uniform & Laundry	0	0	0	235	125	(110)	250		16	93.8%
4307 Stationery	6	250	244	326	1,919	1,593	2,169		1,843	15.0%
4312 Professional Fees - Surveyors	2,500	0	(2,500)	17,000	12,000	(5,000)	12,000		(5,000)	141.7%
4313 Professional Fees - Other	0	0	0	2,546	3,174	628	3,174		628	80.2%
4315 Insurance	0	0	0	572	572	(0)	572		(0)	100.0%
4321 Bank Charges	0	0	0	11	11	0	11		0	100.0%
4323 Telephones	165	100	(65)	1,270	1,071	(199)	1,171		(99)	108.5%

## Detailed Income &amp; Expenditure by Phased Budget Heading 29/02/2024

Month No: 11

## Cost Centre Report

	Current Month Actual	Current Month Budget	Current Month Variance	Year To Date Actual	Year To Date Budget	Year To Date Variance	Total Annual Budget	Committed Expenditure	Funds Available	% Spent
4325 Computing	0	75	75	707	697	(10)	772		65	91.5%
4327 Publicity Advertising	0	0	0	0	0	0	250		250	0.0%
4343 Licensing/PRS	0	0	0	308	0	(308)	0		(308)	0.0%
4900 Miscellaneous Expenses	11	40	30	547	690	143	750		203	73.0%
7100 BWP - Creativity & Arts	78	0	(78)	781	0	(781)	0		(781)	0.0%
7101 BWP - Music	0	0	0	250	0	(250)	0		(250)	0.0%
7102 BWP - Sports & Activities	230	0	(230)	1,222	0	(1,222)	0		(1,222)	0.0%
7103 BWP - Gaming	13	0	(13)	586	0	(586)	0		(586)	0.0%
7104 BWP - Decorations & Lighting	0	0	0	151	0	(151)	0		(151)	0.0%
7105 BWP - Food & Cooking	133	0	(133)	1,471	0	(1,471)	0		(1,471)	0.0%
7200 UKSPF - Creativity & Arts	0	0	0	138	0	(138)	0		(138)	0.0%
7202 UKSPF - Sports & Activities	0	0	0	167	0	(167)	0		(167)	0.0%
7203 UKSPF - Gaming	0	0	0	752	0	(752)	0		(752)	0.0%
7204 UKSPF - Decorations & Lighting	0	0	0	107	0	(107)	0		(107)	0.0%
7205 UKSPF - Food & Cooking	0	0	0	356	0	(356)	0		(356)	0.0%
7300 HAF - Creativity & Arts	6	0	(6)	296	0	(296)	0		(296)	0.0%
7302 HAF - Sports & Activities	0	0	0	2,826	0	(2,826)	0		(2,826)	0.0%
7303 HAF - Gaming	0	0	0	1,827	0	(1,827)	0		(1,827)	0.0%
7305 HAF - Food & Cooking	0	0	0	1,426	0	(1,426)	0		(1,426)	0.0%
BWP Youth & Community Centre :- Indirect Expenditure	<b>26,364</b>	<b>21,035</b>	<b>(5,329)</b>	<b>292,100</b>	<b>259,757</b>	<b>(32,343)</b>	<b>282,245</b>	<b>0</b>	<b>(9,855)</b>	<b>103.5%</b>
5001 Transfers from Reserves	0	0	0	(24,600)	(5,025)	19,575	(5,025)		19,575	489.6%
5101 Contrib. to Premises Provision	0	0	0	2,500	2,500	0	2,500		0	100.0%
BWP Youth & Community Centre :- Other Costs	<b>0</b>	<b>0</b>	<b>0</b>	<b>(22,100)</b>	<b>(2,525)</b>	<b>19,575</b>	<b>(2,525)</b>	<b>0</b>	<b>19,575</b>	<b>875.2%</b>
<b>Net Income over Expenditure</b>	<b>(23,805)</b>	<b>(20,635)</b>	<b>3,170</b>	<b>(145,309)</b>	<b>(139,286)</b>	<b>6,023</b>	<b>(160,374)</b>			

## Detailed Income &amp; Expenditure by Phased Budget Heading 29/02/2024

Month No: 11

## Cost Centre Report

	Current Month Actual	Current Month Budget	Current Month Variance	Year To Date Actual	Year To Date Budget	Year To Date Variance	Total Annual Budget	Committed Expenditure	Funds Available	% Spent
<u>202</u> <u>Pepperpot</u>										
1301 Premises Hire Charges	729	700	(29)	7,727	7,722	(5)	8,422			91.7%
Pepperpot :- Income	<b>729</b>	<b>700</b>	<b>(29)</b>	<b>7,727</b>	<b>7,722</b>	<b>(5)</b>	<b>8,422</b>			<b>91.7%</b>
4102 Property Maintenance	53	100	47	109	417	308	517		408	21.0%
4103 Maintenance Contracts	0	125	125	975	1,375	400	1,500		525	65.0%
4111 Energy Costs	292	215	(77)	1,647	2,365	718	2,600		953	63.4%
4131 Rates	0	0	0	175	175	0	175		0	99.8%
4161 Cleaning	30	310	280	2,813	3,410	597	3,720		907	75.6%
4301 Equipment	0	0	0	0	0	0	600		600	0.0%
4323 Telephones	92	52	(40)	692	572	(120)	624		(68)	110.9%
4343 Licensing/PRS	0	0	0	70	70	0	70		0	100.0%
Pepperpot :- Indirect Expenditure	<b>467</b>	<b>802</b>	<b>335</b>	<b>6,481</b>	<b>8,384</b>	<b>1,903</b>	<b>9,806</b>	<b>0</b>	<b>3,325</b>	<b>66.1%</b>
5101 Contrib. to Premises Provision	0	0	0	2,500	2,500	0	2,500		0	100.0%
Pepperpot :- Other Costs	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,500</b>	<b>2,500</b>	<b>0</b>	<b>2,500</b>	<b>0</b>	<b>0</b>	<b>100.0%</b>
<b>Net Income over Expenditure</b>	<b>262</b>	<b>(102)</b>	<b>(364)</b>	<b>(1,254)</b>	<b>(3,162)</b>	<b>(1,908)</b>	<b>(3,884)</b>			
<u>203</u> <u>The Square</u>										
1302 Rents	11	562	551	9,101	8,787	(314)	9,350			97.3%
1303 Other customer/client receipts	0	0	0	1,351	1,352	1	1,352			100.0%
The Square :- Income	<b>11</b>	<b>562</b>	<b>551</b>	<b>10,453</b>	<b>10,139</b>	<b>(314)</b>	<b>10,702</b>			<b>97.7%</b>
4315 Insurance	0	0	0	1,622	1,622	0	1,622		0	100.0%
The Square :- Indirect Expenditure	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,622</b>	<b>1,622</b>	<b>0</b>	<b>1,622</b>	<b>0</b>	<b>0</b>	<b>100.0%</b>
<b>Net Income over Expenditure</b>	<b>11</b>	<b>562</b>	<b>551</b>	<b>8,831</b>	<b>8,517</b>	<b>(314)</b>	<b>9,080</b>			

## Detailed Income &amp; Expenditure by Phased Budget Heading 29/02/2024

Month No: 11

## Cost Centre Report

	Current Month Actual	Current Month Budget	Current Month Variance	Year To Date Actual	Year To Date Budget	Year To Date Variance	Total Annual Budget	Committed Expenditure	Funds Available	% Spent
<u>204 Allotments</u>										
1303 Other customer/client receipts	0	0	0	2,787	2,830	43	2,830			98.5%
Allotments :- Income	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,787</b>	<b>2,830</b>	<b>43</b>	<b>2,830</b>			<b>98.5%</b>
4102 Property Maintenance	0	0	0	26	26	(0)	326		300	8.0%
4141 Water Services	31	20	(11)	207	215	8	255		48	81.2%
4162 Waste Removal	0	0	0	0	0	0	215		215	0.0%
4171 Grounds Maintenance Costs	0	0	0	1,466	1,466	0	1,966		500	74.6%
4313 Professional Fees - Other	0	0	0	85	85	0	85		0	100.0%
4342 Subscriptions	0	0	0	56	56	0	56		0	99.7%
Allotments :- Indirect Expenditure	<b>31</b>	<b>20</b>	<b>(11)</b>	<b>1,840</b>	<b>1,848</b>	<b>8</b>	<b>2,903</b>	<b>0</b>	<b>1,063</b>	<b>63.4%</b>
<b>Net Income over Expenditure</b>	<b>(31)</b>	<b>(20)</b>	<b>11</b>	<b>947</b>	<b>982</b>	<b>35</b>	<b>(73)</b>			
<u>205 Wilfrid Noyce Community Centre</u>										
1301 Premises Hire Charges	5,068	4,000	(1,068)	48,279	43,824	(4,455)	47,824			101.0%
1303 Other customer/client receipts	0	0	0	53	(120)	(173)	(120)			(43.8%)
Wilfrid Noyce Community Centre :- Income	<b>5,068</b>	<b>4,000</b>	<b>(1,068)</b>	<b>48,332</b>	<b>43,704</b>	<b>(4,628)</b>	<b>47,704</b>			<b>101.3%</b>
4001 Salaries	149	250	102	652	1,338	686	1,588		936	41.0%
4002 Employer's NIC	0	38	38	0	150	150	188		188	0.0%
4003 Employer's Superannuation	0	46	46	0	184	184	230		230	0.0%
4102 Property Maintenance	1,222	300	(922)	6,746	3,502	(3,244)	3,802		(2,944)	177.4%
4103 Maintenance Contracts	375	645	270	8,898	7,095	(1,803)	7,740		(1,158)	115.0%

## Detailed Income &amp; Expenditure by Phased Budget Heading 29/02/2024

Month No: 11

## Cost Centre Report

	Current Month Actual	Current Month Budget	Current Month Variance	Year To Date Actual	Year To Date Budget	Year To Date Variance	Total Annual Budget	Committed Expenditure	Funds Available	% Spent
4111 Energy Costs	1,344	1,060	(284)	7,255	11,660	4,405	12,720		5,465	57.0%
4121 Rents	0	0	0	0	250	250	250		250	0.0%
4131 Rates	0	0	0	1,160	1,160	(0)	1,160		(0)	100.0%
4141 Water Services	126	170	44	1,026	1,349	323	1,519		493	67.5%
4161 Cleaning	30	1,365	1,335	12,619	14,217	1,598	15,582		2,963	81.0%
4162 Waste Removal	90	160	70	1,060	1,316	256	1,476		416	71.8%
4163 Domestic Supplies	28	50	22	247	399	152	449		202	55.1%
4171 Grounds Maintenance Costs	420	0	(420)	615	0	(615)	0		(615)	0.0%
4301 Equipment	0	300	300	7,763	8,613	850	9,313		1,550	83.4%
4313 Professional Fees - Other	0	0	0	1,484	1,484	0	1,484		0	100.0%
4323 Telephones	123	83	(40)	1,031	913	(118)	996		(35)	103.5%
4343 Licensing/PRS	0	0	0	506	650	144	650		144	77.9%
4900 Miscellaneous Expenses	0	100	100	0	400	400	500		500	0.0%
Wilfrid Noyce Community Centre :- Indirect Expenditure	<b>3,906</b>	<b>4,567</b>	<b>661</b>	<b>51,063</b>	<b>54,680</b>	<b>3,617</b>	<b>59,647</b>	<b>0</b>	<b>8,584</b>	<b>85.6%</b>
5101 Contrib. to Premises Provision	0	0	0	2,500	2,500	0	2,500		0	100.0%
Wilfrid Noyce Community Centre :- Other Costs	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,500</b>	<b>2,500</b>	<b>0</b>	<b>2,500</b>	<b>0</b>	<b>0</b>	<b>100.0%</b>
<b>Net Income over Expenditure</b>	<b>1,162</b>	<b>(567)</b>	<b>(1,729)</b>	<b>(5,232)</b>	<b>(13,476)</b>	<b>(8,244)</b>	<b>(14,443)</b>			
<u>206 Bandstand</u>										
1301 Premises Hire Charges	0	0	0	20	0	(20)	0			0.0%
1303 Other customer/client receipts	0	0	0	10	30	20	30			33.3%
Bandstand :- Income	<b>0</b>	<b>0</b>	<b>0</b>	<b>30</b>	<b>30</b>	<b>0</b>	<b>30</b>			<b>100.0%</b>

## Detailed Income &amp; Expenditure by Phased Budget Heading 29/02/2024

Month No: 11

## Cost Centre Report

	Current Month Actual	Current Month Budget	Current Month Variance	Year To Date Actual	Year To Date Budget	Year To Date Variance	Total Annual Budget	Committed Expenditure	Funds Available	% Spent
4102 Property Maintenance	0	50	50	162	362	200	412		250	39.3%
4111 Energy Costs	0	0	0	245	245	0	245		0	100.0%
4301 Equipment	0	0	0	98	98	0	98		0	99.9%
4343 Licensing/PRS	0	0	0	1,182	173	(1,009)	173		(1,009)	683.1%
4900 Miscellaneous Expenses	0	0	0	30	30	0	30		0	100.0%
Bandstand :- Indirect Expenditure	<b>0</b>	<b>50</b>	<b>50</b>	<b>1,717</b>	<b>908</b>	<b>(809)</b>	<b>958</b>	<b>0</b>	<b>(759)</b>	<b>179.2%</b>
<b>Net Income over Expenditure</b>	<b>0</b>	<b>(50)</b>	<b>(50)</b>	<b>(1,687)</b>	<b>(878)</b>	<b>809</b>	<b>(928)</b>			
<u>207 Godalming Museum</u>										
1204 Grants - Other	3,000	0	(3,000)	3,000	0	(3,000)	0			0.0%
1302 Rents	1,706	0	(1,706)	6,825	6,824	(1)	6,824			100.0%
1303 Other customer/client receipts	240	0	(240)	920	920	0	920			100.0%
Godalming Museum :- Income	<b>4,946</b>	<b>0</b>	<b>(4,946)</b>	<b>10,745</b>	<b>7,744</b>	<b>(3,001)</b>	<b>7,744</b>			<b>138.8%</b>
4001 Salaries	4,744	4,184	(560)	47,044	46,027	(1,017)	50,211		3,167	93.7%
4002 Employer's NIC	322	430	108	3,513	4,732	1,219	5,162		1,649	68.1%
4003 Employer's Superannuation	494	740	246	5,410	8,147	2,737	8,887		3,477	60.9%
4011 Staff Training	0	0	0	525	525	0	1,025		500	51.2%
4102 Property Maintenance	78	110	32	4,817	3,597	(1,220)	3,707		(1,110)	129.9%
4103 Maintenance Contracts	0	115	115	963	1,105	142	1,220		257	79.0%
4121 Rents	0	0	0	1,277	1,277	0	1,277		0	100.0%
4202 Car Allowances	0	0	0	0	0	0	160		160	0.0%
4301 Equipment	0	0	0	1,919	158	(1,761)	158		(1,761)	1214.8%



## Detailed Income &amp; Expenditure by Phased Budget Heading 29/02/2024

Month No: 11

## Cost Centre Report

	Current Month Actual	Current Month Budget	Current Month Variance	Year To Date Actual	Year To Date Budget	Year To Date Variance	Total Annual Budget	Committed Expenditure	Funds Available	% Spent
4302 Furniture	0	0	0	357	0	(357)	0		(357)	0.0%
4307 Stationery	0	30	30	0	120	120	150		150	0.0%
4313 Professional Fees - Other	0	0	0	48	0	(48)	0		(48)	0.0%
4315 Insurance	0	0	0	3,500	3,500	0	3,500		0	100.0%
4322 Postage	0	80	80	0	320	320	400		400	0.0%
4323 Telephones	0	15	15	0	60	60	75		75	0.0%
4325 Computing	0	235	235	1,561	2,585	1,024	2,820		1,259	55.3%
4342 Subscriptions	0	0	0	100	0	(100)	3,000		2,900	3.3%
Godalming Museum :- Indirect Expenditure	<b>5,638</b>	<b>5,939</b>	<b>301</b>	<b>71,034</b>	<b>72,153</b>	<b>1,119</b>	<b>81,752</b>	<b>0</b>	<b>10,718</b>	<b>86.9%</b>
<b>Net Income over Expenditure</b>	<b>(691)</b>	<b>(5,939)</b>	<b>(5,248)</b>	<b>(60,289)</b>	<b>(64,409)</b>	<b>(4,120)</b>	<b>(74,008)</b>			
<u>208 Land &amp; Property - Other</u>										
1303 Other customer/client receipts	0	0	0	670	670	0	670			100.0%
Land & Property - Other :- Income	<b>0</b>	<b>0</b>	<b>0</b>	<b>670</b>	<b>670</b>	<b>0</b>	<b>670</b>			<b>100.0%</b>
4102 Property Maintenance	0	325	325	5,130	4,685	(445)	5,010		(120)	102.4%
4103 Maintenance Contracts	0	100	100	0	400	400	500		500	0.0%
4111 Energy Costs	147	110	(37)	1,115	1,060	(55)	1,170		55	95.3%
4121 Rents	0	0	0	168	168	1	168		1	99.7%
4141 Water Services	107	270	163	1,550	2,319	769	2,589		1,039	59.9%
4151 Fixtures & Fittings	0	0	0	0	250	250	250		250	0.0%
4161 Cleaning	1,378	1,470	92	16,997	17,368	371	18,838		1,841	90.2%
4163 Domestic Supplies	0	0	0	1,117	748	(369)	748		(369)	149.4%

## Detailed Income &amp; Expenditure by Phased Budget Heading 29/02/2024

Month No: 11

## Cost Centre Report

	Current Month Actual	Current Month Budget	Current Month Variance	Year To Date Actual	Year To Date Budget	Year To Date Variance	Total Annual Budget	Committed Expenditure	Funds Available	% Spent
4171 Grounds Maintenance Costs	0	400	400	1,558	3,142	1,584	3,742		2,184	41.6%
4301 Equipment	0	0	0	4,264	3,787	(477)	3,787		(477)	112.6%
4315 Insurance	0	0	0	224	224	0	224		0	100.0%
4900 Miscellaneous Expenses	0	150	150	85	835	750	985		900	8.6%
Land & Property - Other :- Indirect Expenditure	<b>1,632</b>	<b>2,825</b>	<b>1,193</b>	<b>32,207</b>	<b>34,986</b>	<b>2,779</b>	<b>38,011</b>	<b>0</b>	<b>5,804</b>	<b>84.7%</b>
5101 Contrib. to Premises Provision	0	0	0	2,500	2,500	0	2,500		0	100.0%
Land & Property - Other :- Other Costs	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,500</b>	<b>2,500</b>	<b>0</b>	<b>2,500</b>	<b>0</b>	<b>0</b>	<b>100.0%</b>
<b>Net Income over Expenditure</b>	<b>(1,632)</b>	<b>(2,825)</b>	<b>(1,193)</b>	<b>(34,037)</b>	<b>(36,816)</b>	<b>(2,779)</b>	<b>(39,841)</b>			
<u>209 Crown Court Conveniences</u>										
4312 Professional Fees - Surveyors	4,750	0	(4,750)	4,750	0	(4,750)	0		(4,750)	0.0%
4313 Professional Fees - Other	1,449	0	(1,449)	3,489	0	(3,489)	0		(3,489)	0.0%
4343 Licensing/PRS	147	0	(147)	147	0	(147)	0		(147)	0.0%
Crown Court Conveniences :- Indirect Expenditure	<b>6,346</b>	<b>0</b>	<b>(6,346)</b>	<b>8,386</b>	<b>0</b>	<b>(8,386)</b>	<b>0</b>	<b>0</b>	<b>(8,386)</b>	
<b>Net Expenditure</b>	<b>(6,346)</b>	<b>0</b>	<b>6,346</b>	<b>(8,386)</b>	<b>0</b>	<b>8,386</b>	<b>0</b>			
<u>301 Cemeteries</u>										
1302 Rents	2,025	1,850	(175)	27,198	26,298	(900)	28,148			96.6%
1303 Other customer/client receipts	1,850	1,130	(720)	19,075	15,970	(3,105)	17,140			111.3%
1401 Interest Received	0	0	0	300	300	(0)	300			100.1%
1700 Interment	6,700	2,375	(4,325)	45,610	35,395	(10,215)	37,765			120.8%

## Detailed Income &amp; Expenditure by Phased Budget Heading 29/02/2024

Month No: 11

## Cost Centre Report

	Current Month Actual	Current Month Budget	Current Month Variance	Year To Date Actual	Year To Date Budget	Year To Date Variance	Total Annual Budget	Committed Expenditure	Funds Available	% Spent
1701 Monument	748	200	(548)	6,214	4,057	(2,157)	4,288			144.9%
1702 Purchase of Grave Space	7,440	4,800	(2,640)	83,770	64,700	(19,070)	69,910			119.8%
Cemeteries :- Income	<b>18,763</b>	<b>10,355</b>	<b>(8,408)</b>	<b>182,167</b>	<b>146,720</b>	<b>(35,447)</b>	<b>157,551</b>			<b>115.6%</b>
4014 Sexton Duties	0	0	0	150	150	0	150		0	100.0%
4015 Grave Digging	5,950	1,130	(4,820)	16,900	15,970	(930)	17,140		240	98.6%
4102 Property Maintenance	92	250	158	18,363	16,940	(1,423)	17,140		(1,223)	107.1%
4103 Maintenance Contracts	0	205	205	1,603	2,203	600	2,508		905	63.9%
4111 Energy Costs	706	500	(206)	7,118	6,785	(333)	7,285		167	97.7%
4131 Rates	0	0	0	1,710	1,710	(0)	1,710		(0)	100.0%
4141 Water Services	18	36	18	401	475	74	511		110	78.4%
4162 Waste Removal	463	500	37	4,527	5,039	512	5,539		1,012	81.7%
4163 Domestic Supplies	26	0	(26)	907	565	(342)	565		(342)	160.6%
4164 Workshop Consumables	540	15	(525)	1,886	348	(1,538)	363		(1,523)	519.6%
4171 Grounds Maintenance Costs	1,156	5,000	3,844	25,870	40,675	14,806	45,675		19,806	56.6%
4172 Memorial Inspection	0	0	0	10	10	(0)	2,010		2,000	0.5%
4202 Car Allowances	0	40	40	0	160	160	220		220	0.0%
4203 Other Transport Costs	457	0	(457)	3,228	0	(3,228)	0		(3,228)	0.0%
4204 Fuel Costs	83	100	17	322	638	316	738		416	43.6%
4205 Vehicle Maintenance	15	250	236	229	1,215	986	1,465		1,236	15.6%
4301 Equipment	2,684	1,000	(1,684)	16,318	13,609	(2,709)	14,609		(1,709)	111.7%
4304 Catering & Hospitality	38	0	(38)	228	72	(156)	72		(156)	316.8%
4305 Clothes, Uniform & Laundry	50	0	(50)	182	132	(50)	132		(50)	137.6%
4307 Stationery	0	0	0	1,299	1,296	(3)	1,296		(3)	100.2%

## Detailed Income &amp; Expenditure by Phased Budget Heading 29/02/2024

Month No: 11

## Cost Centre Report

	Current Month Actual	Current Month Budget	Current Month Variance	Year To Date Actual	Year To Date Budget	Year To Date Variance	Total Annual Budget	Committed Expenditure	Funds Available	% Spent
4311 Professional Fees - Legal	0	0	0	2,723	2,723	0	2,723		0	100.0%
4313 Professional Fees - Other	0	0	0	85	585	500	1,085		1,000	7.8%
4314 Audit Fees	0	0	0	(60)	(60)	0	(60)		0	100.0%
4321 Bank Charges	0	0	0	47	47	1	47		1	98.9%
4324 Broadband	0	20	20	166	226	60	246		80	67.5%
4325 Computing	0	0	0	90	90	0	90		0	100.0%
4326 Website	0	0	0	0	0	0	400		400	0.0%
4327 Publicity Advertising	0	0	0	600	0	(600)	1,150		550	52.2%
4342 Subscriptions	0	0	0	164	0	(164)	0		(164)	0.0%
4900 Miscellaneous Expenses	0	30	30	0	120	120	190		190	0.0%
Cemeteries :- Indirect Expenditure	<b>12,277</b>	<b>9,076</b>	<b>(3,201)</b>	<b>105,065</b>	<b>111,723</b>	<b>6,658</b>	<b>124,999</b>	<b>0</b>	<b>19,934</b>	<b>84.1%</b>
<b>Net Income over Expenditure</b>	<b>6,486</b>	<b>1,279</b>	<b>(5,207)</b>	<b>77,102</b>	<b>34,997</b>	<b>(42,105)</b>	<b>32,552</b>			
<u>414 Mayors Charity 2023 - A Duce</u>										
1303 Other customer/client receipts	0	0	0	870	0	(870)	0			0.0%
1304 Donations	80	0	(80)	515	0	(515)	0			0.0%
Mayors Charity 2023 - A Duce :- Income	<b>80</b>	<b>0</b>	<b>(80)</b>	<b>1,385</b>	<b>0</b>	<b>(1,385)</b>	<b>0</b>			
4304 Catering & Hospitality	0	0	0	305	0	(305)	0		(305)	0.0%
4343 Licensing/PRS	0	0	0	21	0	(21)	0		(21)	0.0%
Mayors Charity 2023 - A Duce :- Indirect Expenditure	<b>0</b>	<b>0</b>	<b>0</b>	<b>326</b>	<b>0</b>	<b>(326)</b>	<b>0</b>	<b>0</b>	<b>(326)</b>	
<b>Net Income over Expenditure</b>	<b>80</b>	<b>0</b>	<b>(80)</b>	<b>1,060</b>	<b>0</b>	<b>(1,060)</b>	<b>0</b>			

## Detailed Income &amp; Expenditure by Phased Budget Heading 29/02/2024

Month No: 11

## Cost Centre Report

	Current Month Actual	Current Month Budget	Current Month Variance	Year To Date Actual	Year To Date Budget	Year To Date Variance	Total Annual Budget	Committed Expenditure	Funds Available	% Spent
<u>415 Mayors Charity 2022 - Faraday</u>										
1303 Other customer/client receipts	0	0	0	105	0	(105)	0			0.0%
1304 Donations	0	0	0	94	0	(94)	0			0.0%
Mayors Charity 2022 - Faraday :- Income	<b>0</b>	<b>0</b>	<b>0</b>	<b>199</b>	<b>0</b>	<b>(199)</b>	<b>0</b>			
4900 Miscellaneous Expenses	0	0	0	2,043	0	(2,043)	0		(2,043)	0.0%
Mayors Charity 2022 - Faraday :- Indirect Expenditure	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,043</b>	<b>0</b>	<b>(2,043)</b>	<b>0</b>	<b>0</b>	<b>(2,043)</b>	
5001 Transfers from Reserves	0	0	0	(1,844)	0	1,844	0		1,844	0.0%
Mayors Charity 2022 - Faraday :- Other Costs	<b>0</b>	<b>0</b>	<b>0</b>	<b>(1,844)</b>	<b>0</b>	<b>1,844</b>	<b>0</b>	<b>0</b>	<b>1,844</b>	
<b>Net Income over Expenditure</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>			
<u>416 Community Store</u>										
1304 Donations	535	0	(535)	6,585	0	(6,585)	0			0.0%
Community Store :- Income	<b>535</b>	<b>0</b>	<b>(535)</b>	<b>6,585</b>	<b>0</b>	<b>(6,585)</b>	<b>0</b>			
4102 Property Maintenance	123	0	(123)	219	0	(219)	0		(219)	0.0%
4103 Maintenance Contracts	0	0	0	61	0	(61)	0		(61)	0.0%
4162 Waste Removal	0	0	0	187	0	(187)	0		(187)	0.0%
4301 Equipment	0	0	0	126	0	(126)	0		(126)	0.0%
4900 Miscellaneous Expenses	613	0	(613)	5,579	0	(5,579)	0		(5,579)	0.0%
Community Store :- Indirect Expenditure	<b>735</b>	<b>0</b>	<b>(735)</b>	<b>6,173</b>	<b>0</b>	<b>(6,173)</b>	<b>0</b>	<b>0</b>	<b>(6,173)</b>	
<b>Net Income over Expenditure</b>	<b>(200)</b>	<b>0</b>	<b>200</b>	<b>412</b>	<b>0</b>	<b>(412)</b>	<b>0</b>			

## Detailed Income &amp; Expenditure by Phased Budget Heading 29/02/2024

Month No: 11

## Cost Centre Report

	Current Month Actual	Current Month Budget	Current Month Variance	Year To Date Actual	Year To Date Budget	Year To Date Variance	Total Annual Budget	Committed Expenditure	Funds Available	% Spent
Grand Totals:- Income	44,078	18,217	(25,861)	1,869,237	1,784,147	(85,090)	1,804,316			103.6%
Expenditure	111,556	97,284	(14,272)	1,686,931	1,688,821	1,890	1,798,896	0	111,965	93.8%
<b>Net Income over Expenditure</b>	<b>(67,478)</b>	<b>(79,067)</b>	<b>(11,589)</b>	<b>182,306</b>	<b>95,326</b>	<b>(86,980)</b>	<b>5,420</b>			
<b>Movement to/(from) Gen Reserve</b>	<b>(67,478)</b>			<b>182,306</b>						

DRAFT

# Waverley's Thriving and Green Economy

Our Economic Development Strategy

January 2024



# Contents

	Foreword .....	3
1.	How Do We Define ‘Economic Development’? .....	4
2.	Our Ambition.....	5
3.	Our Delivery Strategy .....	6
4.	Turbocharging Our Small Business Economy.....	8
5.	Harnessing the Green Industrial Revolution .....	11
6.	Refining Our High Streets.....	15
7.	Improving our Commercial Space Offer.....	20
8.	Valuing Our People and Foundational Economy.....	24
9.	Enhancing Our Physical and Digital Infrastructure .....	28
10.	Delivering a Step Change.....	33

## Annexes

- Appendix 1** Economic Development Action Plan
- Appendix 2** Evidence Base





# Foreword

Our borough is one of the best places in the country to locate a business. We offer the connectivity, infrastructure and talent associated with our more 'urban' neighbours set within stunning open countryside scattered with picturesque market towns and villages, and with excellent transport links to the South East, including London, Brighton, and Portsmouth.

We are also highly dynamic and proactive. We understand that to thrive we need to work closely with our local businesses and continue to invest in sustainable and inclusive development and infrastructure across the borough. We work collaboratively with our private and public sector partners and are making high-impact investments across Waverley ranging from high street acquisitions to the Brightwells Yard regeneration scheme in Farnham and supporting delivery of the new Dunsfold Park Garden Village near Cranleigh.

We are on a mission to attract more sustainable businesses and entrepreneurs to live and work in Waverley. We offer the work life balance that many people are looking for with high quality housing, excellent educational establishments, access to outstanding green spaces, with a strong council commitment to protecting and enhancing our environment.

Our new emerging local development plan will seek to accommodate energy efficient and exceptional residential and commercial sites across the borough supported by high-speed digital infrastructure and a low carbon, resource efficient and socially inclusive economy.

This *Economic Development Strategy and Action Plan*, which I am delighted to introduce, will help us to make these necessary changes. It will enable us to harness our economic strengths and opportunities, while also addressing any weaknesses and threats. It also demonstrates that we are 'pro-business' and have a clear, ambitious and deliverable plan to make our borough more attractive to investors.

We are also determined that our future economy will be forward thinking and bold – we want it to be environmentally sustainable, productive and inclusive. Drawing inspiration from cutting-edge concepts like Kate Raworth's *Doughnut Economics*, we understand that there are environmental and social limits to growth so have put sustainability and equity at the heart of this strategy.

We look forward to collaborating with colleagues and partners on this important work and I am certain that together we can create positive outcomes for our residents, our economy, and our environment.

## **Cllr Liz Townsend BEM**

*Portfolio Holder Planning, Regeneration and Economic Development*

*Waverley Borough Council*



# 1 How Do We Define 'Economic Development'?

Economic development is traditionally defined as a broad set of activities that bring local partners together to generate wealth and improve livelihoods by stimulating the economy of an area through the use of resources, powers, and influence.

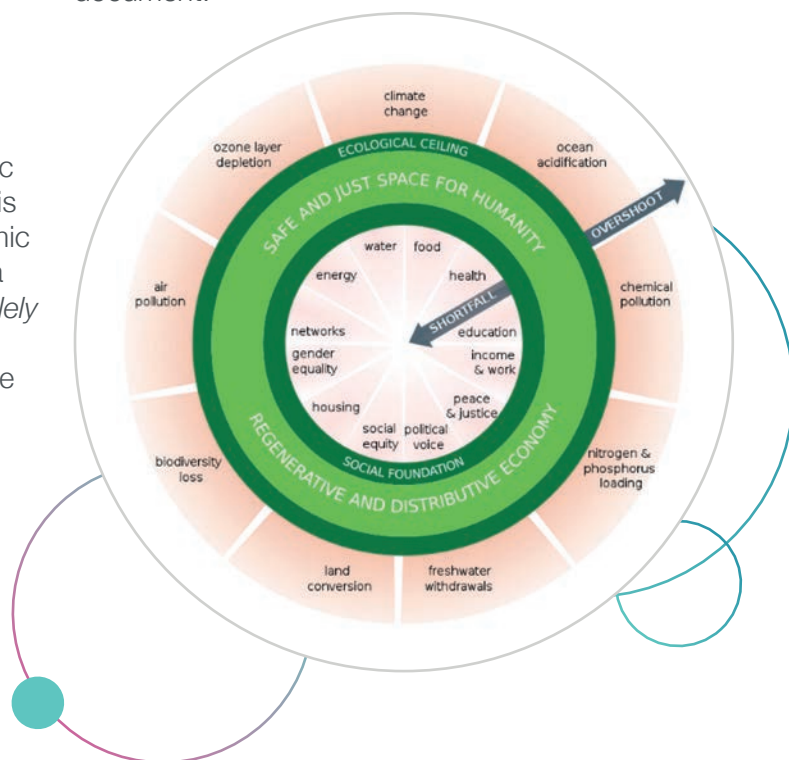
There are a range of metrics to track economic development, but it has typically been measured using Gross Value Added (GVA) which refers to the value generated in an area by businesses and organisations engaged in the production of goods and services and Gross Domestic Product (GDP) which is used to measure the size of a country's economy.

We recognise that economic growth does not always translate to improved livelihoods for *all*, and can lead to unintended economic, social and environmental consequences. For example, some of the most economically productive towns and cities across the country suffer from high levels of inequality, deprivation, congestion and air pollution which are, in part, linked to their economic success.

This tension has led to the rise in alternative approaches in economic development. One of the most influential of these is '*Doughnut Economics*' which is an approach to economic development pioneered by [Kate Raworth](#). This seeks to create a sustainable and just economic system for the 21st century based on the idea that the economy should not be measured *solely* by GDP metrics, but also by its ability to meet the needs of all people whilst staying within the ecological boundaries of the planet.

The approach is represented by a doughnut-shaped model, which shows the minimum and maximum social and ecological thresholds that a thriving society should not fall below or exceed. The inner circle represents the minimum social foundation, which includes basic needs such as food, water, housing, and healthcare. The outer circle represents ecological limits of the planet, such as biodiversity loss, climate change, and pollution. The goal is to create a sustainable economy that operates within the space between the two rings, in the "*safe and just space for humanity*". In practical terms, doughnut economics encourages a shift from a traditional growth-based economic model to one that places equal credence on the wellbeing of people and the planet. This can be achieved by implementing policies that promote social justice, environmental sustainability, and economic democracy.

We consider these principles as fundamental to our definition of economic development, and have sought to reflect these throughout this document.



## 2 Our Ambition

This document sets out our ten-year *Economic Development Strategy* for Waverley. 'We' are the businesses, anchor institutions and organisations that have a stake in our local economy and have been involved in the creation of this plan.

Following detailed analysis of our economic position, and extensive and wide-ranging discussions between partners, we have agreed that our collective ambition is to drive more businesses to our borough by promoting it as one of the best rural areas in the South East to locate and expand a small or startup enterprise.

We recognise that, as a society, we face major challenges around climate change, environmental degradation, and inequality alongside population growth. We want to ensure that our economy does not exacerbate and wherever possible tackles these issues.

We will work closely with our partners to achieve our ambition and have captured this in our vision for our future economy:

### OUR VISION

*We will work proactively together to attract small and startup businesses to locate in Waverley to help stimulate a more **thriving** and **green** local economy.*

*Through our active and meaningful interventions our economy will be more environmentally sustainable, productive and inclusive than ever before.*

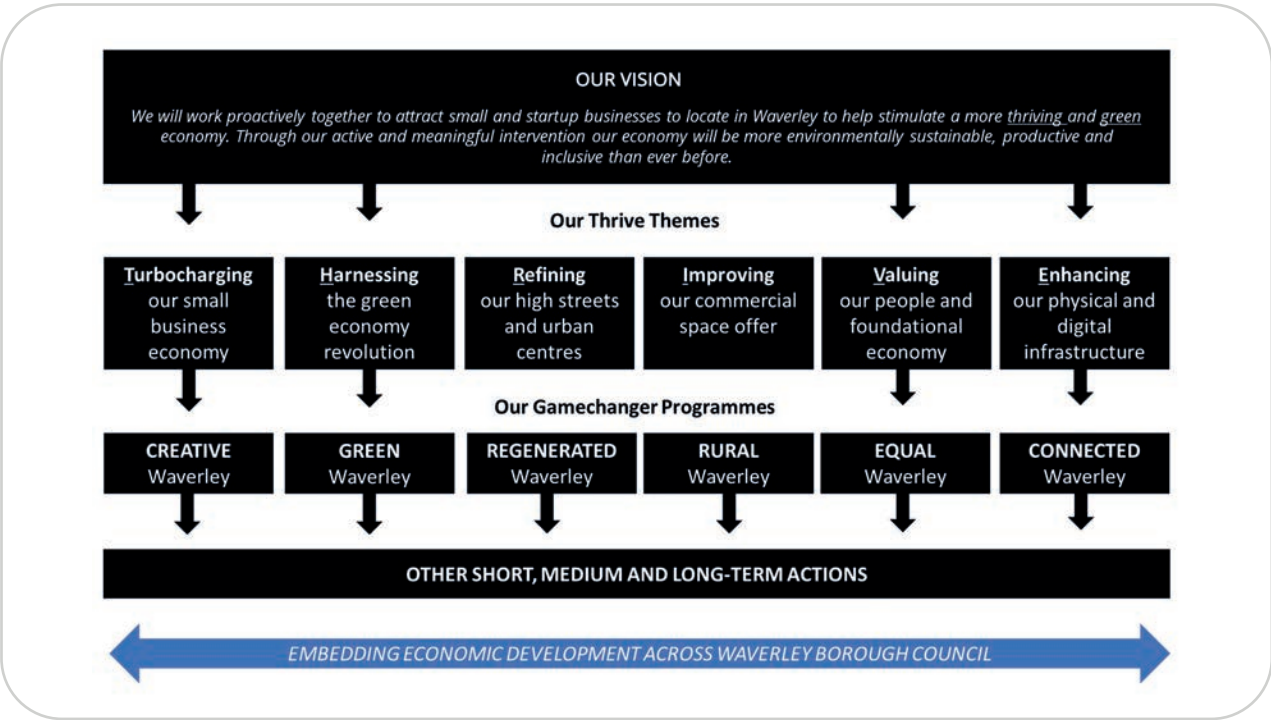
We will embed our vision in the way that we work across our organisation and in how we work with our partners. We aim to build on the borough's existing strengths which already place Waverley in a strong, competitive position:

- We have a Council with a Corporate Strategy that outlines a strong commitment and a history of delivering for our residents, our businesses, and our environment.

- Rather than a single city focus, we have four main historic and picturesque settlements with high quality housing and vibrant high streets that spread economic development opportunities throughout the borough.
- We have access to some of the highest-quality natural assets in the country including extensive areas designated as National Landscape in recognition of their outstanding natural beauty.
- Our resident workforce is exceptionally talented and highly skilled, and we are home to an affluent customer base.
- We benefit from having a diverse and outstanding range of cultural, creative and leisure assets attracting both residents and high visitor numbers.
- Our location is strategically positioned at the centre of the South East Region with easy access to London and major transport routes.
- We benefit from a range of exceptional educational organisations including the thriving and innovative University for Creative Arts, and the University of Surrey which is also in close proximity.
- We have the highest proportion of residents in professional, scientific, and technical occupations. compared to neighbouring boroughs.
- We have a thriving rural economy covering a broad range of sectors including agriculture, manufacturing, construction, and defence.

We want to be recognised for doing things 'differently' and for trying new approaches to deliver positive, sustainable economic development and thriving communities.

Figure 1.1 Our Strategy Structure



### 3 Our Delivery Strategy

To deliver our vision we will focus on six **THRIVE** themes which will harness the borough's unique qualities and draw upon the principles of *Doughnut Economics*. These themes reflect our ambition to deliver positive economic, social and environmental outcomes for our borough:

#### 3.1 Thrive Themes

This provides an outline of the Thrive themes which are covered later in more detail in this document.

- **Turbocharging** our small business economy: Supporting existing business to prosper and attracting small business and startups to our borough.
- **Harnessing** the green economy revolution: Mitigating the environmental impacts of existing businesses and stimulating the growth of our low-carbon economy.
- **Refining** our high streets and urban centres: Supporting our town centres to evolve and remain resilient in the face of significant macro-economic pressures.

- **Improving** our commercial space offer: Reversing our decrease in commercial floorspace and enhancing our offer to attract sustainable, modern and productive businesses.
- **Valuing** our people and foundational economy: Ensuring all our residents can benefit from our economic success and supporting sectors that underpin our day-to-day needs.
- **Enhancing** our physical and digital infrastructure: Enhancing infrastructure to improve the attractiveness of our borough to businesses and residents.

Some of these themes capture work we are already focusing on, but we have also defined one new gamechanger programme per theme that we believe will make a significant difference to our economy. These highly ambitious programmes are supported by an Action Plan and reflect our determination to be greener, bolder and more impactful than we have been in the past.



### 3.2 Gamechanger Programmes

Linked to each of our six THRIVE Themes are six new Gamechanger Programmes which are outlined below and covered in more detail in Sections 4-9:

- **Green Waverley:** Positioning Waverley as the go-to place for “green” businesses. This programme supports our business base to become one of the greenest and most environmentally sustainable in the country. It will involve signposting businesses in our area to grant and loan funding to enable investment in training, tools, equipment, materials and retrofitting activities that help dramatically improve their long-term environmental performance. We will work to build a green peer-to-peer network which will nurture a green cluster and offer consultancy vouchers to businesses to provide them with access to specialist and tailored support that will help them decarbonise their operations and improve the environmental sustainability of their supply chains.
  - Links to ‘*Harnessing the green economy revolution*’ theme.
- **Creative Waverley:** This programme will elevate our already 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.
  - Links to the ‘*Turbocharging our small business economy*’ theme.
- **Regenerated Waverley:** This programme will involve working with town and parish councils to develop highly ambitious Place Strategies for our Godalming, Farnham, Haslemere and Cranleigh centres. Each plan will identify short, medium and long-term interventions to improve the economic, social and environmental functioning of each centre.
  - Links to the ‘*Refining our high streets and urban centres*’ theme.
- **Rural Waverley:** This programme focuses on re-invigorating and re-imagining our rural areas as places where small clusters of sensitive and sustainable business activity can thrive, including food production and land based businesses. It will involve the protection and retention of existing rural employment space in accordance with planning policy, whilst encouraging the appropriate delivery of high quality rural business hubs. 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.
  - Links to the ‘*Improving our commercial space offer*’ theme.
- **Equal Waverley:** This programme will focus on providing our residents with access to the training skills, and opportunities they need to benefit from a thriving green economy. It will involve working with local partners to actively support unemployed residents, focusing on individualised 1-1 coaching to help them enter the labour market. The focus will be on supporting them to become ‘job ready’, whilst helping to reduce the ‘barriers’ some face in accessing employment –primarily relating to training, transport, uniforms and equipment.
  - Links to the ‘*Valuing our people and foundational economy*’ theme.
- **Connected Waverley:** This programme will support our area to become one of the most digitally connected rural areas in the country. This is critical to building thriving businesses and communities. It will involve the delivery of a package of complementary interventions in collaboration with key partner organisations to enhance both the speed and reliability of digital connectivity across the borough.
  - Links to the ‘*Enhancing our physical and digital infrastructure*’ theme.

## 4 Turbocharging Our Small Business Economy

### 4.1 Why is action needed?

We have an important economy made up of around 8,000 businesses employing 52,000 people, but unlike some of our neighbours and most other parts of the South East we have experienced a loss of around 3,000 jobs over the past five years putting us at risk of becoming a ‘dormitory borough’<sup>1</sup> which can suffer from:

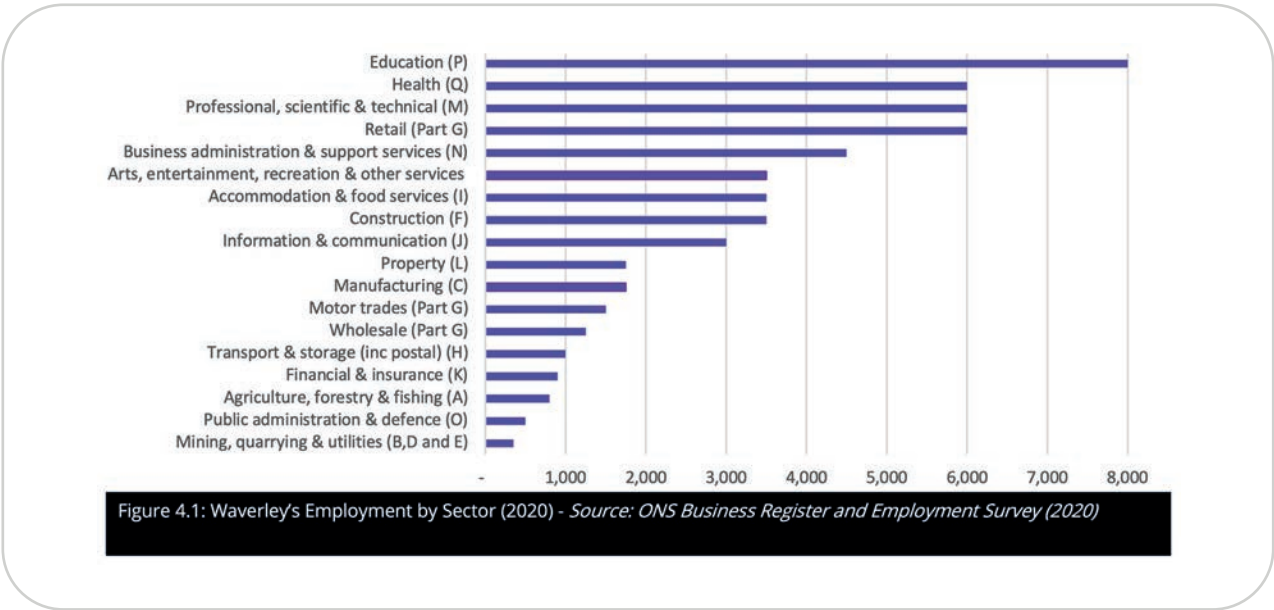
- Lower day-time expenditure in town centres from employees, customers and clients.
- High traffic, congestion and air pollution at peak times as people have to travel further afield.
- Increasing inequality as those unable or unwilling to commute are more likely to be ‘left behind’.
- Greater reliance on global supply chains and the environmental degradation this creates.
- Fewer options and opportunities for social mobility.
- Less resilience to economic shocks due to a lack of economic diversity.
- A lack of vibrancy and interest – the essence of successful ‘places’.

- Lower levels of social capital and weaker civil society.
- Brain drain of young educated people to places with ‘better’ jobs.
- Smaller business rate bases to support local services.

This decline in employment has been driven by the contraction of our private sector, most notably within the Professional, Scientific and Technical and Business Administration sectors. This is a concern as our Gross Value Added (GVA) has historically been lower than many of our neighbours in both absolute and relational terms, and job losses across our private sector have compounded this:

- Our absolute GVA is £3.3bn which is less than many of our neighbours, including Horsham (£3.4bn), Chichester (£3.4bn), the Mole Valley (£4bn), Guildford (£5.3bn) and Rushmoor (£6.2bn).
- Our relational GVA, measured by GVA per capita, is £31k versus £32k in Rushmoor, £37k in Guildford and £41k in the Mole Valley.<sup>2</sup>

**Figure 4.1: Waverley’s Employment by Sector (2020) - Source: ONS Business Register and Employment Survey (2020)**



<sup>1</sup> ONS Business Register and Employment Survey (2020).  
<sup>2</sup> ONS UK Small Area Gross Value Added (GVA) Estimates (2020).

These figures also link to our sector mix which is overly reliant on service-based sectors that meet the day-to-day needs of our residents. While these are essential to the functioning of our urban and rural settlements, they are not as productive as knowledge and production-based industries and provide fewer well-paid jobs for local people.

We have also seen a year-on-year decline in business births over the past five years representing a shift in our entrepreneurial position. In three of the last five years, we have experienced more business deaths than births which is reflected in our five-year business survival rate which is lower than nearly all our neighbours <sup>3</sup>.

## 4.2 How will we respond?

We will respond to this by focusing our energies on supporting entrepreneurs and micro and small enterprises (MSEs) to relocate and/or set up locally. We are focusing on this group because over 98% of our businesses fit these criteria and because our borough is exceptionally well-placed to host and attract businesses of this scale. Smaller businesses are also often more environmentally sustainable, as they tend to have local supply chains and are more likely to employ local people.

Within this group we will focus on businesses that have a growth mindset and undertake knowledge or production-based activities – this is because they will provide ‘good’ jobs for our residents. Sectors that present the greatest opportunities for our future economic success include the Digital, Creative, Professional, Health, Manufacturing and Construction sectors as they are growing and/or already have some presence locally. The Low Carbon sector also presents opportunities and this is addressed in the next theme on the Green Industrial Revolution.

We will work together to create both local and regional clusters of businesses in these sectors to boost productivity and generate agglomeration effects. Those that also present a regional opportunity, and will therefore benefit from additional targeted support from Surrey

County Council, include niche sub-sectors such as Video Gaming, Immersive Technology, Professional Services, Health, Film and Television Production.

To do this, we will work together to create a new ‘place brand’ for Waverley based on our unique selling points. We will use this to actively market our borough to entrepreneurs, small businesses and investors in our priority sectors. Using existing platforms as a basis (e.g. Invest in Surrey) we will undertake proactive inward investment promotion to communicate our ‘place brand’ and direct interested parties to local opportunities.

We will also work tirelessly to make sure that businesses and entrepreneurs that locate and/or startup in our borough are (a) aware of the different types of support provided by our partners, and (b) can access responsive and targeted support programmes commissioned by us. This will involve even closer engagement with the business community to raise awareness and build new connections between officers and businesses.

## 4.3 What is our gamechanger programme?

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.

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

<sup>3</sup> ONS Business Demography (2020).

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.

We will also liaise with and feed into UCA and Surrey County Council's emerging Createch Cluster ambitions. Working collectively will raise the scale of ambition of our borough projects and initiatives and support inward investment and grant funding applications.

4.4 What other actions will we pursue?

We will pursue a wide range of other short, medium and long-term actions that align with our mission and context as identified in our Action Plan. Three high-impact examples include:

- Work with Guildford Borough Council to undertake an audit of the business support offer provided by both boroughs and use this as a basis to co-commission targeted services for businesses within our priority sectors.

- Engage with other boroughs that have implemented similar programmes to explore any lessons learned from their experience.
- 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 one of the best rural areas in the South East to locate a small business or to set up a new enterprise.
- Our options range from placing advertisements in sector-specific publications to targeted social media campaigns.
- Actively signpost 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 the Creative Arts Innovation Hub (UCAiHUB) and The Government's Innovate UK.

4.4.1 Our Indicators of Success

Indicator	Baseline Position	Five Year Target	Ten Year Target
Number of Jobs	52,000 (2021) <sup>4</sup>	55,000	60,000
Number of Businesses	8,000 (2021) <sup>5</sup>	9,000	10,000
Number of Business Births P/A	800 (2020) <sup>6</sup>	1,000	1,200
GVA Per Capita	£31k (2020) <sup>7</sup>	£35k	£40k

<sup>4</sup> ONS Business Register and Employment Survey (2021).  
<sup>5</sup> ONS Business Register and Employment Survey (2021).  
<sup>6</sup> ONS Business Demography (2020).  
<sup>7</sup> ONS UK Small Area Gross Value Added (GVA) Estimates (2020).





## 5 Harnessing the Green Industrial Revolution

As a Council we declared a Climate Emergency in September 2019 and committed the organisation to become a carbon neutral council by 2030. Global temperatures are increasing which is having significant economic, social, and environmental impacts from a global to local level. Our borough specifically is facing challenges related to wildfires, heatwaves, droughts and flooding. We have published the *Waverley Climate Change and Sustainability Strategy* (2020-2030) and *Waverley Carbon Neutrality Action Plan* (2020-2030) which set out the actions we will take to mitigate and adapt to these challenges locally.

From an economic development perspective, we need to make our economy cleaner and greener than ever before. On one hand, we need to work with businesses in our area to reduce their environmental impacts by supporting them

and adopt new practices and technologies that reduce emissions. This is because economic activity in our borough, excluding transport, currently contributes over 50kt of carbon dioxide (CO<sub>2</sub>) to the atmosphere each year <sup>8</sup>.

On the other hand, we need to grasp opportunities presented by emerging low carbon sectors as these have the potential to not only provide 'good' jobs but also tackle the climate crisis. Recent evidence indicates that the country's low carbon economy could grow by +11% per annum between 2015-2030, which is four times faster than the rest of the economy is expected to grow <sup>9</sup>.

The Government identify the following sectors as presenting the main opportunities for a Green Industrial Revolution <sup>10</sup>:

Sector	New Jobs Created	By Year
offshore wind	60,000	2030
low carbon hydrogen	8,000	2030
delivering new and advanced nuclear power	10,000	per each new nuclear plant
zero emission vehicles	40,000	2030
green public transport/active travel	3,000	2025
jet zero and green ships	5,200	2030
greener buildings	50,000	2030
carbon capture, usage and storage	50,000	2030
flood defences	20,000	2027
green finance	'hundreds of thousands'	2030

<sup>8</sup> Waverley Climate Change and Sustainability Strategy (2020-2030).

<sup>9</sup> Enterprise M3 Strategic Economic Plan (2018-2030).

<sup>10</sup> HM Government 10 Point Plan for a Green Industrial Revolution (2020).

Given our geographical characteristics and current sector mix, some of these do not present major opportunities for our borough, however, those opportunities related to greener buildings, public transport and active travel would appear the most accessible.

The major challenge to unlocking these opportunities locally, however, is that our population does not currently have the appropriate skills to support a green transition as highlighted in Enterprise M3's *Local Skills Report and Action Plan* (2022). The skills we require range from heat pump and solar panel installers through to machine learning experts and data analysts. This is a national issue as the figures below illustrate:

- The Government project that the construction sector will need 350,000 people to be re-trained or trained to retrofit buildings.
- Make UK estimate that a large proportion of the 1.2m additional jobs expected to be created in the manufacturing sector by 2050 will require green skills.
- The Chartered Institute of Waste Management estimate that the sector will require 300,000 new employees with green skills and 150,000 to be reskilled.



## 5.1 How will we respond?

We will respond to this context by putting core principles at the forefront of our approach. We understand that there are environmental and social limits to growth and will act responsibly, reflecting the principles underpinning the theory of doughnut economics.

We will achieve this by mitigating the environmental impacts of existing economic activity in our borough - this will involve directing our existing and new businesses to national, regional and local services that will support them to decarbonise their operations and supply chains. We will work together to identify and fill any gaps in the offer, particularly in relation to funding and advice, and to ensure as many businesses as possible in our borough are supported to improve their environmental performance.

We will also harness the opportunities presented by the Green Industrial Revolution by supporting businesses undertaking low carbon activities to set up, grow and scale within our borough. This will again involve directing businesses to support offered by partners, but we will also work with Guildford Borough Council to directly provide intensive support for businesses in green sectors. We will prioritise businesses undertaking activities related to sustainable food production, greener buildings, sustainable travel and renewable energy as we believe that they present strong opportunities for our borough.

To complement this, we will use our role as an anchor institution to bring forward projects that deliver net zero ambitions *and* support the development of our green economy. As set out below, we will collectively use our spending power to create the demand needed to support these sectors to thrive locally and create a short, medium and long-term pipeline of green work across the district.

### Focus On: Waverley Borough Council's Sustainability Investments

- Delivering energy efficiency improvements to all council assets and leisure centres.
- Bringing forward the new Cranleigh Leisure Centre to a Passivhaus standard.
- Introducing new Electric Vehicle charging points, particularly in council-owned car parks.
- Developing and implementing the local cycling and walking infrastructure plans (LCWIP) for a network of routes across Waverley.
- Delivering new solar panels on council-owned car parks.
- Investigating and implementing renewable and community energy projects, including the potential for micro-hydro electricity generation on rivers.
- Ensuring that all new council homes are carbon neutral in operation.
- Working with partners to facilitate the retrofitting of our housing stock to be carbon neutral in operation.
- Reviewing the council's waste contract to explore opportunities to reduce emissions.

To ensure these projects deliver positive local economic impacts we will continue to ensure our newly agreed procurement practices encourage expenditure with local businesses and/or organisations that employ local people. We will undertake proactive supplier development programmes as part of this, to help local businesses better understand the type of green services we collectively require over the next few years and how to access the training they require to provide these. This will involve providing new web pages, similar to those provided for Greater Manchester, to signpost businesses to the different options available to them.

To support this activity we will also work with our training providers (e.g. Waverley Training Services, Godalming College, University for the Creative Arts etc) to highlight the need to offer the right courses and programmes to support our economic transition. This will involve ensuring the availability of training targeted at the next generation of green talent, but also offering courses that allow businesses to 'grow their own' and upskill members of their existing workforce. This will be undertaken closely with our supplier development programmes to make sure businesses have the skills we need locally to deliver sustainable projects coming forward.



### 5.2 What is our gamechanger programme?

We will create a new programme ('Green Waverley') to help our business base to become one of the greenest and most environmentally sustainable in the South East. At its core this will position Waverley as the go-to place for green business - this will involve building a peer-to-peer green network and signposting to grant and loan funding for businesses in our area 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.

We will also offer consultancy vouchers to businesses to provide them with access to specialist and tailored support that 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. As part of this we will encourage and link up our business base with the B-Corp movement, and ensure our consultancy offer supports as many businesses as possible to become accredited B-corps through changing the way they do business.

### 5.3 What other actions will we pursue?

We will pursue a wide range of other short, medium and long-term actions that align with our

mission and context as identified in our Action Plan. Four high-impact examples include:

- 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 in the 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.
- Develop a costed long-term pipeline of green infrastructure investments that the council and its partners expect to procure over the short and medium-term 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 enables them to provide low-carbon services.
- Support Waverley's businesses to re-skill and up-skill their employees with relevant green skills.
- This could involve directing local businesses to relevant courses provided by local skills providers; Collaborating with Waverley Training Services, Godalming College, University for the Creative Arts and other local providers to ensure that they provide the right range of courses to support learners of all ages to develop the skills they need to participate in the low carbon economy.
- This will involve undertaking an audit of the existing offer alongside analysis of local skills demand.

#### 5.3.1 Our Indicators of Success

Indicator	Baseline Position	Five Year Target	Ten Year Target
Number of low-carbon businesses	N/A	250	500
Number of businesses accessing grant and loan funding to improve their long-term environmental performance	N/A	500	1000

## 6 Refining Our High Streets

### 6.1 Why is action needed?

We have four valued and historic urban centres that are anchored by a wide range of retail, leisure, cultural, and heritage assets:

Farnham was granted the acclaimed World Craft Town status in 2020. A thriving and historic market town located in the Surrey Hills and well known for its attractive Georgian streets, it is home to the University for the Creative Arts, Farnham Maltings centre for creativity, as well as the Craft Study Centre and The New Ashgate Gallery. The town has a museum located in an elegant Georgian town house, as well as a magnificent deer park and castle. It is home to both world-renowned craft artists and to the next generation of emerging makers with craft continuing to sit at the heart of Farnham's distinctiveness.

Godalming is an ancient and picturesque market and coaching town situated on the River Wey with waterside meadows and a busy wharf popular with canal boats. Originally the heart of a thriving woollen industry, the town attracts many visitors to its historic centre, with independent shops, a weekly market and attractive architecture. It is home to Waverley Borough Council's headquarters, the Godalming Museum which celebrates the work of garden designer Gertrude Jekyll and one of its most famous landmarks is 'The Pepperpot' a distinctive octagonal building that was Godalming's old town hall. It was the first town in the world to have a public electricity supply.

Haslemere, situated on the borders of Hampshire and West Sussex, is an historic market town located in the Surrey Hills National Landscape with attractive timbered and tilehung houses and cottages. Its popular educational museum

has an extensive collection of natural history specimens and human history artefacts. Swan Barn Farm, a quiet retreat of woodland and pasture is only 30 seconds from Haslemere High Street and is located on the route of the 64 mile Serpent Trail. It is also colloquially known as the 'Gateway to the South Downs'.

Cranleigh, often claimed to be the largest village in England is set at the foot of the Surrey Hills and has a distinctive line of Norway maple trees which line an extensive common that extends along the majority of the busy High Street. It is home to a thriving arts centre which hosts a packed timetable of film and live events as well as exhibitions. Built in the 15th century, the old, listed part of the Village Community Hospital was the first cottage hospital in England.

Over the last decade, urban centres similar to ours have faced macro-economic challenges such as the growth in online shopping, the popularity of out-of-town retail, and disproportionately high Business Rates. While our town centres continue to perform relatively well, these shifts have had impacts as demonstrated by the loss of the majority of high street banks and vacant properties within our main centres. Our retail vacancy rates currently sit at <sup>11</sup>:

- Farnham 4%.
- Godalming 8%.
- Haslemere 6%.
- Cranleigh 10%.



<sup>11</sup> Waverley Borough Council, Vacancy Rate Counts (2023).



This is well below the current national vacancy average of 13.8%. To sustain our competitive position, we need to support our urban centres to continue evolving in line with emerging trends that present opportunities for town centres. Five prominent trends we will remain cognisant of include:

1. **Increasing expenditure on 'self':** Over the last decade consumer habits have shifted from buying products to spending money on personal services. Analysis from the Local Data Company (2021) shows that since 2013 the top ten high street growth sectors in terms of net store openings all offer services or experiences rather than physical products (Barbers, Beauty Salons, Vaping Stores, Cafes, Nail Salons, Restaurants/Bars, Coffee Shops, Pizza Takeaway, Hair/Beauty Salons and Health Clubs) <sup>12</sup>. These all offer services that are not readily available online making them more resilient to the digital shift.
2. **Rising demand for leisure activities:** The past five years has seen a significant growth in the leisure sector which now accounts for over 14% of consumer spending <sup>13</sup>. This was originally underpinned by the growth in casual and family friendly dining, but as this has declined other more experiential activities have come to the fore. Some, such as the growth in boutique cinemas and bowling alleys offer a wider dining experience than the more traditional offer. One of the most prominent opportunity sectors is competitive socialising which is characterised by games and activities for adults (e.g. urban mini golf, escape rooms, virtual reality and video gaming).
3. **Higher demand for independents:** Many 'clone' chain retailers have been retreating from high streets at pace. This is, in part, driven by failures and insolvencies but also a 'retreat to profit' by businesses that have withdrawn from marginal locations. The space being vacated by chain retailers is, however, being filled by independent businesses which appear to be in higher demand. Data from Experian shows that in 2020 the number of chain stores fell by -3% but the number of independents increased by +1%. This trend

has been happening in recent years but accelerated during the COVID-19 pandemic, and this is reflected by the comparative success of town centres that have more independent businesses and are considered more 'authentic'.

4. **Increasing consumer conscientiousness:** Consumers are increasingly reporting that they want to buy local products and that they care about the sustainability and ethical credentials of businesses they buy from. In a 2021 consumer survey, Deloitte found that 57% of respondents were more likely to spend money at businesses that offer locally produced goods and/or are independent. In a similar survey they also found that 1 in 3 consumers had stopped purchasing certain brands or products due to ethical or sustainability concerns. This is influencing the retail market as existing retailers have started to adapt (e.g. H&M's Garment Collection Programme), ethical brands grow in popularity (e.g. Patagonia) and new concepts enter the market (e.g. ReTuna, the world's first sustainable shopping mall).
5. **Rising remote working:** COVID-19 had a significant impact on footfall in town centres. While this has started to recover there is a clear opportunity to capitalise on the growth in people working from or close to home following the pandemic. Remote workers are typically looking for interesting places to work (from coffee shops to co-working spaces), places to eat, meet and socialise and services to fulfil their day-to-day needs.

<sup>12</sup> Local Data Company. Top Ten Growing and Declining Retail Since 2013 (2021).

<sup>13</sup> Savills. Competitive Socialising and Emerging Concepts in Leisure (2019).

Our urban centres are responding relatively well to these trends versus other town centres across the country, but also have other challenges that need to be addressed to increase their attractiveness to consumers. While each settlement has its own unique identity, there are shared challenges including a lack of public transport, workforce availability and high house prices. However, there are also shared opportunities presented by a more active evening economy and the visitor economy.

Addressing these challenges and increasing the resilience of our town centres is important from an economic development perspective as our high streets support a wide range of jobs, and because businesses tell us that improving our offer will attract more inward investment and workers to the area. We also know that our urban centres have comparatively little other employment and residential space mixed in with our retail offer, which is limiting footfall, expenditure and vibrancy during the working week.

## 6.2 What is our gamechanger programme?

We understand the challenges our urban centres face and have already started delivering projects that support their rejuvenation. These range from Business Improvement Districts (BIDs) in Farnham, Godalming and Cranleigh to regeneration schemes across the borough utilising our assets and land.

We do need a more concerted and strategic approach to delivering urban regeneration and to achieve this, we will develop a programme ('Regenerated Waverley') that will support town and parish councils, together with their business communities, to develop action-oriented plans for Farnham, Godalming, Haslemere and Cranleigh - we suggest calling these '*Place Strategies*'. We will develop a borough-wide framework that partners can use to structure these, focused on the identification of short, medium and long-term interventions to enhance the economic, social and environmental functioning of each centre.

There are many examples across the country which provide guidelines for action, transformative interventions and access public sector funding. Examples include:

- Sevenoaks District Council produced a single *District Town Centres Strategy* in 2022 which incorporated visual and action-oriented plans for its main urban settlements of Sevenoaks, Swanley, Edenbridge, Westerham and New Ash Green.
- Breckland Council supported town councils to produce separate *Market Town Delivery Plans* in 2022 for Swaffham, Dereham, Watton, Thetford and Attleborough as part of their *Future Breckland* programme. This is accompanied by an investment prospectus which ties all the documents together and makes a clear case for investing public sector funding into the projects identified.
- Fenland District Council produced Economic Masterplans as part of its *Growing Fenlands Programme* in 2020 for Chatteris, March, Whittlesey and Wisbech. Since publication, they have been successful in securing over £30m of public sector funding for town centre projects across the district.



Based on the consultation undertaken as part of this strategy we envisage that these documents will focus on a range of themes that will help our urban centres adapt to the changing economic backdrop. These include, but are not limited to:

- Diversifying the high street offer.
- Introducing contemporary workspace.
- Enhancing active movement and tackling congestion.
- Improving public realm and air pollution.
- Activating high streets and public places.
- Providing housing on and next to the high street.
- Introducing measures to encourage and support sustainable and active travel.

These documents can build on and complement a wide range of place-specific strategies and action plans that have been developed by partners, including the *Farnham Infrastructure Programme* (Surrey County Council, Waverley Borough Council, Farnham Town Council), *Farnham Neighbourhood Plan*, *Godalming and Farncombe Neighbourhood Plan*, *Haslemere Neighbourhood Strategy*, *Cranleigh Neighbourhood Plan*.

## 6.3 What actions will we pursue?

Below we have identified example actions for each settlement that could be incorporated into these plans based on the consultation undertaken for this strategy. These can be expanded upon and explored in more detail as part of emerging *Place Strategies*. Our key partners in this will be the Town and Parish Councils.

### 6.3.1 Farnham Place Strategy

- Work with Surrey County Council to drive forward priority initiatives identified in the *Farnham Infrastructure Programme*, most notably major infrastructure investments focused on reducing traffic in the town centre.
- Work with the University for the Creative Arts, Farnham Maltings and the World Craft Town initiative to promote their work and to identify opportunities to open new workshops and makerspaces. This will be undertaken partly as part of the gamechanger programme identified in the 'Turbocharging Our Small Business Economy' theme.
- Continue to work with the Business Improvement District (BID) Board to bring forward their business plan for the area.
- Develop a Public Assets Strategy to explore how underutilised assets can be better used to support economic development.





### 6.3.2 Godalming Place Strategy

- Continue to explore opportunities to regenerate the site of The Burys, incorporating the delivery of commercial space tailored to target sectors and/or their supply chain.
- Work with Surrey County Council to identify funding and bring forward a new cycling greenway that connects eastern and western areas of the town.
- Renovate and repurpose 69 High Street to provide new high quality retail space and sustainable residential units on the high street.
- Continue to work with the Business Improvement District (BID) Board to bring forward their business plan for the area.

### 6.3.3 Haslemere Plan Strategy

- Explore opportunities to deliver a mixed-use regeneration scheme on allocated sites within the Local Plan, providing new community facilities, commercial offer and affordable homes.
- Enhance the public realm where the regular markets take place to provide a more attractive and better functioning public space.
- Identify opportunities to make the town centre public realm greener and more pedestrian and cycle friendly.
- Support the Haslemere Community Rail Partnership and encourage them to continue and expand their activities.



### 6.3.4 Cranleigh Place Strategy

- Provide a new Passivhaus leisure centre in Cranleigh to enhance provision and cater for a growing population. Deliver to carbon neutral operating standards and provide a rounded health and wellbeing offer.
- Continue to work with the Business Improvement District (BID) Board to bring forward their business plan for the area.
- Support Surrey County Council to drive forward the Cranleigh High Street, Highway and Public Realm Enhancement Scheme to help improve key junctions along the high street alongside enhanced public spaces, traffic management and cycling and pedestrian access.
- Continue to work with Surrey Hills Enterprises CIC and Cranleigh Chamber of Commerce to run a regular Surrey Hills Artisan Market and enable a range of music, art, cultural and creative activities to take place as part of the offer.



## 7 Improving our Commercial Space Offer

### 7.1 Why is action needed?

We have some important employment sites across our borough – examples include the Godalming Business Park, Dunsfold Business Park, Littlemead and Manfield Park Industrial Estates (Cranleigh), Farnham Industrial Estate,

Coxbridge Business Park (Farnham), Birtley Court (Bramley) and Tanshire Park, (Elstead).

However, overall we have less commercial space compared to our neighbours <sup>14</sup> but we also have a high degree of protection for our countryside and a thriving visitor economy.

Council	Office Floorspace
Waverley	1.5m sq ft
Rushmoor	4.5m sq ft
Hart	3.8m sq ft
Guildford	3.6m sq ft
Mole Valley	2.9m sq ft
Horsham	1.7m sq ft

We also only have 1m sq ft of industrial space which is significantly less than *all* our neighbours <sup>15</sup>. This means we have less capacity for this type of business activity limiting the size, scale, and breadth of our economy.

Compounding this we have seen a decline in our office and industrial floorspace over time. Between 2010 and 2022 we have lost 100,000 sq ft (6%) of office floorspace and 70,000 sq ft (6%) of industrial floorspace <sup>16</sup>, which is a worse picture than most of our neighbouring authorities, many of whom have seen gains <sup>17</sup>:

Borough	Gain / loss office floorspace	Gain/ loss industrial floorspace
Guildford	+5%	+9%
Chichester	+4%	+14%
Rushmoor	-1%	+5.5%
East Hampshire	+2%	0%
Horsham	-1.6%	+5.5%
Mole Valley	-3%	-7.5%
Waverley	-6%	-6%

<sup>14</sup> CoStar (2023).

<sup>15</sup> Ibid.

<sup>16</sup> Ibid.

<sup>17</sup> Ibid.

Much of the traditional commercial space we have lost has been converted to housing, including the loss of Hewitts Industrial Estate (Cranleigh), Weyburn Works (Elstead), Belsize Court (Godalming) and Craven House (Godalming). Substantial areas of land around our employment sites have also been used for medium and large-scale housing developments preventing the future expansion of key employment sites in Farnham, Cranleigh and Godalming.

The nature of our existing commercial space offer could also better meet the changing demands of businesses in our priority growth sectors. Since the COVID-19 pandemic, and the rise in hybrid working, office-type occupiers are increasingly demanding high-quality and flexible space close to public transport nodes and vibrant urban centres. Industrial occupiers are also seeking flexible space particularly with high sustainability credentials given the increasing importance of environmental concerns to their customer base. Our commercial stock does not align with this:

- 100% of our office floorspace is classified as 'low-to-medium quality'.
- 95% of our industrial floorspace is classified as 'low-to-medium quality'.
- 88% of our office floorspace was built pre 1980s.
- 43% of our industrial floorspace was built before the 1980s <sup>18</sup>.

We also lack highly-flexible and lower-cost business space directly targeted at the entrepreneurs and smaller businesses we are looking to support through this strategy – this is likely to be influencing our declining levels of enterprise and our low business survival rates as these spaces allow businesses to scale up and down depending on their financial performance, and they also often offer wraparound business support services. These types of spaces are also often also used by hybrid, remote workers and freelancers looking to work 'closer to home' – we have more of these than ever following the COVID-19 pandemic.

<sup>18</sup> Ibid.

Many rural boroughs like ours have these flexible spaces in their town centres and rural settlements – examples include Flimwell Park in East Sussex, Snape Maltings in Suffolk, Hethel Innovation Centre in Norfolk, The Maidstone Business Terrace in Kent and Bordon Innovation Centre in Hampshire. These not only provide commercial space but also drive visitor numbers.

## 7.2 How will we respond?

We will respond to this by seeking to use our own sites and assets to provide the commercial space that businesses and, increasingly hybrid and remote workers, need. This will involve reviewing our existing landholdings and exploring whether they can be intensified or redeveloped to deliver more floorspace.

We will also explore options to better use council-owned employment land to support economic development, which will involve undertaking detailed feasibility, capacity and masterplan studies to explore possibilities for intensification.

It will also involve actively delivering appropriate mixed-use regeneration schemes that incorporate the commercial space that businesses in our priority sectors require. This includes exploring further emerging plans on Waverley Borough Council's sites in Godalming including regenerating The Burys site and affordable housing in the heart of the town centre.



Aligned to this we will consider how our existing assets could be better used to deliver greater economic output. We will explore whether opportunities exist to partially or fully repurpose any of our assets to provide space for high potential businesses, freelancers and remote workers. We will encourage our partners, including our town and parish councils, Surrey County Council, as well as our health providers, to do the same.

We will also actively explore opportunities to directly deliver new workspace concepts across the borough that align with the needs of our priority sectors. We will focus on using our existing portfolio of assets to do this, but we will not rule out scoping new opportunities to bring forward innovative workspace in privately owned assets or on privately owned land.

In helping to deliver new commercial space, we will ensure that we will consider concepts beyond 'generic' serviced office or industrial space – we will work carefully with businesses and operators to deliver concepts that align with the needs of our priority sectors ranging from maker spaces and artist studios to gaming and filming. We will also ensure that new space targeted at smaller businesses incorporates wraparound support to boost both entrepreneurship and business survival.

More broadly we will use our collective planning and legislative powers to encourage the right type of uses to come forward in the right places and to better protect the limited employment space that already exists across the borough. Among other things, this will include updating our *Employment Land Review* to reflect the changing macro and micro-economic context and to provide site specific guidance for opportunity sites particularly where guidance does not yet exist.

### 7.3 What is our gamechanger programme?

We will develop the 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, a significant step will be to investigate the delivery of a high-profile rural business hub that will be an exemplar for other districts in our county.

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 and are more appropriate to operate in rural areas. A mix of startup 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 extended to support businesses to survive and thrive.

This will be a long-term exercise and will need to start with a study to identify which sites and locations would 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.





## 7.4 What other actions will we pursue?

We will pursue a wide range of other short, medium and long-term actions that align with our vision and context as identified in our Action Plan. High-impact examples include:

- Proactively work with the developers of the Dunsfold Park Garden Village to ensure the right types of commercial space come forward to support the expansion of the existing Business Park and creation of new village centre. There is a separate [Supplementary Planning Document \(SPD\)](#) for this site which states that “Opportunities for signature projects such as a community based business hub with flexible spaces, meeting facilities, business support and excellent IT facilities will be encouraged.” Detailed master planning and design proposals for the Business Park will be provided going forward. This will involve the review and development of proactive planning policies as part of our new Local Plan to support business growth and retention.
- This could include a mix of office and industrial-type space targeted at businesses of different sizes and types to support the expansion of the existing business park, and

it could also include retail, hospitality and community uses within the new village centre.

- Review council-owned assets and explore whether any can be used to provide low-cost business space for entrepreneurs, micro-businesses, hybrid workers and remote workers.
- 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 place specific.
- 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.
- Advance plans to regenerate The Burys site.
- We will carefully consider how commercial space provision can be tailored to priority sectors and/or their supply chain to drive productivity growth.

### 7.4.1 Our Indicators of Success

Indicator	Baseline Position	Five Year Target	Ten Year Target
Quantum of office floorspace	1,533,000 sq ft <sup>19</sup> (2023)	TBC <sup>20</sup>	TBC
Quantum of industrial floorspace	1,000,000 sq ft <sup>21</sup> (2023)	TBC	TBC
Proportion of ‘high quality’ office floorspace	0% <sup>22</sup> (2023)	20%	30%
Proportion of ‘high quality’ industrial floorspace	5% <sup>23</sup> (2023)	20%	30%
Number of flexible and startup workspaces in town centres	6	8	10

<sup>19</sup> CoStar (2023).

<sup>20</sup> Targets for office and industrial to be agreed following an update to the Employment Land Review.

<sup>21</sup> Ibid.

<sup>22</sup> Ibid.

<sup>23</sup> Ibid.

## 8 Valuing Our People and Foundational Economy

### 8.1 Why is action needed?

Our borough is home to 130,000 <sup>24</sup> residents, many of whom are highly qualified and have high-wage occupations:

- Average resident earnings are c£47,000 which is significantly higher than the national average of £33,000 <sup>25</sup>.
- 54% of our residents have a degree-level qualification which is higher than the national average of 44% <sup>26</sup>.
- 20% of our population are classified as Managers, Directors and/or Senior Officials which is double the national average <sup>27</sup>.

While this is advantageous for attracting businesses and entrepreneurs in knowledge-based sectors, it does create challenges for employers that provide the goods and services we rely on to meet our day-to-day needs and support our quality of life (e.g. environment, health, food, housing, energy, leisure, construction, tourism and retail). This is because in comparison there is a comparatively small pool of people to take roles in these 'foundational' sectors.

This is particularly acute to the south of our borough which has fewer public transport connections to towns and villages in neighbouring areas and is further impacted by the high cost of accommodation in our borough – house prices are 16.5x higher than average workplace earnings, which is more than any of our neighbouring boroughs and most others across the country <sup>28</sup>.

Our relative prosperity also hides the fact that we have pockets of deprivation across the borough. As the map below shows, we have a small number of areas that are classified as 'more deprived' than other parts of the country based on the Office for National Statistics'

Indices of Multiple Deprivation (2019) – these are mainly to the south of Godalming, the north of Farnham and the east of Cranleigh. The drivers of deprivation in these areas relate to access to housing and education, highlighting the need for more affordable housing and enhanced public transport connectivity.

While our employment figures are strong, it is worth noting that we have 1,500 residents that are unemployed and 14,900 who are economically inactive for a range of different reasons <sup>29</sup>. Not all these people will want or be able to participate in the workforce but there is a clear opportunity to support the economy better by linking those that do with economic opportunities in the borough.

As an important employer and part of our foundational economy, the Tourism sector generates around £200m in economic value each year. Visitors are attracted by our historic market towns and picturesque villages set in beautiful and accessible countryside with many miles of public rights of way. We have a wide range of visitor assets including the Surrey Hills National Landscape, Frensham Ponds, Winkworth Arboretum, the Sculpture Park, Farnham Park and Castle, Ramster Gardens, Museums in Farnham, Godalming and Haslemere, as well as a range of National Trust properties and land and attractions including Birdworld, GoApe, Farnham Maltings, Farncombe Boathouse and Cranleigh Arts.

Since 2020, the tourism sector has dealt with the pandemic and the cost of living crisis. In response to this, households have been changing their spending habits, and businesses have seen huge rises in energy costs and higher borrowing rates.



<sup>24</sup> ONS Census (2021).

<sup>25</sup> ONS Annual Survey of Hours and Earnings (2022).

<sup>26</sup> ONS Annual Population Survey (2021).

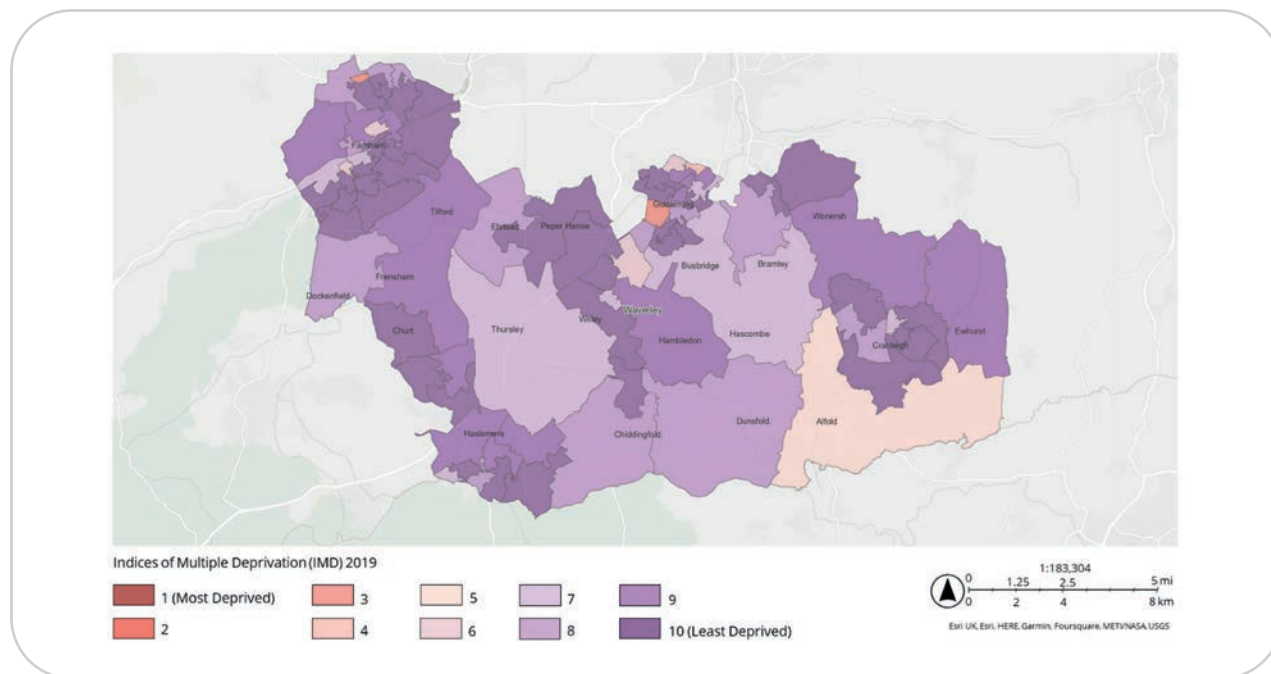
<sup>27</sup> Ibid.

<sup>28</sup> ONS House Price to Workplace-Based Earning Ratio (2021).

<sup>29</sup> ONS NOMIS (2023).

**Figure 2.2: Indices of Multiple Deprivation**

Source: ONS Indices of Multiple Deprivation (2019)



## 8.2 How will we respond?

We will respond to this context by helping to build a fairer and more inclusive economy in line with principles from Kate Raworth's *Doughnut Economics*. We want to tackle inequality and ensure all our residents have opportunities to achieve at least the [real living wage](#).

We will achieve this by working closely with our disadvantaged, unemployed and economically inactive residents (including students) to make sure they have the right skills and experience to access employment opportunities in our borough, particularly within our 'foundational' sectors which are struggling to recruit.

We will also work with foundational employers, alongside other sectors, to encourage them to pay their staff a wage that reflects the cost of living in our borough. As an organisation that is already committed to paying the Real Living Wage (for outside London) we will champion the creation of a real living wage charter to ensure more people working in our borough are paid enough to support their financial, mental, and physical wellbeing.

Alongside this, we will also work closely with

partners to provide affordable housing to meet the needs of our residents and to make sure our 'foundational' economy has access to the talent it needs into the future. We will achieve this through the direct provision of social housing where possible, but also through our planning policies and negotiations which set high standards for securing affordable housing as part of new developments. This will start with the publication of our updated *Waverley Affordable Housing Supplementary Planning Document* (2022) which outlines clear expectations for the provision of affordable housing across the borough.

We will also continue to provide a wide range of community and support services to our most deprived communities to enhance their wellbeing and social mobility. Where new funds become available, we will prioritise these areas for interventions that tackle deprivation and help build social capital.

### Focus On: Our Visitor Economy

Our ambition is to support our tourism assets and help them to thrive by improving access to a qualified workforce and boosting visitor numbers. We will achieve this through a set of targeted actions:

1. **Enhancing Destination Marketing:** We will continue to use our Waverley business website, as well as Visit Surrey and Visit South East England to promote our visitor economy and investigate what other channels and marketing materials we can use to promote both visitor attractions and hospitality venues through initiatives like our 'Taste of Waverley' produce map.
2. **Investigating New Initiatives:** We will investigate new initiatives, like the popular 'Restaurant Week' in Newcastle to raise the profile of dining opportunities across the borough.
3. **Improving Provision for Overnight Stays:** We will explore with our partners how we can help to improve the number of visitor overnight stays and how we can address the lack of visitor accommodation in both our urban and rural areas as outlined in the Surrey Hotels Future (2015) study.
4. **Supporting and Connecting Local Organisations:** We will continue our support of place specific organisations, including the Business Improvement Districts (BIDs) Boards in Farnham, Godalming and Cranleigh, that promote and support initiatives, events and visitor attractions in their areas and will actively seek opportunities to connect these across the borough to maximise their reach and impact.
5. **Developing New Partnerships:** We will identify and work with partners to scope out and create a new Local Visitor Economy Partnership for the borough to better support businesses and attractions that participate in the visitor economy.
6. **Promoting our Borough through Film:** 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 through our 'Film Waverley' and offer best-in-class support to those looking to use our assets for their productions.





8.3 What is our gamechanger programme?

We will develop a programme ('Equal Waverley') to ensure 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. Working with our partners and stakeholders, 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 among other things.

To take this one step further we will also investigate what 'barriers' unemployed people face in accessing employment – these primarily relate to the cost of training, transport, uniforms, and equipment. We will explore together with local partners what packages can be put in place to remove these and what support we can provide. This is particularly pertinent in the more rural areas of our borough which are remote and have been poorly connected.

8.4 What other actions will we pursue?

We will pursue a wide range of other short, medium and long-term actions that align with our

- mission and context as identified in our Action Plan. Four high-impact examples include:
- 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 to travel.
  - 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.
  - Use Shared Prosperity Funding to support a range of community initiatives targeted at those most in need across the borough including those supporting children and young adults and targeting health and wellbeing services.
    - This could involve the creation of wellbeing hubs in Farnham, Godalming, Haslemere and Cranleigh and the expansion of the Godalming Youth Service model.

8.4.1 Our Indicators of Success

Indicator	Baseline Position	Five Year Target	Ten Year Target
Number of neighbourhoods in the top 50% most deprived in the country	4 <sup>30</sup>	2	0
Number of unemployed people	1,500 <sup>31</sup>	1,100	800
Businesses signed up to Waverley Living Wage Accreditation	N/A	300	600

<sup>30</sup> ONS Indices of Multiple Deprivation (2019).  
<sup>31</sup> ONS NOMIS (2023).

## 9 Enhancing Our Physical and Digital Infrastructure

### 9.1 Why is action needed?

We have a range of infrastructure constraints that impact the performance of our economy - they slow down businesses from undertaking their day-to-day activities and/or reduce the attractiveness of our borough for inward investment.

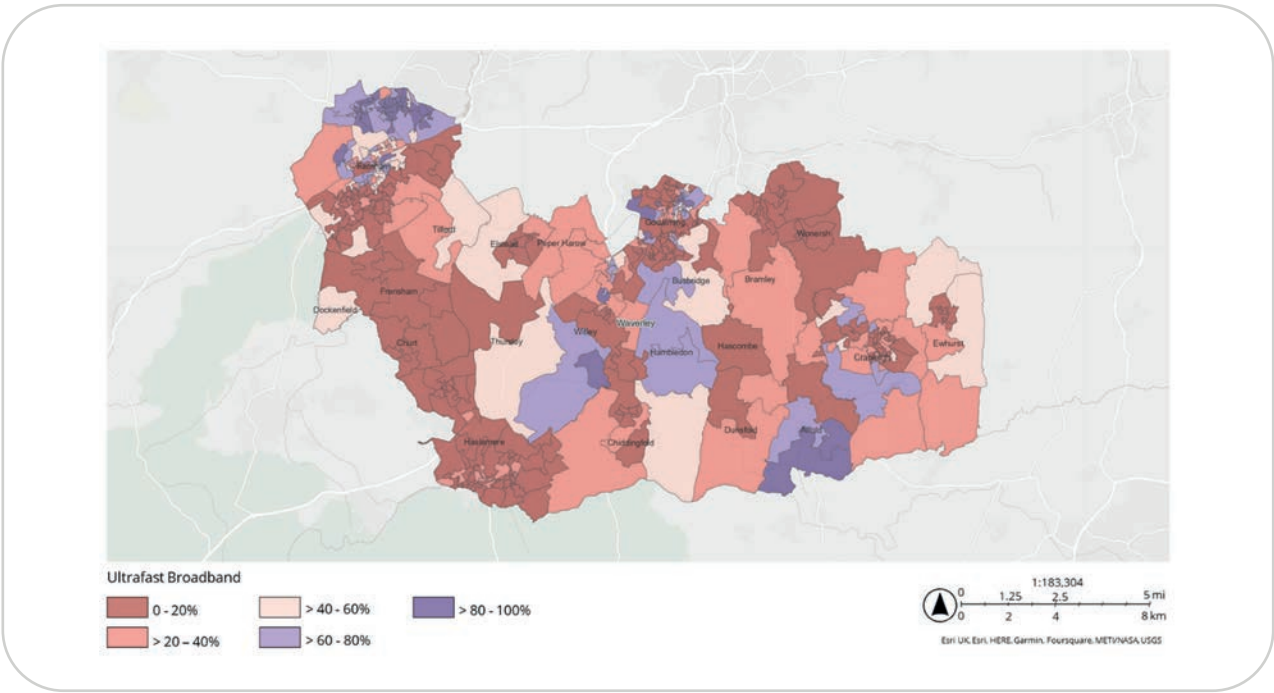
Digital connectivity is one of our biggest issues given its increasing importance for nearly all urban and rural businesses, as well as the growing number of remote and hybrid workers living in our borough. As the map below shows, many parts of our borough are not able to access Ultrafast Broadband speeds (>100 Mbps), which is the minimum many businesses and workers now expect given the recent advent

of Gigabit Broadband (>1000 Mbps). Around 51% of our properties are connected to Ultrafast Broadband which is lower than many of our neighbours – Horsham, (53%), East Hampshire, (53%), Mole Valley, (65%), Guildford, (71%), Hart (71%) and Rushmoor (85%) <sup>32</sup>.

A lack of fast broadband speeds is an issue in both our rural and urban areas, many of which also suffer from poor 4G and 5G mobile connectivity. This impacts the ability of aspiring entrepreneurs to set up businesses in these locations and for workers in knowledge-based industries to work remotely. If we are to compete, attract businesses to the area and remain relevant in the future we need to address these gaps in provision as quickly as possible.

**Figure 4.3: Proportion of Households with Ultrafast Broadband Connectivity (2021)**

Source: Ofcom, Connected Nations 2021



<sup>32</sup> Ofcom, Connected Nations (2021).

Alongside this we have other physical infrastructure challenges that are impacting our economy. These include:

- **Public Transport:** We benefit from six train stations which provide direct services to central London and the south coast. The majority of the borough's road network consists of mainly rural roads with the A3 and A31 being our major routes. We have limited public transport options and east to west links which makes it difficult for people to travel between the main urban centres within our borough sustainably and encourages people to use private cars. It also means that people without a car find it difficult to access economic opportunities or to visit places where they might want to spend time and money.
- **Active Travel:** We have a fragmented and disjointed cycle network which makes active travel unattractive to workers, residents and visitors. While we have a small number of dedicated cycle tracks, these are limited and isolated – they do not provide seamless connectivity between our towns and villages. While improvements have been made in recent years, we could do much more to capitalise on the growth in cycling post-COVID to promote active lifestyles, help ease congestion and improve air quality.

- **Flooding:** Parts of our borough are highly vulnerable to flooding including areas of Farnham, Elstead, Godalming, Cranleigh, Chiddingfold, and Bramley among others. This is significant as some of these locations have high population densities and include prime employment locations. With climate change this flood risk is predicted to become more acute over time and it is important that we continue to work with partners to provide appropriate flood alleviation and adaption measures to plan for flood resilient places over the long-term.
- **Utilities:** Our research shows that the borough's water, sewerage and electricity infrastructure is ageing and has limited capacity to meet growing demand – interruptions in water supply and sewage overflows have been a particular challenge in recent years impacted by both population growth and climate change. Investigating these challenges will form part of the evidence base for the new Local Plan currently being undertaken.





## 9.2 How will we respond?

The council is embarking on the production of a new Local Plan that will set out a vision and objectives for the borough, and policies to deliver these over the next 20 years. One of the aims of the plan is to identify the infrastructure requirements of our borough that are essential to support increased housing provision, economic growth and mitigation of climate change, and to create thriving and sustainable communities.

The golden thread running through all our infrastructure decision-making will be to help build a thriving economy that is environmentally sustainable. We will prioritise infrastructure investments that encourage people to act, consume, travel and produce in a more sustainable way to reduce air pollution and tackle climate change.

One of our major focus areas will be improving our digital connectivity. Digital infrastructure is now recognised as the fourth utility, given its importance to modern life and the connectivity it provides to services and markets. The coronavirus pandemic has only served to reinforce the importance of digital connectivity for our residents and businesses. We know that improving our digital connectivity, especially in rural areas in the borough, will bring a multitude of benefits to small businesses and enterprises, as well as hybrid workers.



## 9.3 What is our gamechanger programme?

We will develop a programme ('Connected Waverley') to help our area become one of the most digitally connected rural areas in the country. Access to public funding for delivery will be dependent on local areas having a clear plan to reduce and remove barriers to deployment and adoption of best practice. We know that delivery of infrastructure will require major effort from a wide range of local, regional and national partners and we are committed to working positively together to deliver the best outcomes for our borough and economy.

Working with Guildford Borough Council we will use the Local Government Authorities (LGA's) *Digital Connectivity Toolkit* to identify actions that will enhance both broadband and mobile connectivity.

This requires:

1. Mapping current levels of digital connectivity using data from Ofcom and other sources.
2. Undertaking engagement with businesses and residents to understand their lived experience in terms of digital connectivity.
3. Undertaking an Open Market Review to identify where new digital infrastructure is going to be delivered over the short and medium-term.
4. Pinpointing priority areas and 'not spots' where intervention is going to be required to enhance connectivity.
5. Agreeing and actioning specific interventions to enhance connectivity in priority locations.



One of the most impactful and ambitious activities will involve working with Surrey County Council and other partners to drive forward regional investment in a Gigabit Fibre Spine that is planned to run through both Farnham and Godalming. To seize the opportunity for businesses and residents outside these areas we will develop our own strategy and delivery plan to create spurs from the Fibre Spine to increase gigabit coverage.

Other elements of the Connected Waverley gamechanger programme will include:

- Pooling businesses in rural areas together and supporting them to access the National Gigabit Voucher Scheme. The scheme is offered by the Government to provide the finance that groups of rural businesses and residents need to access gigabit connectivity.
- Work with partners to make it easier and more cost effective for broadband providers to enhance connectivity across the borough. This could include a streamlined process for securing wayleaves on council owned land.
- Investigate opportunities to use the public realm (e.g. lampposts, toilet blocks, public assets, street furniture etc) in our historic

urban and village centres to provide wireless small cell networks without needing to dig up roads. This would help to introduce rapid and reliable connectivity to businesses and residents living in and close to our centres without significant disruption. It will require working with Surrey County Council given their ownership of much street furniture and assets who have recently entered into a non-exclusive agreement with Freshwave to bring forward this technology across the county.

- Explore opportunities to work with the University of Surrey to experiment and test their emerging mobile technology within our borough. Waverley and Guildford can be the testbed for new developments from their world-leading 5G/6G Innovation Centre, particularly in our rural 'not spot' areas.
- Lobby Government to use some of its Shared Rural Network Funding to address rural 'not spots' across the district.
- Work with Surrey County Council to ensure that less advantaged communities can access social tariffs.



### 9.4 What other actions will we pursue?

We will pursue a wide range of other short, medium and long-term actions that align with the ‘Connected Waverley’ Gamechanger programme and overarching Strategy vision. High-impact examples include:

- 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.
- Work 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 (LCWIP). We will use Shared Prosperity Funding to bring forward a pilot cycling scheme in Godalming that can act as a demonstrator for future investments.
- Work positively with Surrey County Council and National Highways to identify and bring forward new highway schemes that reduce congestion, creative attractive streetscapes and improve travel reliability across the borough. This includes the already-identified *Cranleigh High Street Highway and Public Realm Enhancement Scheme* which will improve key junctions along Cranleigh High Street alongside enhanced public spaces, traffic management, 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 for Farnham that enables a more connected and vibrant town.

#### 9.4.1 Our Indicators of Success

Indicator	Baseline Position	Five Year Target	Ten Year Target
Proportion of households connected to gigabit broadband	49%	75%	95%
Km of new dedicated cycleway	N/A	20km	80km



## 10 Delivering a Step Change

### 10.1 Delivery Principles

This Economic Development Strategy articulates our new economic vision for Waverley and the steps that we are going to take to foster a green, creative and sustainable economy, harnessing the existing strengths of the borough and capturing opportunities to enhance these further.

The Strategy is designed to be flexible so we can respond to the changing economic, social and environmental landscape, and recognises that delivery of the gamechanger programmes will be incremental. The accompanying Action Plan identifies specific short, medium and long-term measures under each of the six programmes and considers which organisation or organisations are best placed to help Waverley to drive each forward.

The borough benefits from strong existing local stakeholder groups and partnerships and it is this collaborative working - drawing on the expertise, efforts and resources of different organisations - that will be crucial in the successful delivery of parts of this strategy.

We recognise that this strategy comes at a difficult time. The public sector has fewer resources than ever before and COVID-19, Brexit, the cost-of-living crisis and other macro-economic factors are having fundamental impacts on local businesses and residents.

However, we cannot adopt a business as usual approach if our businesses and our communities are to thrive. We therefore need to be innovative and agile in all that we do – this involves acting:

- **Progressively:** We will ensure that we deliver for everyone in our borough and provide direct support to our most disadvantaged communities.
- **Sustainably:** We will put environmental considerations at the heart of our decision making to ensure that economic growth does not come at the expense of our natural environment.
- **Collaboratively:** We will work collegiately with partners to respond to economic challenges and opportunities identified.
- **Determinedly:** We will hold ourselves, our partners and other actors in our borough to account in delivering positive economic, social and environmental outcomes.
- **Innovatively:** We will experiment with innovative project ideas and explore alternative approaches to leverage funding.
- **Rapidly:** We will deliver change at pace and will continuously review projects to ensure they respond to ever-changing needs.





### 10.2 Delivery Groups

The main part of this strategy will be delivered by Waverley Borough Council through its assets, projects and procurement. At all stages appropriate collaboration with Guildford Borough Council and Surrey County Council will be explored.

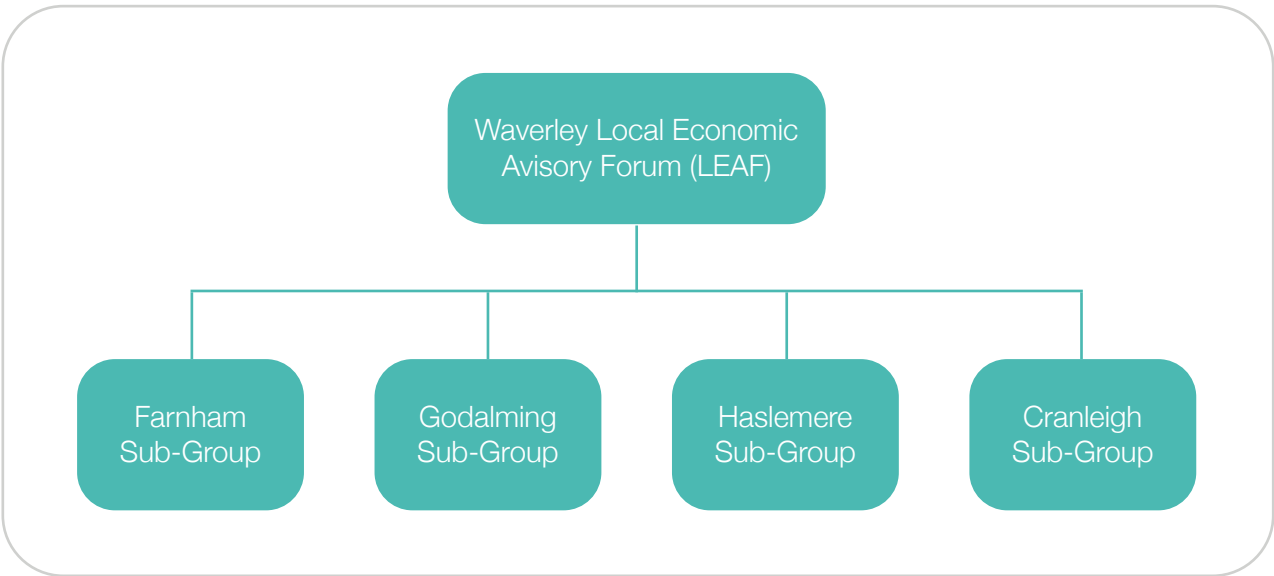
We will continue to engage with our current and important partnership groups, however we recognise that to deliver our strategy the current format will need to change and become more focused. These include:

- Surrey Chamber of Commerce
- Haslemere Chamber of Trade & Commerce
- Godalming Chamber of Commerce
- Cranleigh Chamber of Commerce
- Farnham Chamber of Commerce
- Haslemere Town Council
- Godalming Town Council
- Cranleigh Parish Council
- Business Improvement Districts (BIDs) in Godalming, Farnham and Cranleigh

- Farnham Town Council
- Visit Surrey
- Commercial Agents
- Surrey County Council Economy and Growth Team
- National Farmers Union
- IncuHive
- LEAF (Local Economic Advisory Forum)
- NHS

We intend to widen the scope of the Local Economic Advisory Forum (LEAF) and invite key partners from major economic development partners (i.e. Surrey County Council, who have a leading role in delivering skills, transport, infrastructure and other economic development initiatives, University for the Creative Arts, Surrey Hills National Landscape Board) alongside local business representatives to assist in delivering selected parts of this strategy. The LEAF would then receive input from each of the major settlement-specific sub-groups.

Figure 4.1 Proposed Delivery Groups





We think the LEAF should work as a multi-sector partnership that engages with and provides a more consistent voice for our business community, while also collaborating to help stimulate a more thriving economy for Waverley. The group should start with the Shared Prosperity Fund programme, as originally intended, but should expand to include a broader economic development focus.

As part of this evolution, it will be important to agree a clear set of 'functions' for the LEAF to ensure that it is focused on delivery - while these need to be agreed by representatives, we think that areas for consideration should include:

1. Engaging widely with the business community and ensuring their needs and concerns are understood by anchor institutions.
2. Reviewing public sector funding opportunities and agreeing which projects should be put forward for bids.
3. Identifying new opportunities or major concerns and agreeing positive and collaborative ways forward.
4. Reviewing and inputting into businesses cases for economic development projects coming forward locally.
5. Regularly reviewing and monitoring Waverley's economic position and competitiveness.
6. Monitoring and discussing the progress of this *Economic Development Strategy and Action Plan*, and agreeing priority actions to focus on at the start of each financial year.
7. Agreeing tweaks and updates that need to be made to this *Economic Development Strategy and Action Plan* every two years.
8. Developing new ideas and actions to consider in response to a changing macro-economic context.

Beneath this we suggest that settlement-specific groups are created which will include stakeholder representatives from each place (i.e. town councils, BIDs, chambers of commerce, education institutions, businesses etc). We do not have capacity to lead these groups but hope that the BIDs, town councils or parish councils will form specific 'Economic Development Forum' sub-groups to provide an open forum for stakeholders to discuss challenges facing their settlements, while also being as solution and action oriented as possible. The council will play a role in facilitating the establishment of these groups.

The first step for all groups, including the LEAF, will be to create or revise their Terms of Reference to reflect this *Economic Development Strategy and Action Plan* and, if members agree, the objectives set out in this chapter. While Waverley Borough Council and other anchor institutions will support these groups to convene, for example by organising dates, venues and agendas, it is our strong belief that they should be predominantly business-led to maximise buy-in and engagement from participants.



### 10.3 The Role of Waverley Borough Council

Alongside playing a convening role for these delivery groups, Waverley Borough Council will continue to play a pivotal role in shaping Waverley's economy by coordinating change, using the various levers it has to deliver this. We will be ultimately accountable for ensuring that as many as possible of the commitments set out in this document are delivered where resource can be identified.

We will adopt a "One Council" approach to delivering sustainable economic development, embedding the vision of this Strategy in our day-to-day work and ensuring that it forms a core part of the council's function. At the strategic level, we will use our planning powers to create an enabling environment that is responsive to the ambitions of this strategy and the borough's economic, social and environmental context. At the project level, we will directly deliver many of the interventions set out in this document. Project managers will work with partners to scope out and define projects, generate wider interest, leverage funding and bring them to fruition.

Our Assets and Property team will also use this strategy to deliver positive change, particularly in our town centres, on our industrial land and for our office assets which are distributed across the borough. We recognise the potential and power this gives us to deliver significant economic benefits.

We will also use our resources to strengthen our relationships with our key partners and support them where appropriate to deliver their initiatives, particularly where they focus on providing place-based solutions. This may be through project management support, external funding, political support or advice. Officers will also signpost stakeholders to funding opportunities.

The Executive and senior management team will spearhead this strategy and work with members and officers to ensure that principles set out in this document are adopted by other departments in their service specific strategies, plans and practices. We will ensure that:

- Procurement activity provides targeted and meaningful support to local progressive enterprises to access public sector tendering opportunities and increase social value.
- Housing uses local contractors wherever possible to build, manage and retrofit our council housing portfolio.
- Assets and Property delivers positive change in our town and village centres, on our industrial sites and across our office assets including the provision of more affordable housing and commercial space for our target sectors.
- Planning Policy drives sustainable residential and commercial development through the Local Plan alongside the allocation of land for other uses including renewable energy production, whilst protecting the environment and enhancing biodiversity.



## 10.4 Delivery Funding

Where possible, Waverley Borough Council will use its resources to bring actions identified in this document forward, but this is not realistic for some given the scale, breadth, and complexity of interventions identified. We will therefore work collectively to bring forward initiatives, while also seeking to secure funding from private sector developers, via S106 agreements and CIL monies, and from other public sector bodies.

The current public sector funding landscape for economic development is ever-changing, and generally oriented towards less prosperous parts of the country, but examples of recent funding sources that could be considered include:

- The UK Shared Prosperity Fund (prioritises investment in community, place, businesses and skills).
- The Rural England Prosperity Fund (dedicated funding for businesses and community initiatives in rural areas).
- Brownfield Land Release Fund (targeted at council-owned brownfield sites where viability issues have previously prevented development).
- Community Ownership Fund (focuses on supporting community groups to take ownership of assets and amenities at risk of being lost).
- Affordable Homes Programme (grant funding to support the capital costs of developing affordable housing for rent or sale).

We will continuously review the funding sources available to support the delivery of this strategy as the options available will invariably change over the short, medium and long-term. We will ensure that our officers actively monitor and oversee funding opportunities which may be an option for our borough, many of which require adhering to an extremely tight timeline.

Beyond this we will use this document, and our other strategic documents, to engage with and lobby Central Government departments to secure funding over the medium and longer-term for our most important interventions. We will collectively develop an engagement

and awareness raising programme to ensure the borough is in the best place possible to secure future funding. Important Government departments we will engage with include, but are not limited to:

- Department for Levelling Up Housing and Communities – Focus on development sites, public realm, movement, non-physical interventions and high street diversification interventions.
- Department for Transport – Focus on movement.
- Department for Business and Trade – Focus on movement.
- Department for Education – Focus on education and skills.
- Homes England – Focus on development sites, public realm, movement, non-physical interventions and high street diversification interventions, plus affordable homes delivery.
- Historic England – Focus on development sites and protection of town centre heritage.
- Natural England – Focus on public space.
- Environment Agency – Focus on flooding.
- National Lottery – Focus on non-physical interventions and high street diversification interventions.

We will also explore innovative funding mechanisms that could be used to bring forward schemes in our area. For example, we will research and consider the opportunities that Place Based Impact Investment could provide our borough over the medium and long-term. As set out in the Government's *Scaling Up Institutional Investment for Place Based Impact: White Paper* (2021), this refers to:

*“Investments made with the intention to yield appropriate risk-adjusted financial returns as well as positive local impact, with a focus on addressing the needs of specific places to enhance local economic resilience, prosperity and sustainable development”.*

For us, this would essentially involve working with our pension fund provider (i.e. Surrey Pension Fund), as well as institutional impact investors, to direct patient capital to local projects that could deliver a long-term return. Projects identified in this document that could benefit from this approach include the re-development of The Burys and *69 High Street Scheme* in Godalming.

We believe that our pension funds could work much harder for our area, and provide significant opportunities, because as set out in the *White Paper* (2021):

- Only six Local Government Pension Scheme (LGPS) schemes currently make place-based investments. Greater Manchester has taken a lead on this and has committed to spending 5% of its capital locally.
- Only 1% of Local Government pension funds are invested in place-based impact investment sectors (i.e. housing, SME finance, clean energy, infrastructure and regeneration) in the UK.
- The average sector allocation by LGPS funds is £10m which means investments could be of a proportionate size.

We also know that Surrey Pension Fund are committed to responsible investing, as set out in its *Responsible Investment Policies*, so they should be open to a discussion about how our investments could be better used to deliver local impact.

## 10.5 Delivery Metrics

A robust and focused approach to tracking impact and performance will be a crucial part of delivering this strategy. This is because what is measured dictates what is done - if the wrong thing is measured, we will do the wrong thing, if something is not measured it may be ignored or neglected. Getting our approach right will allow us to:

- Ensure we balance economic, social and environmental concerns.
- Understand the evolution of our economy at an uncertain time.

- Assess the collective impact of delivery.
- Learn lessons for future intervention.
- Celebrate achievements and success.
- Tailor delivery to maximise impact and value.
- Support case making to leverage funding.

Given this strategy focuses on six thematic areas, we will focus on a range of key indicators that help us track how well we are addressing the 'blockers' or 'barriers' to our economic success. If we can move the dial on these, in line with the targets identified earlier in this report, we are confident that we can harness our opportunities and avoid becoming a 'dormitory' borough.

Some of these indicators will be factored into our collective business plans, project plans and Key Performance Indicators and will be considered on an annual basis by the council's Executive.

It is important to note, however, that given the long-term nature of many aspirations and interventions identified in this strategy, it will be important to take a long-term view to measuring 'success'. Appendix 2 outlines the key measures that will be used for monitoring the borough's economy and providing a comprehensive overview. This will also provide our economic baseline at the time the strategy is adopted.

Over the next ten years the indicators identified will be therefore used to shape decisions around future projects and interventions that emerge over time. Those that contribute most significantly to the economic, social and environmental ambitions identified will be prioritised and taken forward.





### 10.5.1 Table 4.1: Our Indicators of Success

Indicator	Baseline Position	Five Year Target	Ten Year Target	Data Source
Number of Jobs	52,000 (2021)	55,000	60,000	ONS
Number of Businesses	8,000 (2021)	9,000	10,000	ONS
Number of Business Births P/A	800 (2020)	1,000	1,200	ONS
GVA Per Capita	£31k (2020)	£35k	£40k	ONS
Number of low-carbon businesses	N/A	250	500	KMatrix
Number of businesses accessing grant and loan funding to improve their long-term environmental performance	N/A	500	1000	Waverley Borough Council
Quantum of office floorspace	1,533,000 sq ft (2023)	TBC <sup>33</sup>	TBC	CoStar
Quantum of industrial floorspace	1,000,000 sq ft (2023)	TBC	TBC	CoStar
Proportion of 'high quality' office floorspace	0% (2023)	20%	30%	CoStar
Proportion of 'high quality' industrial floorspace	5% (2023)	20%	30%	CoStar
Number of flexible and startup workspaces in town centres	6	8	10	Waverley Borough Council
Number of neighbourhoods in the top 50% most deprived in the country	4 <sup>34</sup>	2	0	ONS
Number of unemployed people	1,500 <sup>35</sup>	1,100	800	ONS
Businesses signed up to Waverley Living Wage Accreditation	N/A	300	600	Waverley Borough Council
Proportion of households connected to gigabit broadband	49%	75%	95%	Ofcom
Km of new dedicated cycleway	N/A	20km	80km	Waverley Borough Council / Surrey County Council

<sup>33</sup> Targets for office and industrial to be agreed following an update to the Employment Land Review.

<sup>34</sup> ONS Indices of Multiple Deprivation (2019).

<sup>35</sup> ONS NOMIS, 2023.

## Contact details

**Catherine Knight**

(0)1483 523584

[catherine.knight@waverley.gov.uk](mailto:catherine.knight@waverley.gov.uk)

[businesswaverley.co.uk](http://businesswaverley.co.uk)





DRAFT

# Waverley's Thriving and Green Economy

Our Economic Development Action Plan

January 2024

**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.

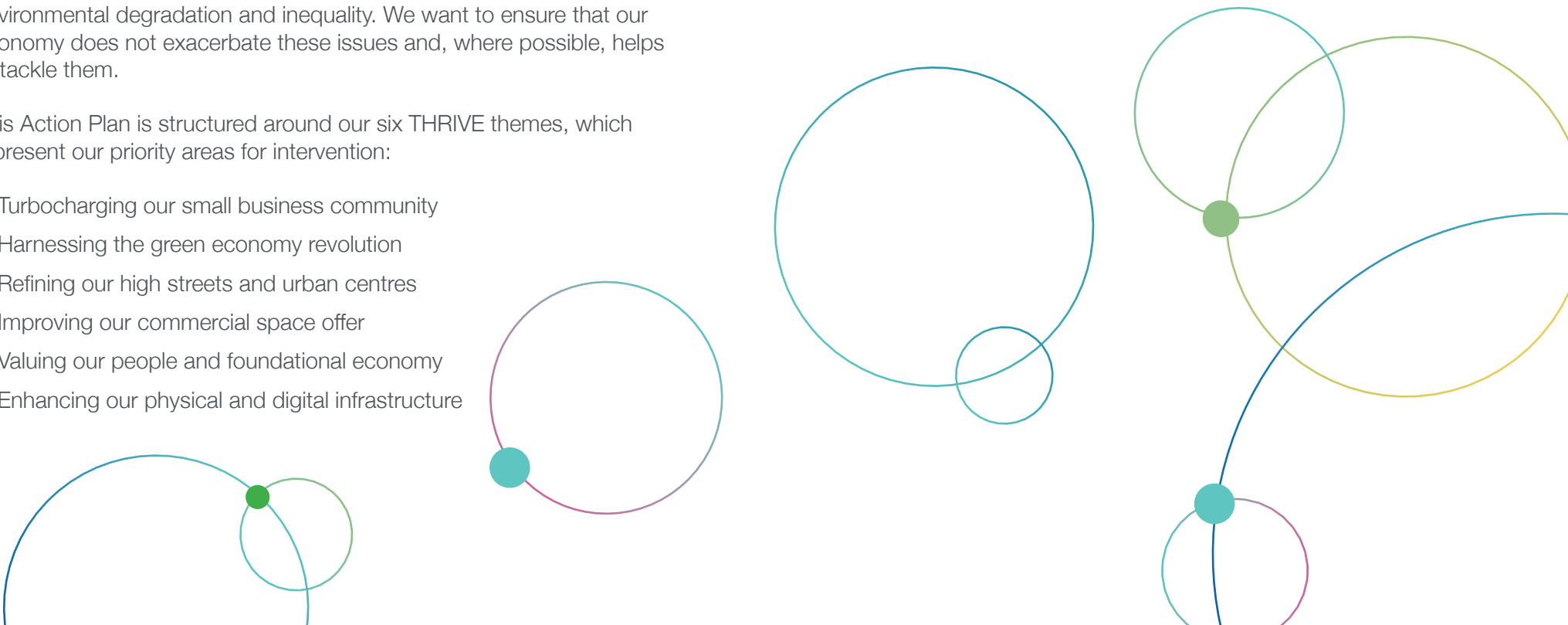
At the same time, we want our future economy to be more environmentally sustainable, productive and inclusive than ever before. We recognise that as a society we face major challenges around climate change, environmental degradation and inequality. We want to ensure that our economy does not exacerbate 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? <sup>1</sup>	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

<sup>1</sup> Short term = 1-2 Years, Medium term = 2-5 years, Long term = 5 years+

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

What?	When? <sup>1</sup>	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

<sup>1</sup> Short term = 1-2 Years, Medium term = 2-5 years, Long term = 5 years+

## 2. Harnessing the Green Economy Revolution

What?	When? <sup>2</sup>	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
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.	Short term	Waverley Borough Council; Guildford Borough Council	N/A	Officer time; sustainability teams across councils resource required
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.	Medium term	Waverley Borough Council; Guildford Borough Council; Surrey County Council	N/A	Officer time
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.	Medium term	Waverley Borough Council; University for Creative Arts; Waverley Training Services; Godalming College; Surrey County Council	N/A	Officer time

<sup>2</sup> Short term = 1-2 Years, Medium term = 2-5 years, Long term = 5 years+

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

What?	When? <sup>2</sup>	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

<sup>2</sup> 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; parish councils	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.	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 to create a new Civic Quarter on the site 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 scope out opportunities for new workspace provision as part of developments on land owned by the public sector (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? <sup>3</sup>	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&amp;B) may be required for commercial sustainability reasons.</p>	Medium Term	Waverley Borough Council	Flimwell Park East Sussex	Office time; working with private sector partners, funding required
<b>NEW INTERVENTIONS</b>				
Advance plans to create a new Civic Quarter on the site of The Bury in Godalming. We will carefully consider how commercial space provision can be tailored to priority sectors and/or their supply chain to drive productivity growth.	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 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. We will undertake a demand and land use assessment to support this.	Long term	Waverley Borough Council; The Rutland Group; Trinity College Cambridge	Kings Hill Business District	Officer time

<sup>3</sup> Short term = 1-2 Years, Medium term = 2-5 years, Long term = 5 years+

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

What?	When? <sup>3</sup>	Who?	Example	Resourcing
Review council-owned assets and explore whether any can be used to provide low-cost business space for entrepreneurs and micro-businesses. 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.	Medium term	Waverley Borough Council; Town Councils; Parish Councils	Tripod Brixton	Officer time; Funding required for additional resources
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.	Medium term	Waverley Borough Council	Purley Way Masterplan SPD	Officer time; business cases to identify priority projects and possible funding
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.	Medium term	Waverley Borough Council; University for the Creative Arts; Farnham Town Council; World Craft Town Initiative	Flinwell Park	Officer time; Funding required via private/ public collaboration
Update our existing Employment Land Review (2016) to reflect our changing economic context and ambitions for new Local Plan 2024. 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.	Short term	Waverley Borough Council	Waltham Forest Employment Land Review and Industrial Intensification Audit	Officer time; Funding required
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.	Medium term	Waverley Borough Council	Bristol Vacant Unit Grant Scheme	Officer time; suitable funding to be identified with partners

<sup>3</sup> Short term = 1-2 Years, Medium term = 2-5 years, Long term = 5 years+

## 5. Valuing Our People and Foundational Economy

What?	When? <sup>4</sup>	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;	Westminster Employment Service	Officer time; work with partners such as DWP, NHS
<b>NEW INITIATIVES</b>				
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.	Medium 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"> <li>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.</li> <li>Extend the opening hours of the Haslemere Youth Hub to support children and young adults from minority ethnic groups or the LGBTQ+ community.</li> <li>Increase the services and programmes on offer at the Hale Community Centre to support less advantaged adults and to address inequality through the Sandy Hill Inclusive Partnership.</li> </ul>	Short 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

<sup>4</sup> Short term = 1-2 Years, Medium term = 2-5 years, Long term = 5 years+

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

What?	When? <sup>4</sup>	Who?	Example	Resourcing
<ul style="list-style-type: none"> <li>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.</li> <li>Create wellbeing hubs in Farnham, Cranleigh, Godalming and Haslemere to help improve health and wellbeing services across the borough.</li> </ul>	Short 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
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 contractors, and look for opportunities to develop apprenticeship positions for people in less advantaged communities.	Short term	Waverley Borough Council; Guildford Borough Council	Preston Inclusive Economy Programme	Officer time
<b>VISITOR ECONOMY INTERVENTIONS</b>				
<b>Improving provision for overnight stays:</b> 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).	Medium Term	Waverley Borough Council	N/A	Officer time
<b>Curating events programme:</b> 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.	Medium term	Waverley Borough Council; town councils; parish council; Business Improvement Districts; Local Visitor Economy Partnership assets	Canterbury Events Calendar	Officer time
<b>Local Visitor Economy Partnership (LVEP):</b> 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.	Medium Term	Waverley Borough Council; Guildford Borough Council; Surrey County Council; BIDs; private sector	N/A	Officer time, working with partners

<sup>4</sup> Short term = 1-2 Years, Medium term = 2-5 years, Long term = 5 years+

## 6. Enhancing Our Physical and Digital Infrastructure

What?	When? <sup>5</sup>	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. One of the most impactful and ambitious activities will involve working with partners to drive forward regional investment in a Gigabit Fibre Spine, which is expected to run through both Farnham and Godalming.</p> <p>To seize the opportunity for businesses and residents outside these areas, we will develop our own strategy and delivery plan to create spurs from the Fibre Spine to increase gigabit coverage.</p> <p>Other elements of the programme will include:</p> <ul style="list-style-type: none"> <li>• Support Surrey County Council to bring forward regional procurement 'lots' to encourage suppliers to bring forward infrastructure projects locally.</li> <li>• Pool businesses in rural areas together and support them to access the National Gigabit Voucher Scheme.</li> <li>• 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.</li> <li>• 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).</li> <li>• Create a webpage for fibre suppliers that includes guidance for installing new infrastructure locally, and contact details for relevant departments.</li> <li>• Investigate opportunities to use the public realm (e.g. lampposts, toilet blocks, public assets, street furniture etc) in our historic urban and village centres to provide wireless small cell networks without needing to dig up roads.</li> <li>• 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.</li> <li>• Work with the University of Surrey to experiment and test their emerging mobile technology within our borough.</li> <li>• Lobby Government to use some of its Shared Rural Network Funding to address rural 'not spots' across the borough.</li> <li>• Work with Surrey County Council to ensure that less advantaged communities can access social tariffs.</li> </ul>	Short term	Waverley Borough Council; Surrey County Council; town councils; parish councils; BIDs; Local Chambers of Commerce	Woking Digital Strategy	Officer time; work with partners and private sector

<sup>5</sup> Short term = 1-2 Years, Medium term = 2-5 years, Long term = 5 years+

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

What?	When? <sup>4</sup>	Who?	Example	Resourcing
<b>NEW INTERVENTIONS</b>				
Explore opportunities for renewable and community power generation projects, including as part of the Dunsfold Garden Village development. 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.	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
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 junctions 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

<sup>5</sup> 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 to select a rural business champion to ensure that rural business interests are represented on relevant boards and interest groups. This individual will also work with 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.	Long 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 junctions along the High Street, alongside enhanced public spaces, traffic management and cycling and pedestrian access.	Long 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, starting with 69 High Street in Godalming.	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				
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.  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.	Medium term	Waverley Borough Council; University for the Creative Arts; Godalming College; Farnham College; Local Chambers of Commerce; BIDs	N/A	Officer time
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.	Short term	Waverley Borough Council; Community Organisations	N/A	Officer time
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.	Short term	Waverley Borough Council; Community Organisations	N/A	Officer time
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.	Short term	Waverley Borough Council; Surrey Chambers of Commerce; Local Chambers of Commerce; town councils; parish councils; Surrey County Council	N/A	Officer time
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.	Medium term	Waverley Borough Council; Waverley Housing	300 Harrow Road	Officer time; Funding required
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.  We will challenge every planning application that makes a viability case to reduce or change the tenure mix of affordable housing.	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
<b>Enhancing destination marketing:</b> 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
<b>Improving marketing materials:</b> 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
<b>Supporting and connecting local organisations:</b> 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
<b>Strengthening active travel:</b> 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
<b>Promoting our borough through media:</b> 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				
Continue to support our 'dial-a-ride' Hoppa Community Transport scheme and explore funding opportunities to expand the scale and reach of the service. 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.	Short term	Waverley Borough Council; Hoppa Bus	Katch Suffolk	Officer time; work with partners to deliver
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.	Medium term	Waverley Borough Council; Surrey County Council	N/A	Officer time
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.	Medium term	Waverley Borough Council	Oxford City Council Electric Vehicle Strategy	Officer time
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), Surrey Local Transport Plan (2022), Surrey Local Strategic Statement (2016-2031) and other strategic documents. Infrastructure commitments related to roads, active travel, utilities and flooding will be prioritised for delivery over the short-to-medium term.	Long term	Waverley Borough Council; Surrey County Council; National Highways; National Grid; Southern Water	N/A	Officer time

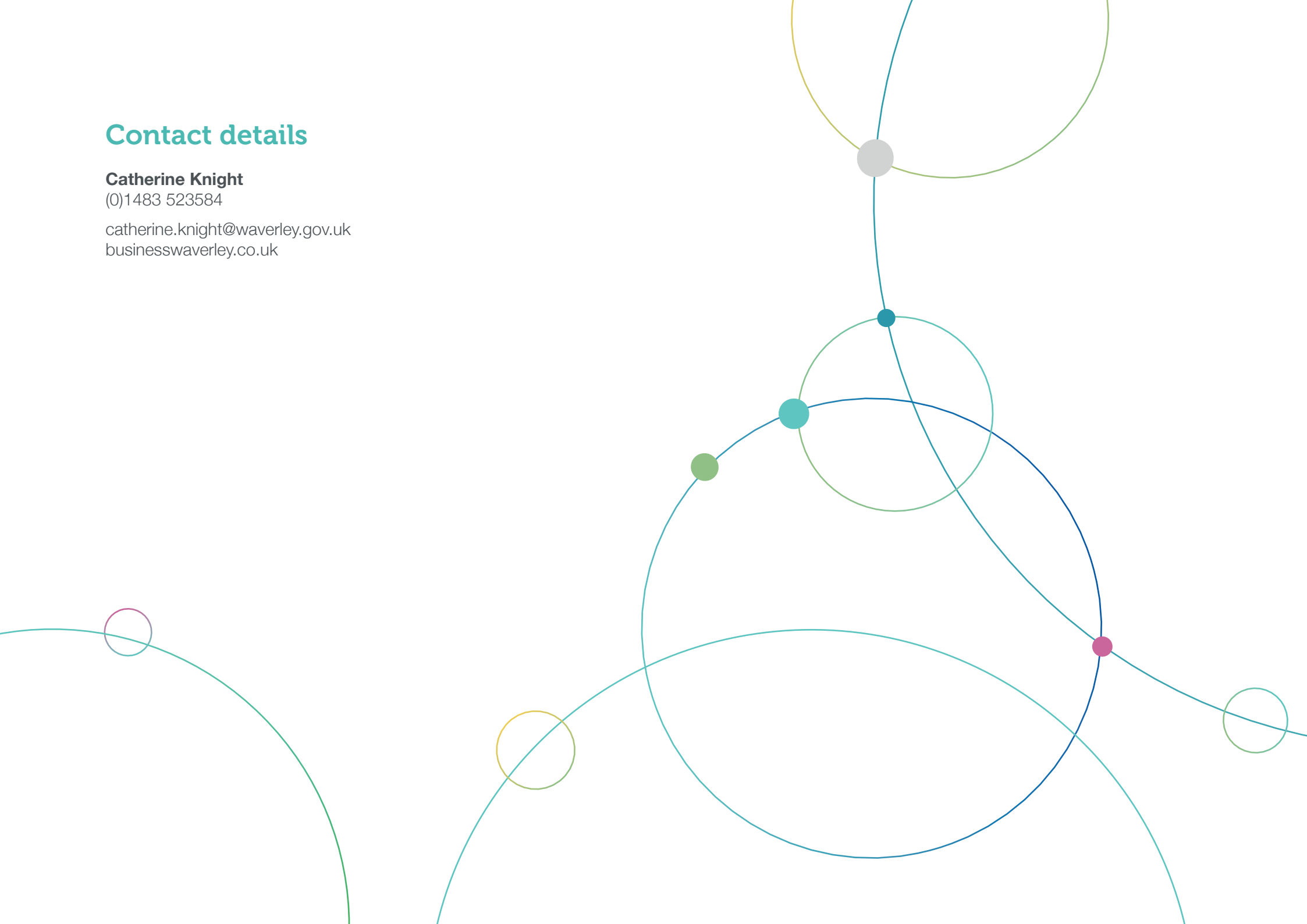
## Contact details

**Catherine Knight**

(0)1483 523584

[catherine.knight@waverley.gov.uk](mailto:catherine.knight@waverley.gov.uk)

[businesswaverley.co.uk](http://businesswaverley.co.uk)



# WBC DRAFT Economic Development Strategy 2024-32 and Action Plan feedback

Responding to the impact of the COVID pandemic, the job losses in the borough post BREXIT, and the Cost of Living Crisis on local economy, and the declaration of a climate emergency response, Waverley Borough Council has undertaken extensive evidence collation from the Office of National Statistics, partners and stakeholders, during 2022/23.

This data, including one to one interviews, workshops, and a business survey, combined with the Council's administration aspiration to create Thriving and Green Economy for the borough have directed this new draft Strategy and action plan for Waverley.

We want to hear your feedback on the THRIVE themes, and accompanying gamechanger priorities and check the factual content of the documents.

This strategy is ambitious and can only be achieved by working together, so it is vital our delivery partners are fully on board.

## Our Vision

We will work proactively together to attract small and start-up businesses to locate in Waverley to help stimulate a more thriving and green local economy. Through our active and meaningful interventions our economy will be more environmentally sustainable, productive and inclusive than ever before.

1. Do you agree with our vision?

☐ yes

☐ no

2. Why do you agree, or not agree, with the vision?

Enter your answer

3. Do you agree with the six THRIVE themes?

☐ Yes

☐ No

4. How would you prioritise your top three THRIVE themes programme?

Turbocharging our small business economy

Harnessing the green economy revolution

Improving our commercial space offer

Valuing our people and foundational economy

Enhancing our physical and digital infrastructure

5. Please add any further comments on the THRIVE themes here

Enter your answer

6. How would you prioritise the gamechanger programme?

Green Waverley - positioning Waverley as the place to go for "green" businesses.

Creative Waverley - this will elevate our already strong creative and cultural sector.

Regenerated Waverley - will involve working with town and parish councils to develop highly ambitious Place Strategies for our Godalming, Farnham, Haslemere and Cranleigh centres.

Rural Waverley - this programme focuses on re-invigorating and re-imagining our rural areas as places where small clusters of sensitive and sustainable business activity can thrive.

Equal Waverley - this programme will focus on providing our residents with access to the training skills, and opportunities they need.

Connected Waverley this programme will support our area to become one of the most digitally connected rural areas in the country.

7. Please add any comments on the gamechangers here

Enter your answer

8. Have we missed anything in the strategy or action plan you would like to have seen?

Enter your answer

9. Please let us now if you have spotted any factual inaccuracies.

Enter your answer

Never give out your password. [Report abuse](#)



This content is created by the owner of the form. The data you submit will be sent to the form owner. Microsoft is not responsible for the privacy or security practices of its customers, including those of this form owner. Never give out your password.

**Microsoft Forms** | AI-Powered surveys, quizzes and polls [Create my own form](#)

[Privacy and cookies](#) | [Terms of use](#)

11. GTC REPRESENTATIVES ON EXTERNAL ORGANISATIONS & KEY DATES (TOWN EVENTS)

<b>REPRESENTATION ON EXTERNAL BODIES</b>	
<b>External Organisation</b>	<b>TC Rep</b>
Fairtrade Steering Group	Cllr Clayton
Farncombe Day Centre	Cllr Crowe
St Marks CC Management Committee	Cllr Kiehl
Godalming/Joigny Friendship Association (REMOVE FOR 2024)	Town Mayor Cllr PS Rivers
Godalming/Mayen Association	Town Mayor Cllr PMA Rivers
Sport Godalming	Cllr Adam
Godalming & District Chamber of Commerce	Cllr Holliday
Go-Godalming Association	Town Mayor Cllr Steel
Godalming Museum Trust	Cllr Steel Cllr Weightman
Holloway Hill Sports Association	Cllr Heagin
Citizens' Advice SW Surrey (observer)	Cllr Steel
SALC	Cllr Heagin
Godalming Cycle Forum	Cllr Crooks
District Scout Council	Cllr Crooks



## KEY DATES FOR MEMBERS' INFORMATION (TOWN EVENTS ETC.)

Event	Date
Spring Festival	Saturday, 6 April 2024
Annual Council/Mayor Making	Thursday, 16 May 2024
Godalming Run	Sunday, 19 May 2024
Town Show	Saturday, 1 June 2024
Summer Food Festival	Sunday, 7 July 2024 - tbc
Staycation	Saturday, 3-Sunday, 11 August 2024 - tbc
Heritage Weekend	Saturday, 14-Sunday, 15 September 2024
Town Fireworks	Friday, 1 November 2024
Remembrance Sunday	Sunday, 10 November 2024
Christmas Lights Switch-on	Sunday, 24 November 2024
Christmas Festival Market	Saturday, 30 November 2024
Farncombe Christmas Lights Switch-on	Friday, 6 December 2024
Farncombe Christmas Market	Saturday, 7 December 2024

Events in red are organised by or in partnership with Godalming Town Council

## GODALMING TOWN COUNCIL

Disclosure by a Member<sup>1</sup> of a disclosable pecuniary interest or other registerable interest (non-pecuniary interest) in a matter under consideration at a meeting (S.31 (4) Localism Act 2011 and the adopted Godalming Members' Code of Conduct).

As required by the Localism Act 2011 and the adopted Godalming Members' Code of Conduct, **I HEREBY DISCLOSE**, for the information of the authority that I have [a disclosable pecuniary interest]<sup>2</sup> [a registerable interest (non-pecuniary interest)]<sup>3</sup> in the following matter:-

**COMMITTEE:**

**DATE:**

**NAME OF COUNCILLOR:** \_\_\_\_\_

Please use the form below to state in which agenda items you have an interest.

Agenda No.	Subject	Disclosable Pecuniary Interests	Other Registerable Interests (Non-Pecuniary Interests)	Reason

**Signed** \_\_\_\_\_

**Dated** \_\_\_\_\_

---

<sup>1</sup> "Member" includes co-opted member, member of a committee, joint committee or sub-committee

<sup>2</sup> A disclosable pecuniary interest is defined by the Relevant Authorities (Disclosable Pecuniary Interests) regulations 2012/1464 and relate to employment, office, trade, profession or vocation, sponsorship, contracts, beneficial interests in land, licences to occupy land, corporate tenancies and securities

<sup>3</sup> A registerable interest (non-pecuniary interest) is defined by Section 9 of the Godalming Members' Code of Conduct.