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Contact: Andrea Carr
Committee Services
01483 444058

27 January 2023

Dear Councillor

Your attendance is requested at a remote meeting of the **STRATEGY AND RESOURCES EXECUTIVE ADVISORY BOARD** to be held on **MONDAY 6 FEBRUARY 2023 at 7:00 pm**. The meeting will be held remotely via Microsoft Teams.

If for any reason Councillors lose their wi-fi connectivity to the meeting and are unable to re-join using the link in the Outlook calendar invitation, please re-join using the telephone number 020 3855 4748. You will be prompted to input a conference ID: 665 202 881#

Yours faithfully

Tom Horwood
Joint Chief Executive

MEMBERS OF THE EXECUTIVE ADVISORY BOARD

Chairman: Councillor Ruth Brothwell
Vice-Chairman: Councillor Will Salmon

Councillor Jon Askew
Councillor Christopher Barrass
Councillor Colin Cross
Councillor Graham Eyre
Councillor Angela Gunning

Councillor Diana Jones
Councillor Steven Lee
Councillor Masuk Miah
Councillor Jo Randall
Councillor Catherine Young

Authorised Substitute Members:

Councillor Paul Abbey
Councillor David Bilbé
Councillor Chris Blow
Councillor Dennis Booth
Councillor Guida Esteves
Councillor Andrew Gomm
Councillor Angela Goodwin
Councillor Gillian Harwood
Councillor Liz Hogger
Councillor Nigel Manning
Councillor Ted Mayne

Councillor Ann McShee
Councillor Bob McShee
Councillor Marsha Moseley
Councillor Ramsey Nagaty
Councillor Susan Parker
Councillor Maddy Redpath
Councillor Paul Spooner
Councillor James Walsh
Councillor Fiona White
Councillor Keith Witham

QUORUM: 4

WEBCASTING NOTICE

This meeting will be recorded for live and/or subsequent broadcast on the Council's website in accordance with the Council's capacity in performing a task in the public interest and in line with the Openness of Local Government Bodies Regulations 2014. The whole of the meeting will be recorded, except where there are confidential or exempt items, and the footage will be on the website for six months.

If you have any queries regarding webcasting of meetings, please contact Committee Services.

Please contact us to request this document in an alternative format

THE COUNCIL'S STRATEGIC FRAMEWORK (2021- 2025)

Our Vision:

A green, thriving town and villages where people have the homes they need, access to quality employment, with strong and safe communities that come together to support those needing help.

Our Mission:

A trusted, efficient, innovative, and transparent Council that listens and responds quickly to the needs of our community.

Our Values:

- We will put the interests of our community first.
- We will listen to the views of residents and be open and accountable in our decision-making.
- We will deliver excellent customer service.
- We will spend money carefully and deliver good value for money services.
- We will put the environment at the heart of our actions and decisions to deliver on our commitment to the climate change emergency.
- We will support the most vulnerable members of our community as we believe that every person matters.
- We will support our local economy.
- We will work constructively with other councils, partners, businesses, and communities to achieve the best outcomes for all.
- We will ensure that our councillors and staff uphold the highest standards of conduct.

Our strategic priorities:

Homes and Jobs

- Revive Guildford town centre to unlock its full potential
- Provide and facilitate housing that people can afford
- Create employment opportunities through regeneration
- Support high quality development of strategic sites
- Support our business community and attract new inward investment
- Maximise opportunities for digital infrastructure improvements and smart places technology

Environment

- Provide leadership in our own operations by reducing carbon emissions, energy consumption and waste
- Engage with residents and businesses to encourage them to act in more environmentally sustainable ways through their waste, travel, and energy choices
- Work with partners to make travel more sustainable and reduce congestion
- Make every effort to protect and enhance our biodiversity and natural environment.

1 Community

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- Tackling inequality in our communities
- Work with communities to support those in need
- Support the unemployed back into the workplace and facilitate opportunities for residents to enhance their skills
- Prevent homelessness and rough-sleeping in the borough

10 OCTOBER 2022

STRATEGY AND RESOURCES EXECUTIVE ADVISORY BOARD

10 October 2022

- * Councillor Ruth Brothwell (Chairman)
- * Councillor Will Salmon (Vice-Chairman)

- | | |
|----------------------------------|------------------------------|
| * Councillor Jon Askew | Councillor Steven Lee |
| * Councillor Christopher Barrass | * Councillor Masuk Miah |
| Councillor Colin Cross | Councillor Tony Rooth |
| Councillor Graham Eyre | * Councillor Catherine Young |
| * Councillor Angela Gunning | |

* Present

Councillors Angela Goodwin, John Rigg and Cait Taylor were also in attendance.

SR47 APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTE MEMBERS

Apologies for absence were received from Councillors Graham Eyre, Steven Lee and Tony Rooth. There were no notifications of substitutions.

SR48 LOCAL CODE OF CONDUCT AND DECLARATION OF DISCLOSABLE PECUNIARY INTERESTS

There were no declarations of disclosable pecuniary or non-pecuniary interests.

SR49 MINUTES

The minutes of the meeting of the Executive Advisory Board (EAB) held on 13 June 2022 were confirmed as a correct record, and would be signed by the Chairman at the earliest opportunity.

SR50 EXECUTIVE FORWARD PLAN

The Executive Forward Plan was noted without comment.

SR51 EAB WORK PROGRAMME

With regard to Supplementary Planning Documents (SPDs), the Chairman advised that her related discussion with the Leader of the Council had revealed that much work was being undertaken in relation to the preparation of Development Management Policies. It was anticipated that the Greenbelt SPD would be pursued next, followed by the Blue and Green Infrastructure SPDs. The EAB looked forward to future updates in these areas and noted its Work Programme.

SR52 TUMBLING BAY (MILLBROOK) WEIR MANDATE

The Lead Councillor for Regeneration presented the mandate in respect of Tumbling Bay (Millbrook) Weir to the Executive Advisory Board (EAB) at its meeting held on 10 October 2022.

The mandate considered options relating to Millbrook Weir which had collapsed in 2019 and been replaced with a temporary weir (which had a limited lifespan of 5 – 10 years) jointly by the National Trust (NT) and the Council at a shared cost to restore water flow in the Wey Navigation. However, the collapsed footbridge over the Weir and its feeder footpath remained closed and the Council and NT continued to face public pressure to restore public

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access and instal a permanent Weir. Options offered by the mandate consisted of 'Do Nothing', 'Do Minimum', 'Do More', 'Do Most' or 'Do Something Different'. 'Do Nothing' was the recommended option.

The Lead Councillor's presentation featured scene setting photographs and maps of the area surrounding Millbrook Weir and Millmead Bypass Weir, including local public footpaths, and suggested a short term alternative footpath option to replace public footpath 49 that was currently closed. The area was described as an important green space in the heart of the town, access to which was highly valued by the local community. However, access to the green space and the town was currently hampered as both Weirs were in need of repair or refurbishment causing inconvenience to residents. The suggested alternative temporary footpath would pass through land owned by the NT to the west of the River Wey through the Council's front car park to restore public access to the town, Yvonne Arnaud Theatre and green space.

The Council had invested a substantial amount of time and resources into investigating the ownership of, and responsibility for, Millbrook Weir since its collapse and the conclusion reached was that the Council was not responsible for the maintenance or repair of Millbrook Weir, the footbridge or sluice gates as neither the river nor surrounding land were within its ownership. Although the history of the area was complex, investigations had identified Surrey County Council (SCC), the Environment Agency (EA), the NT and Thames Water (TW) as interested and responsible parties.

Although it had been suggested that the Council may be responsible for Millbrook Weir as it owned the Mill and operated the sluice gates, there was no evidence to support this. The NT had been found to be the owner of the land upon which Millbrook Weir, the footbridge and crossing towpath together with the sluice were located. The EA had acknowledged ownership of Millmead Bypass Weir and had embarked upon a project to create a replacement bypass weir and fish pass. SCC had historically operated the Wey Improvement Scheme which included installing structures and taking responsibility for maintenance and operation of assets. The EA and TW had inherited some of the responsibility for the Scheme. SCC, as lead local flood authority, and the EA, with its responsibility for managing flood risk associated with a main river, had respective obligations relating to preparing a local flood risk management strategy and undertaking related maintenance improvements and construction works. Therefore the Council was not in a position to instigate related activities and was eager to ensure that the responsible parties implemented a permanent solution to the issues concerning the Weirs and restored public access in the area.

The following points arose from related questions, comments and discussion for forwarding to the Executive:

1. It was acknowledged that a public relations exercise would be beneficial to inform residents that the Council was not responsible for maintaining or repairing Millbrook Weir and did not have the financial resources to do so, despite having provided funding towards the temporary emergency repair at a cost of £440,000. Without funding and the necessary engineering skills, the only course of action open to the Council was to represent residents by acting as a convenor and host to encourage the relevant parties to fulfil their obligations by implementing a permanent solution to the issues relating to Millbrook Weir and restoring public access in the area.
2. As the closed pathway formed part of a green connectivity route into the town being promoted by SCC, the provision of the suggested temporary alternative public footpath to the west of the River Wey was welcomed. It was thought that SCC, which was

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responsible for adopted public footpaths and byways, possessed an infrastructure budget to fund such issues and emergencies.

3. The nearby rowing club was not involved in discussions relating to Millbrook Weir as far as it was known and appeared to continue to utilise surrounding stretches of water without hindrance.
4. The majority of towpaths were maintained by the inland navigation utilising them to operate the associated waterway and not adopted by a local authority as a public right of way. This was the case with the towpath heading south towards Godalming which was a permissive right of way allowing for a level of recreational use.
5. In terms of funding, the Council had also made a financial commitment to the construction of a fish pass which had been agreed as a separate matter prior to the collapse of Millbrook Weir.

In conclusion, the EAB agreed that, although the recommended option in the mandate was to 'Do Nothing' to reflect the Council's lack of resources and absence of responsibility for the maintenance or repair of Millbrook Weir, footbridge and sluice gates, this option was not supported. As an alternative, the Board decided to recommend to the Executive that the Council undertake a public relations exercise to inform residents of the Council's position in this regard and its intention to represent them by acting as a convenor to persuade the relevant parties to fulfil their obligations to implement a permanent resolution to the Millbrook Weir issue and restore public access in the area. This public communication could be in the form of an open letter from the Joint Chief Executive, possibly referring to the fish pass financial commitment, together with letters to the relevant agencies explaining the Council's proposed stance in this matter.

SR53 EXCLUSION OF THE PUBLIC AND PRESS

In the event, the public and press were not excluded from the meeting as councillors did not discuss the Briefing Note at Item 8 regarding the Council's legal position at the meeting.

SR54 TUMBLING BAY (MILLBROOK) WEIR MANDATE - LEGAL POSITION OF GUILDFORD BOROUGH COUNCIL

This matter was noted without discussion at the meeting.

The meeting finished at 8:05 pm

Signed

Date

Chairman

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POLICY MANDATE
6 February 2023
Safeguarding Policy and Procedure
Strategy and Resources EAB

Recommendation to Committee:

- (I) That the Committee is invited to review this policy mandate for the draft Safeguarding Procedure and Policy.
- (II) That the Committee is invited to comment on the appropriateness of the draft Safeguarding Procedure (Part 1) and Policy (Part 2) as set out in Appendix 1 and 2 respectively, with specific reference to:
- Our commitment to safeguarding people we interact with and provide services for
 - The accessibility of the documents for all staff and councillors
 - Our statutory safeguarding duties
 - Our roles and responsibilities
 - Our training needs



Policy Mandate – Safeguarding Policy and Procedure

Policy Overview

Policy Title	Guildford Borough Council Safeguarding Policy and Procedure 2023-25
Brief Description of Policy	<p>This new safeguarding policy and procedure replaces our existing policy which was approved in 2018 and updated in 2020. It also replaces the supplementary referral quick guides developed to support the existing policy in 2020 and most recently updated in 2022.</p> <p>The new Safeguarding Policy and Procedure is one document presented in two parts.</p> <p>Part one – Procedure: aims to provide a clear process statement for all staff, agency, volunteers, and councillors to be able to raise an alert and act on safeguarding concerns. The procedure aims to increase cooperation and compliance with our statutory duties, with a standardised approach, helping to reduce variation across the Council and to support employees to confidently raise concerns.</p> <p>Part two – Policy: articulates how the Council will respond to and fulfil its statutory duties set out in the legislation and statutory guidance. The Policy sets out our aims for safeguarding and our approach, in the context of our duties and those of Surrey Children and Adult Safeguarding Boards. The policy aims to increase awareness, provide clarity on roles and responsibilities and support decision making, within our safeguarding framework. The Policy also sets out how our staff will contribute to delivering our safeguarding duties.</p>
Status	Draft
Executive approval date	TBC- scheduled 16 March 2023- subject review of joint policy *CMB comments
Statutory/non statutory	Statutory

Ownership

Policy Owner	Organisational Development in consultation with Joint Executive Head, Community Services
Lead Councillor	Councillor Julia McShane
Service Area	Safeguarding/Community
Policy Author and Job Title	Jo James, Senior Policy Officer

Case for Change

<p>Why do we need to produce this policy?</p>	<p>Our existing Safeguarding Policy was produced in 2018. We have a statutory duty to ensure we have effective safeguarding practices in place.</p> <p>It is recognised that safeguarding is subject to changes in legislation, duties, guidance, good practice, and terminology that needs to be reflected in our policies and procedures.</p> <p>The existing policy and procedure were approved ahead of the publication of ‘Working Together to Safeguarding Children’- Statutory guidance on inter-agency working to safeguard and promote the welfare of children, July 2018. The Care Act-Care and Support Statutory Guidance was updated in November 2022 following changes to Section 74 of the Care Act 2014 on 1 July 2022.</p> <p>Both the Surrey Safeguarding Children’s Partnership and Surrey Safeguarding Adults Board have made changes to their own policies and procedures since 2018.</p> <p>In November 2021, our internal audit on safeguarding made a recommendation to review and update our policy and procedure to make it more accessible for our employees and to reflect more recent guidance.</p>
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Key Deliverables

Key Deliverable	Description
A clear Procedure	A process for all staff, agency, volunteers, and councillors to be able to confidently raise an alert and act on safeguarding concerns.
A clear Policy	Articulates how the Council will respond to and fulfil its statutory duties set out in the legislation and statutory guidance. Setting our approach in the context of our duties and those of Surrey Children and Adult Safeguarding Boards.

Success Criteria

Success Criterion	Description
Alignment to statutory guidance and local safeguarding arrangements	The policy and procedure should reflect the latest statutory guidance and legislation relating to safeguarding and the local policies and procedures as set by the Surrey Safeguarding Children’s Partnership and Surrey Safeguarding Adults Boards
Communication and awareness	The policy and procedure will be embedded in regular communication to our staff, published on the Intranet and Council website and delivered through training appropriate to the level of need for individual roles.
Cooperation and compliance across the organisation	A clear policy and procedure will increase cooperation and compliance with our statutory duties, with a standardised approach for all employees.
Reduced variation of standards and risks	A clear policy and procedure will reduce variation in the ways we approach safeguarding, reducing the risk of missed opportunities to safeguard children and adults with care and support needs.

Increased confidence in staff to raise concerns in the right way and at the right time	A clear policy and procedure will support our employees to understand their responsibilities, provide guidance and support to them where they have concerns and ensure they know where and when to raise concerns.
Effective monitoring and review	A schedule for monitoring and reviewing the policy and procedure will ensure it is relevant and reflects changes to legislation and practice.

Strategic Objectives

Strategic Objectives (Corporate Plan)	To achieve its strategic priorities, the Council must respond to its statutory duties to safeguard children, and adults with care and support needs. Our strategic approach to safeguarding ensures we are tackling inequality and working with our communities to support those in need.
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Scope

In Scope	<ul style="list-style-type: none"> statutory safeguarding functions to cooperate with Surrey County Council, the police and clinical commissioning group applies to all staff, agency workers, volunteers, and contractors employed by the Council also applicable to councillors undertaking official duties on behalf of the Council a referral pathway to raise concerns to Surrey County Council. embedding safeguarding practices in our recruitment and training of staff and volunteers involved in the delivery of our services setting out how we will discharge our duties across our functions compliments and supports the Surrey Safeguarding Children Partnership (SSCP) and Surrey Safeguarding Adults Board (SSAB) multi-agency procedures.
Out of Scope	<ul style="list-style-type: none"> undertaking enquiries to assess the risk of harm or abuse (Surrey County Council duty) delivery of specialist safeguarding training (delivered by the Safeguarding boards)

Organisational Impact

Impact assessments required	Equalities Impact Assessment
Internal and External drivers for change	<p>Internal: KPMG safeguarding audit recommendations November 2021 and update report January 2023 Organisational operating model- roles and responsibilities Strategic Safeguarding Group annual action plan</p> <p>External: Updates and changes to legislation, statutory guidance, and local safeguarding arrangements Best practice and learning from safeguarding reviews Section 11 audit (SSCP)</p>

	SSAB Quality Assurance
Services and organisational impact	Corporate Policy and Procedure for all Services Delivery of mandatory induction and training Terms of reference of Strategic and Operational Safeguarding Groups Roles and responsibilities of staff and managers
Key linked internal policies and procedures	HR policy- recruitment, training, whistleblowing and disciplinaries Procurement- discharged functions through contracted out services, modern slavery motion Data and Information Sharing
External key linked guidance, policies, and procedures	Surrey Safeguarding Children’s Partnership Procedures Manual Surrey Safeguarding Adults Board Policies and Procedures Working Together to Safeguard Children Care and Support Statutory Guidance The Mental Capacity Act Surrey MAISP - multi agency information sharing protocol

Collaboration Considerations

What is the status of Waverley Policy?	Policy implemented June 2020 Review/renewal June 2022 Waverley Borough Council’s Safeguarding Policy has been reviewed in the development of this policy. The principles and statutory duties for safeguarding are applicable across both Guildford and Waverley Borough Council. Where appropriate, a similar approach to roles and responsibilities have been adopted in the policy. The dependency on internal structures, services, policies, and procedures currently requires specific reference and interpretation in a separate policy and procedure.
What discussion has been had with Waverley about this policy?	We have consulted Waverley Borough Council in developing this draft policy.
What opportunities are there for savings through the collaboration?	Opportunities for efficiencies in delivering safeguarding training have been discussed and will be developed further through collaboration priorities in Community Services.

Strategic Assumptions

Assumption	Description
Training budget and resource	There is an assumption that the corporate training budget will resource mandatory level 0 and level 1 training as set out in the policy.
Provision of training by SSCP and SSAB	There is an assumption that SSCP and SSAB will continue to meet their statutory duty to make arrangements for providing specialist safeguarding training accessible to our staff.

Strategic Issues

Issues*

Issue	Description	Resolution target date
Awareness and accountability	There is effective awareness and responsibility of our duties to safeguarding & promoting the welfare of children and adults with care and support needs, across the organisation.	March 23 through adoption of policy and procedure
Training	<p>All staff have access to training that provides them with the right information, skills, and knowledge to effectively carry out their roles, responsibilities, and accountabilities to safeguard and promote the welfare of children and adults with care and support needs.</p> <p>There are clear training and development pathways for staff matched to their roles and responsibilities</p> <p>There is an effective and corporate approach to record, monitor and identify gaps and opportunities for training across the organisation</p> <p>There is an effective internal safeguarding induction programme and access to specialist external training</p>	Training pathway compliance achieved across organisation by December 2023
Record Keeping	<p>There is a clear process and corporate system for:</p> <ul style="list-style-type: none"> - recording and reporting safeguarding concerns - recording the outcomes of assessments made (internally or externally) - recording any actions taken to safeguarding and promote the welfare of children and adults with care and support needs 	Interim arrangements in place Case management system requirements scoped and appraisal by December 2023
Policies and procedures	<p>There is clear and accessible guidance and procedures on:</p> <ul style="list-style-type: none"> - the Council's duties to safeguarding & promote the welfare of children and adults with care and support needs - how to respond to a concern of abuse or the welfare of children or adults with care and support needs - reporting concerns of abuse or the welfare of children or adults with care and support needs 	March 23 through adoption of policy and procedure

- additional vulnerabilities and risk factors of some children and adults with care and support needs
- information sharing in the context of safeguarding
- safer recruitment and selection
- managing complaints, allegations and promoting whistleblowing

***The above issues are addressed through the [Strategic Safeguarding Group Action Plan 2023-24](#)**

Strategic Risks

Risk	Description	Mitigation
Unclear roles, responsibilities, and accountabilities	Without a clear policy and procedure that is embedded through training and awareness raising, staff will be unclear of how to cooperate and comply with our statutory duties	Policy and procedure set out clearly the roles and responsibilities of the organisation, our staff, our discharged functions, and our managers.
Failure to meet statutory safeguarding duties	The policy and procedure should reflect the latest statutory guidance and legislation relating to safeguarding and the local policies and procedures as set by the Surrey Safeguarding Children’s Partnership and Surrey Safeguarding Adults Boards	Policy and procedure updated to reflect current legislation, guidance, and local safeguarding arrangements
Failure to safeguard children or adult with care and support needs	Without a clear policy and procedure there will be a variation in the ways we approach safeguarding, which increases the risk of missed opportunities to safeguard children and adults with care and support needs.	Policy and procedure set a standardised approach for raising concerns and for training pathways aligned to needs in specific roles.

Strategic Dependencies, Constraints, Opportunities

Title	Description
Training budget	There is a dependency on the corporate training budget to deliver level 0 and level 1 training.
Training provided by the boards	There is a dependency on the safeguarding boards to provide specialist training for level 1 and above There is a dependency on the availability and accessibility of training provided by the boards
Communication	There is a dependency on our internal communications to embed content on the promotion of safeguarding practices through our internal channels (staff emails and Intranet)
Safeguarding Culture	There is a dependency on CMB and JMT to demonstrate commitment to a safeguarding culture across the organisation through our Strategic Safeguarding Group

Training	There is a constraint on the capacity and knowledge of internal staff to plan for, develop content and deliver safeguarding training which should be matched to the training pathways programme
Training	There is an opportunity for sharing staff capacity and knowledge in safeguarding with Waverley Borough Council, to deliver internal training within the training pathways programme
Culture	There is an opportunity to demonstrate our commitment to a culture of safeguarding through the adoption of the policy and procedure
Learning	There is an opportunity to continue to embed shared learning from case reviews through our Operational Safeguarding Group

IT Project Requirements

Requirement	Description
Case Management System	<p>The internal audit in 2021 recommended a corporate record keeping system for safeguarding referrals. This is currently being managed through an interim process in Microsoft Teams and an Excel spreadsheet.</p> <p>A more secure and effective case management approach could be delivered through existing case management systems:</p> <p>Salesforce: our corporate customer records management</p> <p>ECINS: secure case management system used by Safer Guildford Partnership – managed by Surrey Police</p> <p>A business case is needed to scope the requirements of an effective and secure record keeping system and to assess the costs, capability, and development opportunities through ECINS and Salesforce. This is an action in the Strategic Safeguarding Group action plan 23-24 to address this.</p>

Resources

Internal Resources

Internal Resources	<p>Commitment of Strategic Safeguarding Group membership</p> <p>Safeguarding leads to deliver level 0 and 1 training in house</p> <p>Annual partnership contribution to SSCP (£1,270) and SSAB (£1,055)</p>
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External Resources

External Resources	SSCP and SSAB coordination and support function and training offer
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Governance and approvals

Governance	<p>Policy and Procedure approval- Executive March 23</p> <p>Strategic Safeguarding Group Terms of Reference</p> <p>CMB receive biannual safeguarding report</p> <p>Corporate Governance and Standards Committee receive annual safeguarding report</p>
Assurance	<p>SSCP section 11 Audit- children’s safeguarding</p> <p>SSAB Quality Assurance- adult safeguarding</p> <p>Internal audit programme</p>

Stakeholders	Operational Safeguarding Group Strategic Safeguarding Group Lead Councillor for Community CMB SSCP SSAB
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Updates and review

Description	Update Date	Updated By	Approval
Document links and URL's	quarterly	Senior Policy Officer	None
Content in line with statutory guidance and legislation	6 monthly review or publication of significant new guidance/legislation Full review March 2025	Senior Policy Officer	Lead Member for minor changes Executive for full Policy Review
Content in line with local safeguarding arrangements	6 monthly review or publication of significant new guidance/legislation Full review March 2025	Senior Policy Officer	Lead Member for minor changes Executive for full Policy Review

Recommendations to the Executive

Date: *TBC 23	Adoption of Policy, Procedure, and associated appendices	To adopt the Safeguarding Policy and Procedure which articulates our commitment to safeguarding and ensures managed compliance with our statutory duties consistently across the Council.
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Recommendations/Comments from CMB

Date: 17 January 2023	Progress draft policy and procedure to EAB Feb 23 and Executive March 23	To progress the draft documents to EAB February 23 for consultation. To review the implications and opportunity to adopt a joint Guildford and Waverley Safeguarding Policy in June 23 as the preferred way forward.
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Recommendations/Comments from EAB

Date: 6 February 2023	Progress draft policy and procedure to Executive	
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GUILDFORD
BOROUGH

Guildford Borough Council

Safeguarding Policy and Procedure

Part 1: Procedure on how to respond if you have a safeguarding concern

Document Information

Version Control: Draft Version 1.0

Document Owner: Organisational Development in consultation with Joint Executive Head, Community

This document replaces: Guildford Borough Council Safeguarding Policy and Procedure - a guide to safeguarding children and adults 2018

Document creation date: March 2023

Next review date: March 2025 or subject to legislation change if sooner

Governance route: Executive

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Introduction

The safeguarding procedures outlined in this document provide a framework for raising an alert and acting on safeguarding concerns. However, it must be remembered that safeguarding is a dynamic process that must be undertaken with people and is not something that happens to people.

Our Safeguarding Policy (Part 2) sets out the definitions of abuse and neglect that may cause you to have safeguarding concerns.

Key contact details:

[Children's Single Point of Access \(CSPA\)](#) – children's safeguarding referrals and concerns

[Multi Agency Safeguarding Hub \(MASH\)](#) – adult safeguarding referrals and concerns

Internal Lead Officers for Safeguarding:

Our internal safeguarding leads are responsible for supporting both our strategic and operational safeguarding practices and are available to provide advice and guidance for all internal staff and councillors who have a safeguarding concern:

- Samantha Hutchison, Executive Head of Community Services, extension 4385
- Jo James, Senior Policy Officer, extension 4703
- Siobhan Kennedy, Homelessness Advice and Allocations Lead, extension 4247
- Andrew Smith, Joint Executive Head of Housing, extension 4352
- Richard Homewood, Joint Executive Head Regulatory Services, extension 4028
- Ali Holman, HR Specialist Business Partner, extension 4008 (LADO lead)
- Lisa Barrett, Community Wellbeing Team Leader, extension 4398 (internal record keeping lead)

When to make a request for support or raise a concern

If a member of staff, volunteer or councillor has a concern that a child or adult is being abused or at risk of abuse, they must report this. This should be raised with their supervisor or manager, or one of the safeguarding leads at the earliest opportunity.

Written records of any incident, which gave rise to the concern should be made as soon as possible and kept up to date throughout. Guidelines for record keeping are set out later in this procedure.

Important: our responsibility is not to investigate concerns, or make judgements, but to ensure that we share information with the right people, at the right time, in the right way.

Reference should be made to Part 2, Safeguarding Policy for Policy scope and definitions

When to refer a child

In the case of **children**, a referral to the [C-SPA](#) must be made if there is belief or suspicion that:

- a child is suffering or is likely to suffer **significant harm***; or
- a child's health or development may be impaired without the provision of services; or
- with the agreement of the person with **parental responsibility**, a child would be likely to benefit from family support services.

**Harm is defined as ill-treatment or the impairment of development. Harm becomes significant when comparing the child's health and development with what could be reasonably expected from a child of similar age. If there is any doubt about significance, a referral should always be made.*

Seeking permission

You should *normally* seek agreement from a person with parental responsibility, explaining why you have concerns. This should be either in writing or recorded as verbal consent with reference to a specific verbal conversation. This should only be done where such discussion and agreement-seeking will not place a child at increased risk of suffering significant harm.

A decision not to seek parental permission before making a referral to Surrey Children's Services must be recorded and the reasons given.

The 'best interests' of the child must be the primary concern when making decisions that may affect them. You should always listen to the views of the child in making decisions to refer concerns.

If there is a need for a referral and parental consent is not given:

- reason(s) for proceeding without parental agreement must be recorded
- Surrey Children's Services must be told that the parent has withheld her/his permission
- The parent must be contacted by the referring professional to inform her/him that after considering their wishes a referral has been made, unless to do so would place the child(ren) at increased risk of Significant Harm.

When to refer an adult

In the case of adults, a referral to the [MASH](#) must be made if there is belief that an adult:

- has needs for care and support (whether or not these are currently being met)
- is experiencing, or are at risk of, abuse or neglect

Seeking Permission

The Care Act does not require consent for adult safeguarding work. However, where possible, the person should be informed before referring an adult safeguarding concern to the MASH, unless to do so would present further risk.

Reasons not to inform or consult can include:

- to do so would put the safety of the adult at risk
- it is not possible or within the scope of your role to have a conversation with the adult.

Do not let these reasons prevent you from making a referral.

When a safeguarding concern involves a member of staff or volunteer

All allegations of abuse or maltreatment of children or adults with care and support needs by a professional, staff member or volunteer must be taken seriously and investigated. If someone does not wish to make a complaint following an allegation of abuse, this does not mean the allegation should not be considered and investigated.

The designated Lead Safeguarding HR Specialist Business Partner must be contacted to provide appropriate advice with regards to disciplinary and grievance procedures and to contacting the Local Authority Designated Officer ([LADO](#)).

The Council's [Whistleblowing Policy](#) supports staff who have a concern about the behaviour of any other employee or volunteer in relation to safeguarding.

How to make a request for support or raise a concern about a child or adult

You have a Safeguarding concern

This could be a suspicion, an allegation, an observation or a disclosure of abuse or risk of abuse.

Is there an immediate risk?

Where a child or adult is at **immediate risk of harm**, call **999** without delay. There is no requirement to speak to a supervisor or manager before doing so. This should be reported to your manager after the call and followed up with a referral.

Discuss your concerns

If there is no immediate risk of harm, a member of staff, volunteer or councillor should raise a concern about safeguarding with their supervisor or manager, depending upon the circumstances and their knowledge or experience. The manager, member of staff or councillor may also seek advice from one of the safeguarding leads directly.

Making a request for support, a referral or raising a concern

Following an initial assessment of the situation, either the manager or safeguarding lead will then decide whether a referral should be made, and if so to who:

- Children's Safeguarding Point of Access ([C-SPA](#))
- Multi Agency Safeguarding Hub ([MASH](#))
- an allocated social worker
- Police
- The Local Authority Designated Officer

If a decision is made not to refer the concern, make a record of the reason for the decision.

When any concern of significant harm becomes known, the greater the level of perceived risk, the more urgent the action should be.

Children- C-SPA

Requests for support or concerns (including referrals) made by professionals should be made by contacting [C-SPA](#)

The link above will provide you with all the relevant and up to date contact details and information to raise your concern including:

- Office hours and emergency contact telephone numbers
- Request for support forms
- Who to contact about existing cases with Children's Services
- Levels of need documents (to advise what kind of support might be needed)

This Procedure must be read alongside our Safeguarding Policy Appendix 1

- Child Protection Consultation Line (advice and support to professionals directing you to the most appropriate service to meet the child and family's needs)
- Concerns about individuals or volunteers that work with children

A copy of the contact details for C-SPA is provided in Appendix A- Children's safeguarding referral contacts- print only version. Please note that these details will be reviewed and updated regularly but cannot be guaranteed to be correct.

Adults- MASH

There are two things you might need the [MASH](#) to do for a person with care and support needs who may be experiencing or at risk of abuse or neglect:

- assess their care and support needs (Section 9 duty in the Care Act)
- ensure there is an adult safeguarding enquiry (Section 42 duty in the Care Act)

There is **no difference** in the criteria for making a referral for an assessment or an adult safeguarding enquiry. Where you are concerned that a person:

- is an adult with care and support needs; and
- is experiencing or is at risk of abuse or neglect

You should refer that adult for a safeguarding concern to the [MASH](#), and it is for them to decide the appropriate action.

Make clear in your referral what leads you to believe which of these is a concern. If you have information that can help inform a decision whether the person is unable to protect themselves from the abuse and neglect because of their care and support needs, include it, but you do not have to have this to refer an adult for a safeguarding concern.

The link above will provide you with all the relevant and up to date contact details and information to raise your concern including:

- Office hours and emergency contact telephone numbers
- Referral forms
- Guidance on making a good referral
- Levels of need toolkit (to advise what kind of support might be needed)
- Adult information and advice line (advice and support to professionals concerned)

A copy of the contact details for MASH is provided in Appendix B- Adult's safeguarding referral contacts- print only version. Please note that these details will be reviewed and updated regularly but cannot be guaranteed to be correct.

Reporting other safeguarding concerns

Domestic Abuse- concerned that someone may be at risk of harm from domestic abuse

If you are concerned about the safety of a child or young person who is exposed to domestic abuse, you must raise this as a safeguarding concern or referral through [C-SPA](#).

If you are concerned about the safety of an adult with care and support needs who is exposed to domestic abuse, you must raise this as a safeguarding concern or referral through the [MASH](#).

Anyone experiencing domestic abuse can access help and support through the [Healthy Surrey website](#).

If there's an emergency that's ongoing or life is in danger due to domestic abuse call [999](#).

Prevent- concerned that someone may be at risk of being drawn into terrorism

If a member of staff, volunteer, agency worker or councillor has concerns that a child or adult may be at risk of being drawn into terrorism due to their vulnerabilities, associations or ideology then you must make a referral by completing the [Prevent Referral Form](#) and returning it to the [Surrey Police Prevent Team](#).

If it's an emergency, always dial 999.

Modern Slavery- duty to notify the Home Office of potential victims of modern slavery

The 'duty to notify' provision is set out in the Modern Slavery Act 2015 and applies to all local authorities in England and Wales.

If a member of staff, volunteer, agency worker or councillor suspects a child or adult is a victim of modern slavery they will need to inform the National Referral Mechanism (NCM), which is a framework for identifying victims of human trafficking or modern slavery and ensuring they receive the appropriate support. This must be done using the forms available on the [Home Office website](#).

If it's an emergency, always dial 999.

Child Sexual Exploitation (CSE) and other forms of exploitation

If a member of staff, volunteer, agency worker or councillor has a concern that a child, or adult with care and support needs may be at risk of exploitation, they can help by passing relevant information to agencies who are charged with safeguarding.

If you are concerned about the safety of a child or young person who is exposed to any form of exploitation, you must raise this as a safeguarding concern or referral through [C-SPA](#).

If you are concerned about the safety of an adult with care and support needs who is exposed to any form of exploitation, you must raise this as a safeguarding concern or referral through the [MASH](#).

Record your actions

A written record of any incident, which gave rise to concern about a child or adult with care and support needs, should be made as soon as possible. Continued recording of actions and responses must be maintained throughout. Accurate and up-to-date record keeping is essential for several reasons:

- It helps identify causes for concern at an early stage. Often it is only when several seemingly minor issues are taken together, that a safeguarding concern becomes clear
- it helps to monitor and manage safeguarding practices and accountability
- it supports the safety of the individual concerned
- it ensures that evidence is protected and shows what action has been taken, what decisions have been made and why

Reference should be made to Part 2, Safeguarding Policy for record, retention, and disposal guidance.

Mandatory internal record keeping

All referrals made to C-SPA or the MASH must be referred to the Operational Safeguarding Group using the 'GBC Safeguarding Monitoring Form' accessed through Teams.

Access to the Teams site is made available through contacting Lisa Barrett (see contacts above).

The referrer must complete the GBC Safeguarding Monitoring Form and save it in the Teams folder.

The form asks for details of who has made the referral, the person being referred, the details of the concern and action that has been taken.

Once submitted, the referrer must regularly update the form with any further actions or feedback until the case is closed.

The referrer must also enter the details of who has been referred, the reason for the referral, who referred and when on the 'Referral Spreadsheet' accessed through the Operational Safeguarding Group Teams folder.

A red, amber, or green (RAG) rating must be selected to highlight the risk rating of the case.

The Referral Spreadsheet is reviewed every 6 weeks at an Operational Safeguarding meeting, chaired by the Joint Executive Head, Community Services. Each case is reviewed, and the referrer asked to update the group. The RAG rating is evaluated and updated until the case is closed or resolved. Details of which must be recorded on the safeguarding monitoring form.

Information Sharing

Information sharing is essential for effective safeguarding and promoting the welfare of children, and adults with care and support needs. It is a key factor identified in many case reviews, where poor information sharing has resulted in missed opportunities to act.

Information sharing in safeguarding, good practice checklist:

- **Necessary** to only share what is needed to safeguard
- **Proportionate** to the need and level of risk
- **Relevant** for the purpose of safeguarding
- **Adequate** for purpose and quality
- **Accurate** and distinguish between fact and opinion
- **Timely** to reduce the risk of missed opportunities
- **Secure** using the appropriate Egress classification and subject heading
- **Recorded** decision making about whether to, what to share and with who

Relevant personal information can be shared lawfully if it is to keep a child or individual at risk, safe from harm, or if it is protecting their well-being.

The UK General Data Protection Regulation (GDPR) and Data Protection Act 2018 do not prevent, or limit, the sharing of information for the purposes of safeguarding. They do however provide a framework to ensure that personal information about living individuals is shared appropriately.

The most important consideration is whether sharing information is likely to support the safeguarding and protection of a child or adult with care and support needs.

Information sharing guidance can be found in our Safeguarding Policy (Part 2)

Escalation of concerns

Safeguarding partners in Surrey have recognised that the needs of children and adults with care and support needs, and their families, can often be complex and may require a range of interventions and support that need to be tailored to meet their differing needs and circumstances.

There may be no right or wrong solution and quite legitimately practitioners may exercise their professional judgement differently and have differing opinions of what the right approach should be. It is also the case that exceptionally, the needs of some children, and adults with care and support needs may not easily fit within conventional application of thresholds.

It is of vital importance that, children, adults with care and support needs, and their families do not become entangled in professional disagreements and that where such disputes do occur, they can be resolved together, with minimum delay.

Details of escalation of concerns and key contacts relating to children through the SSCP are set out [here](#).

Details of escalation of concerns and key contacts relating to adults with care and support needs are set out [here](#).

Appendix A- Children's safeguarding referral contacts- print only version

Last updated: January 2023

If you think that a child is in immediate danger you should call 999.

If your query or request for support is for an adult (18 years and over), please contact Adult Social Care.

Children's Single Point of Access ([C-SPA](#))

If you are a child or young person being abused or neglected, or an adult who is concerned about a child or young person's safety and wellbeing, you can contact the Children's Services 'Single Point of Access' between 9am to 5pm on Monday to Friday.

Phone: 0300 470 9100

Email: cspa@surreycc.gov.uk

For people with hearing or speech impairments:

Text line: 07527 182861

[Sign Language Video Relay Service](#)

During evenings, weekends and bank holidays, the Emergency Duty Team is available:

Phone: 01483 517898

Email: edt.ssd@surreycc.gov.uk

For people with hearing or speech impairments:

Text line: 07800 000388

Text relay (a speech-to-text translation service): 18001 01483 517898

Professionals Consultation line

Professionals may use the C-SPA consultation option if they are unsure about the course of action.

The Child Protection Consultation Line provides advice and support to professionals to ensure we can direct you to the most appropriate service that can meet the child and family's needs. The Consultation Line is open to all professionals who work with families who live in Surrey. Availability: 9am to 5pm, Monday to Friday

Phone: 0300 470 9100 option 3

This Procedure must be read alongside our Safeguarding Policy Appendix 1

Concerns about individuals who work or volunteer with children

The Local Authority Designated Officer (LADO) Service manages allegations against individuals in contact with children and young people in an employed or voluntary role. If you have a relevant concern, please contact the LADO on 0300 123 1650* or LADO@surreycc.gov.uk
Availability: Monday to Friday from 9am to 5pm.

Existing contact with Children's Services

If you have already been in touch with Children's Services and would like to contact your allocated social worker or family support worker directly, please use your local area number.

South-West Surrey: 0300 123 1640

The southwest area covers Guildford and Waverley (Farnham, Godalming, Haslemere and Cranleigh)

Appendix B- Adult's safeguarding referral contacts- print only version

Last updated: January 2023

If you think that an adult with care and support needs is in immediate danger you should call 999.

Multi Agency Safeguarding Hub ([MASH](#))

If you are concerned about an adult with care and support needs, who is at risk of/or is being abused or neglected and is unable to protect themselves, please refer your concern to the MASH

Concerns of Abuse or Neglect

Availability: 9am to 5pm, Monday to Friday

Phone: 0300 470 9100

Email: ascMASH@surreycc.gov.uk

To report a concern: please use the [ASC level of need toolkit](#) to assist you in referring to the correct team.

By post: Surrey MASH for Adults, Quadrant Court, 35 Guildford Road, Woking, Surrey. GU22 7QQ

Information and Advice Line

Professionals may use the information and advice line option if they are unsure about the course of action.

Availability: 9am to 5pm, Monday to Friday

Phone: 0300 200 1005

Email: asc.infoandadvice@surreycc.gov.uk

Textphone (via Text Relay): 18001 0300 200 1005

SMS: 07527 182 861 (for the deaf or hard of hearing)

VRS: [Sign Language Video Relay Service](#)

Appendix C: Good practice in responding to someone who discloses a safeguarding concern

Do

- in an emergency ring 999
- ensure the safety of the individual and others if in immediate danger
- listen carefully
- provide support and information to meet their specific communication needs
- use open questions
- tell them that they did a good/right thing in telling you
- tell them you are treating the information seriously
- tell them it was not their fault
- ask them what they need to keep themselves safe
- seek consent to share the information with your lead for safeguarding
- explain that you have a duty to tell your lead for safeguarding
- explain that you will try to take steps to protect them from further abuse or neglect
- preserve any forensic or other evidence
- report concerns using the safeguarding procedure
- use the Whistleblowing Procedures if you feel that you will not be believed, taken seriously or believe that your manager or lead for safeguarding may be causing the risks of abuse to the adult or child

Do not

- be judgemental or jump to conclusions
- ask leading questions
- make promises you cannot keep about keeping them safe
- promise to keep secrets
- confront the person alleged to have caused the harm as this could place you at risk, or provide an opportunity to destroy evidence, or intimidate the person alleged to have been harmed or witnesses
- discuss concerns with anyone that does not need to know for example, telling friends or other work colleagues

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GUILDFORD
BOROUGH

Guildford Borough Council – Safeguarding Policy and Procedure Part 2- Safeguarding Policy

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Purpose

This policy sets out how the Council will meet its obligations to safeguard children, and adults with care and support needs. It applies to staff, agency workers, volunteers, and contractors employed by the Council. It is also applicable to councillors undertaking official duties on behalf of the Council.

This policy compliments and supports the Surrey Safeguarding Children Partnership (SSCP) and Surrey Safeguarding Adults Board (SSAB) multi-agency procedures.

It is vital for successful safeguarding that this policy and our related safeguarding procedures in Part 1 (Procedure on how to respond if you have a safeguarding concern) are understood and applied consistently at an individual, managerial, and organisation level.

This policy sets out the responsibilities of the organisation, our staff, and our managers to meet training requirements, undertake safer recruitment practices and take action to safeguard children and adults with care and support needs.

The aims of safeguarding are to:

- prevent harm and reduce the risk of abuse or neglect
- stop abuse or neglect wherever possible
- prevent impairment of development and enable individuals to have the best outcomes
- safeguard individuals in such a way that supports them in making choices and having control over how they want to live
- promote an approach that concentrates on improving life for the individual
- raise public awareness so that communities, alongside professionals, play their part in preventing, identifying, and responding to abuse and neglect
- provide accessible information and support to help people understand what constitutes abuse and neglect, and how to respond
- address what has caused the abuse or neglect

Safeguarding and promoting the welfare of children-

specifically aims to:

- protect children from maltreatment
- prevent impairment of children's health or development
- ensure that children grow up in circumstances consistent with the provision of safe and effective care
- take action to enable all children to have the best outcomes

Safeguarding adults with care and support needs-

specifically aims to address where there is an impact on:

- managing and maintaining nutrition
- maintaining personal hygiene
- managing toilet needs

This Policy must be read alongside our Safeguarding Procedures (Appendix 2)

- being appropriately clothed
- being able to make use of the home safely
- maintaining a habitable home environment
- developing and maintaining family or other personal relationships
- accessing and engaging in work, training, education, or volunteering
- making use of necessary facilities or services in the local community including
- public transport and recreational facilities or services
- carrying out any caring responsibilities the adult has for a child

Policy Context

Introduction

We recognise our statutory responsibilities for safeguarding and our role to safeguard and promote the welfare of all children, and adults with care and support needs, that we support, provide services for, and interact with. This includes a timely and appropriate response where there is a concern that a child, or adult with care and support needs is at risk of or is experiencing abuse or neglect.

This Safeguarding Policy is underpinned by a range of legislation and statutory guidance including, but not limited to the following:

The Children Acts 1989 and 2004

The Children Act 1989 and Children Act 2004 along with the statutory guidance, [Working Together to Safeguard Children 2018](#), provide the current framework for safeguarding children.

Statutory responsibility for the effective implementation of local safeguarding children arrangements is fulfilled by the [Surrey Safeguarding Children Partnership](#) (SSCP). We work with the SSCP to ensure we meet our statutory duties to safeguard and promote the welfare of children when discharging all our functions. This includes any services or function we contract out.

This policy and procedure have been written under the guidance of the [SSCP procedures manual](#).

The Care Act 2014

The Care Act 2014 along with the statutory guidance [Care and Support Statutory Guidance 2022](#), sets out the legal framework for how local authorities and other statutory agencies, including district and borough councils, should protect adults with care and support needs who are at risk of abuse or neglect.

This legislation places a duty on Surrey County Council (SCC) as the lead authority for adults with care and support needs to:

- make enquiries where there is reasonable cause to suspect that an adult in its area:
 - has needs for care and support (whether or not the authority is meeting any of those needs),
 - is experiencing, or is at risk of, abuse or neglect, and
 - as a result of those needs is unable to protect himself or herself against the abuse or neglect or the risk of it.
- conduct Safeguarding Adult Reviews (SARs)
- establish a safeguarding adults board

[The Surrey Safeguarding Adults Board](#) (SSAB) is responsible for the effectiveness of adult safeguarding work across the county, co-ordinating activities to ensure adults with care and support needs are protected. We work with SSAB, to ensure we meet our statutory duties

This Policy must be read alongside our Safeguarding Procedures (Appendix 2)

to safeguarding and promote the welfare of adults with care and support needs in delivering our functions and those we contract out.

This policy and procedure has been written under the guidance of the [SSAB Policy and Procedures documents](#)

The Mental Capacity Act 2005

The primary purpose of the [Mental Capacity Act](#) (MCA) is to promote and safeguard decision-making within a legal framework.

The Act assumes that a person has full legal capacity to make decisions themselves unless it can be shown that they lack capacity.

Professionals and other staff need to understand and always work in line with the Mental Capacity Act 2005 (MCA).

The MCA and the Care Act work together to promote the empowerment, safety, and wellbeing of adults with care and support needs. In all safeguarding activity, due regard must be given to the Mental Capacity Act 2005.

Policy scope and definitions

This policy is defined by its purpose and context, including the statutory duties set out in legislation.

Our Safeguarding Procedures are set out in Part 1 (Procedure on how to respond if you have a safeguarding concern).

What is the definition of 'child' in this policy?

The term 'child' is used to encapsulate all children and young people up to the age of 18 years of age, including unborn babies.

Who is an adult at risk of abuse and neglect who may require safeguarding?

The safeguarding duties apply to an adult (someone aged 18 or over) who:

- has needs for care and support (whether or not the local authority is meeting any of those needs) and
- is experiencing, or at risk of, abuse or neglect and
- as a result of those care and support needs is unable to protect themselves from either the risk of, or the experience of abuse or neglect.

What is the definition of abuse/neglect?

Defining abuse or neglect is complex and rests on many factors. Abuse may be physical, verbal, or psychological, it may be an act of neglect, failing to prevent harm or occur where a person is persuaded to enter a financial or sexual transaction to which they have not, or cannot consent. Incidents of abuse may be one-off or multiple and affect one person or more. Abuse or neglect may be the result of deliberate intent, negligence, or ignorance. Exploitation can be a common theme in the experience of abuse or neglect.

Abuse or neglect can take many different forms and there are common types of abuse that affect adults and children, as set out below respectively.

Where does abuse take place?

Abuse and neglect can happen anywhere including but not limited to:

- Domestic settings: including in own homes, or another person's
- Institutional settings: including nurseries, play schemes, day centres, residential care, nursing homes and hospitals
- Public settings: including in the street, any public area or social or work environment

Safeguarding – the wider context

Safeguarding is part of the wider context of integrated services for children and adults with care and support needs. Safeguarding is everybody's business, but there are several functions delivered by the Council where safeguarding is closely linked. These functions are highlighted through the 'Implementation- roles and responsibilities' section of this policy.

Categories of abuse

Categories of abuse used in relation to child safeguarding

Physical Abuse is a form of significant harm, which may involve hitting, shaking, throwing, poisoning, burning, or scalding, drowning, suffocating or otherwise causing physical harm to a child. Physical harm may also be caused when a parent or carer fabricates the symptoms of, or deliberately induces, illness in a child

Emotional Abuse is a form of significant harm that involves the persistent emotional maltreatment of a child, such as to cause effects on the child's emotional development.

Sexual Abuse and Exploitation is a form of significant harm which involves forcing or enticing a child or young person to take part in sexual activities, not necessarily involving a high level of violence, whether the child is aware of what is happening or not. The activities may involve physical contact, including assault by penetration (for example rape or oral sex) or non-penetrative acts such as masturbation, kissing, rubbing, and touching outside of clothing. They may also include non-contact activities, such as involving children in looking at, or in the production of, sexual images, watching sexual activities, encouraging children to behave in sexually inappropriate ways, or grooming a child in preparation for abuse (including via the Internet). Sexual abuse and exploitation are not solely perpetrated by adult males. Women can also commit acts of sexual abuse and exploitation, as can other children.

Neglect is a form of significant harm which involves the persistent failure to meet a child's basic physical and/or psychological needs, likely to result in the serious impairment of the child's health or development. Neglect may occur during pregnancy because of maternal substance abuse. Once a child is born, neglect may involve a parent or carer failing to:

- provide adequate food, clothing, and shelter (including exclusion from home or abandonment)
- protect a child from physical and emotional harm or danger,
- ensure adequate supervision (including the use of inadequate caregivers)
- ensure access to appropriate medical care or treatment

It may also include neglect of, or unresponsiveness to, a child's basic emotional needs. Persistent failure to meet a child's basic physical and/or psychological needs likely to result in the serious impairment of the child's health or development.

Categories of abuse used in relation to adult safeguarding

Physical abuse is a form of significant harm which may involve assault, hitting, slapping, pushing, scalding, and burning or physical punishments. Physical abuse may also involve rough handling, misuse of medication, inappropriate or unlawful use of restraint, making someone purposefully uncomfortable, involuntary isolation or confinement, or forcible feeding or withholding food.

Domestic violence or abuse can be characterised by any indicators of abuse including psychological, physical, sexual, financial, emotional abuse. Domestic violence or abuse can also include threats and intimidation, harassment, and stalking, online or digital abuse and coercive control.

Sexual abuse can include rape, attempted rape or sexual assault, inappropriate touch anywhere, non- consensual masturbation of either or both persons, non- consensual sexual penetration or attempted penetration, any sexual activity that the person lacks the capacity to consent to. It can also include inappropriate looking, sexual teasing or innuendo or sexual harassment, sexual photography or forced use of pornography or witnessing of sexual acts.

Psychological or emotional abuse can include enforced social isolation or preventing someone from accessing services or supportive networks. It can also include removing mobility or communication aids or intentionally leaving someone unattended when they need assistance, failing to respect privacy, or threatening abandonment. It can be characterised by intimidation, coercion, harassment, use of threats, humiliation, bullying, cyber bullying, swearing or verbal abuse.

Financial or material abuse can include theft, fraud, scamming, coercion, or misuse of power in relation to an adult's financial affairs or arrangements, including in connection with wills, property, inheritance or financial transactions, or the misuse or misappropriation of property, possessions, or benefits. It can also include preventing a person from accessing their own money, benefits or assets or denying assistance to access benefits or manage their finances.

Modern slavery is a complex crime and may involve multiple forms of exploitation. An individual could have been a victim of human trafficking and/or slavery, servitude and forced or compulsory labour. Victims may not be aware that they are being trafficked or exploited, and may have consented to elements of their exploitation, or accepted their situation. You do not need to be certain that someone is a victim.

Discriminatory abuse can include unequal treatment based on protective characteristics under the Equality Act 2010 including age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion and belief, sex, or sexual orientation.

Organisational or institutional abuse can be characterised through policy, practice, processes, or structure and can be a one-off incident or ongoing. It can be characterised by discouraging visits or the involvement of relatives or friends, inappropriate use of restraints, misuse of medication, abusive or disrespectful attitudes towards people using the service

This Policy must be read alongside our Safeguarding Procedures (Appendix 2)

and interference with personal correspondence or communication. It can also be characterised by a lack of leadership and supervision, respect for dignity and privacy. Institutions can be inadequate in providing appropriate quality of care by being run down or overcrowded, have authoritarian management or rigid regimes, insufficient or high turnover of staff, fail to respond to abuse or manage residents with abusive behaviour, not provide adequate food and drink, or assistance with eating and not offering choice or promoting independence.

Neglect and acts of omission can include failure to provide or allow access to food, shelter, clothing, heating, stimulation, and activity, personal or medical care or not taking account of cultural, religious, ethical, social, recreational or education needs. It can also involve preventing the person from making their own decisions or ignoring or isolating the person.

Self-neglect is characterised by a lack of self-care to an extent that it threatens personal health and safety or neglecting to care for one's personal hygiene, health, or surroundings. It can also include an inability to avoid self-harm or failure to seek help or access services to meet health and social care needs.

Additional vulnerabilities

Vulnerability factors in the context of safeguarding, are factors that are known to increase the risk of abuse or neglect. These are the situations, behaviours or underlying characteristics of children, adults with care and support needs, their parents or carers, their families, or their social environment, that increase their vulnerability to abuse or neglect.

Having one or more of these characteristics does not automatically mean a child or adult with care and support needs will experience abuse or neglect. And not having any of them does not mean that abuse or neglect will not occur.

The following are factors that can increase vulnerability to child abuse and neglect:

- exposure to domestic abuse
- disabilities
- looked after children
- age and gender of child impacting their ability to recognise abuse or neglect
- parental experience of child abuse or neglect
- parental substance misuse
- parental mental health problems

The following are factors that can increase vulnerability to abuse and neglect of **adults** with care and support needs

- lack of mental capacity
- disabilities
- previous experience of abuse
- physical dependency
- isolation and social exclusion
- lack of access to information and support
- discrimination
- lack of or difficulty communicating

It is important for professionals to understand risk and vulnerability factors so they can identify which families or individuals need extra support to help keep them safe.

This Policy must be read alongside our Safeguarding Procedures [Appendix 2](#)

Links to other strategies, policies, and procedures

[Appendix 1](#) sets out the linked policies and procedures that should be read alongside this policy as reference is made or implied to specific legislation or procedures.

Further guidance, advice, and best practice

The following policies and procedures from our statutory partners provide more detailed guidance, advice, and support for specific safeguarding related issues.

[Surrey Safeguarding Partnership Procedures Manual](#)- reflects current legislation, government statutory guidance and expectations, and accepted best practice. The manual also includes procedures for specific circumstances. It covers all boroughs and districts served by the Surrey Safeguarding Children Partnership.

[Surrey Safeguarding Adults Board Adult Safeguarding Policy and Procedures](#)- sets out how Surrey Safeguarding Adults Board will co-ordinate and ensure the effectiveness of what each of its members does to help and protect adults in Surrey.

[Surrey multi agency information sharing protocol](#) (MAISP) -is an overarching framework that identifies the commitments that are required by each partner organisation to enable the responsible sharing of personal information to take place.

It provides guidance for practitioners on best practice when sharing information between organisations. It outlines the principles, standards, lawful and justifiable basis for using and sharing information about people. It also links to sources of further advice and support.

We are signed up to tier 1 of the MAISP and tier 2 in relation to the Surrey Crime and Disorder Information Sharing Protocol.

[Healthy Surrey](#) provides more information on community safety issues such as domestic abuse, anti-social behaviour, prevent (counter terrorism), serious and organised crime and child exploitation.

Policy approach

Safeguarding is everybody's business

It is everyone's responsibility to work together to promote the welfare and to protect children, and adults with care and support needs.

A child centred approach to safeguarding

A child centred approach is fundamental to safeguarding and promoting the welfare of every child. A child centred approach means keeping the child in focus when making decisions about their lives and working in partnership with them and their families. All practitioners should follow the principles of the Children Acts 1989 and 2004 - that state that the welfare of children is paramount. Whatever the form of abuse or neglect, practitioners should put the needs of children first when determining what action to take.

Children and families- Effective Family Resilience and The Family Safeguarding Model

In Surrey the approach for helping families early is embedded within the 'Family Resilience' model. The [guidance for practitioners](#) sets out how the SSCP will respond to the requirements of children and families across four levels of need (Universal, Early Help, Targeted Help and Specialist). This model works alongside the 'Family Safeguarding' model adopted through Children's social care.

'Effective Family Resilience' for children and families is relevant to everyone who works in services that support children and families.

Contextual Safeguarding- Children

Traditional approaches to protecting children from harm have focussed on the risk of violence and abuse from inside the home, usually from a parent or carer or another trusted adult. These approaches do not always address the time that children spend outside the home and the influence of peers on young people's development and safety. Contextual safeguarding recognises that as young people grow and develop, they are influenced by a whole range of environments and people outside of their family. Working with partners and other agencies is a critical part of safeguarding practices for children.

Contextual safeguarding is relevant to everyone who works in services that support children and families.

The Six Principles of Adult Safeguarding The six principles of adult safeguarding are embedded in the Care Act and apply to all health and care settings. In applying good practice, we will adopt these principles in our safeguarding when working with adults with care and support needs.

1. Empowerment- people being supported and encouraged to make their own decisions and informed consent
2. Prevention- it is better to take action before harm occurs.
3. Proportionality- the least intrusive response appropriate to the risk presented.
4. Protection- support and representation for those in greatest need.

This Policy must be read alongside our Safeguarding Procedures (Appendix 2)

5. Partnership- local solutions through services working with their communities. Communities have a part to play in preventing, detecting, and reporting neglect and abuse.
6. Accountability- accountability and transparency in safeguarding practice.

Making Safeguarding Personal- Adults with care and support needs

The Care Act promotes 'Making Safeguarding Personal' which means that the adult at risk should be at the centre of all enquiries and decisions being made throughout the safeguarding process. The Local Government Association (LGA) and Association of Directors of Adult Social Care (ADASS) have developed a support offer to help councils and their partners embed the Making Safeguarding Personal (MSP) approach.

Making Safeguarding Personal is relevant to everyone who works in services that support adults with care and support needs.

Professional curiosity

Professional curiosity means exploring every possible indicator of abuse or neglect and trying to understand what the life of that child or adult with care and support needs is like on a day-to-day basis – their routines, thoughts, feelings, and relationships with family members. A professional may have the opportunity to identify abuse and neglect even if they come into contact with a family for an unrelated reason.

To effectively apply the principles of professional curiosity it is crucial that practitioners maintain an open mind – this includes being willing to think the unthinkable. People who abuse or neglect others do not fit any particular profile. They are not always aggressive and obstructive, may be charismatic, well-educated, and sociable. It is natural for a practitioner to want to believe the best of those that provide care and support to children or adults with care and support needs and thinking the unthinkable does not mean assuming the worst. It means keeping an open mind and being able to think objectively about the evidence presented.

Implementation - Roles and responsibilities

Our organisation

We believe that the safety and well-being of children and adults with care and support needs that are at risk, have a fundamental and equal right to be protected from harm regardless of age, disability, gender reassignment, race, religion or belief, sex, or sexual orientation.

We deliver our statutory responsibilities by:

- being clear about the expectations and responsibilities of our staff, agency workers, volunteers, contractors and councillors through our policy and procedure
- appointment of a Lead Councillor for Children and Adult Safeguarding
- establishment of internal strategic and operational safeguarding groups
- appointment of lead safeguarding officers across the organisation to provide designated, professional support and advice to the organisation
- being represented at local and countywide safeguarding groups and boards
- providing information as requested by the Safeguarding Partnerships and Boards, including the completion of statutory returns
- discharging our duties across all our functions
- embedding safeguarding practices in our recruitment of staff and volunteers involved in the delivery of our services
- ensuring our staff, volunteers and councillors access appropriate safeguarding training
- embedding safeguarding practices in our procurement practices

Safeguarding Leads

Our internal safeguarding leads are responsible for supporting both our strategic and operational safeguarding practices and are identified in our Part 1: Safeguarding Procedure. The safeguarding leads are available to provide advice and guidance for all **internal** staff and councillors who have a safeguarding concern. Advice for external customers should be directed to contact SCC through the [Children's Single Point of Contact \(C-SPA\)](#) or the [Multi Agency Safeguarding Hub \(MASH\)](#).

Our staff

All staff, agency workers, volunteers, and contractors employed by the Council, and councillors undertaking official duties are responsible for:

- being aware of our safeguarding policy and procedures
- implementing this policy and our safeguarding procedures where they have a concern about a child or an adult with care and support needs
- keeping their knowledge and skills up to date by meeting the training requirements expected of their role
- taking all reasonable actions in line with the expectations set out in this policy and our safeguarding procedures

This Policy must be read alongside our Safeguarding Procedures (Appendix 2)

- taking all reasonable actions to prevent children and adults with care and support needs from experiencing abuse and neglect.

In addition, all **managers** have a responsibility to:

- ensuring the people, they manage are made aware of the expectations on them regarding this policy and our safeguarding procedures
- undertake safer recruitment practices
- ensure the mandatory corporate induction process is followed by all staff, volunteers and agency staff under their supervision including identifying and accessing appropriate policies and training
- monitoring, reviewing, and recording training and development needs of staff, volunteers and agency staff under their supervision including refresher training
- ensuring the appropriate level of safeguarding supervision is provided to all staff, volunteers, and agency staff under their supervision through one-to-one meetings and team meetings

We will work in accordance with guidance and good practice from the [Surrey Safeguarding Children Partnership](#) and [Surrey Safeguarding Adults Board](#). All staff and councillors are encouraged to familiarise themselves with and regularly review the information on their websites.

Our procurement, contracting, commissioning and grant funding

We procure and commission various services, which range from construction, building maintenance and cleaning contracts and direct delivery of services such as leisure centre management and outreach services for the homeless.

When we commission or procure services, we must be satisfied that that our procurement and contract management processes and procedures take account of our safeguarding responsibilities. This includes checking, where required, that tenderers have appropriate safeguarding policies and practices and that our contracts include safeguarding clauses. Safeguarding clauses are drafted with consideration for the nature of the contract and include reference to written procedures being in place. They also state any relevant requirements for contractors and sub-contractors to ensure that all personnel are Disclosure and Barring Service (DBS) checked to the level required by the Council. We will request evidence of DBS references from suppliers.

Any contractor or sub-contractor engaged by us in areas where workers are likely to come into regular contact with children or adults with care and support needs should have its own safeguarding policies.

We should also ensure that our contract management is robust, and that safeguarding is addressed in regular contract management meetings with service providers. In addition, any contract monitoring reports refer to safeguarding e.g., Spectrum, G Live.

We also grant aid voluntary and community organisations through grant schemes and service level agreements. Where appropriate, provision is made for safeguarding policies

This Policy must be read alongside our Safeguarding Procedures (part 1)

and procedures to be provided from all grant funded organisations working with children and adults with care and support needs.

As a minimum, any organisation receiving funding from us that works with children and young people or adults with care and support needs will be expected to have a statement of policy and procedure regarding safeguarding in place and understood by employees and volunteers, that is also available to service users.

Commissioned/contracted or grant-funded organisations with minimal contact with children, young people, or vulnerable adults have the option to adopt our policy if deemed suitable.

The Council as a Licensing Authority

The Council is the licensing authority for a range of services with distinct responsibilities legislated under the Licensing Act 2003, the Gambling Act 2005 and the public protection and economic growth aspects of licensing.:

- setting the local framework through a statement of licensing policy
- considering applications with a view to promoting the licensing objectives
- undertaking inspection and enforcement activities to ensure conditions of licences are being met, and to ensure that any operator who requires a licence has one
- maintaining the required statutory registers

We must ensure we take the steps necessary to prevent crime, protect public safety, protect children from harm and prevent public nuisance through the licensing process.

Our licensing responsibilities include taxi and private hire vehicles and drivers, alcohol and entertainment, charitable collections, gambling, animal licensing, cosmetic procedures, external seating, and street trading.

We must ensure that all relevant checks are carried out prior to issuing licenses and, if a safeguarding concern is raised at any time during the process, our safeguarding policy and procedure must be followed.

Taxi licensing

We recognise the important role that Hackney Carriages and Private Hire vehicles play in enabling people to travel around the borough. Most licence holders operate to a good standard and want to provide the best possible service to their customers. There is however evidence to support the view that taxis and private hire vehicles are a high-risk environment. In terms of risks to passengers, this can be seen in abuse and exploitation of children and vulnerable adults facilitated and, in some cases, perpetrated by the trade and the number of sexual crimes reported which involve taxi and private hire vehicle.

Our [taxi licensing policy](#) and practices set our standards to both protect the public and build public confidence in the licensed trade. It is designed to promote improved professional behaviour amongst licence holders, to increase their awareness of safeguarding issues, and to allow those that share our commitment to a high standard of service to thrive. The policy

This Policy must be read alongside our Safeguarding Procedures (Appendix 2)

requires several measures, including driver training (including disability and safeguarding awareness) enhanced DBS checks (including mandatory subscription to the DBS update service) and from April 2023 mandatory CCTV in all licensed vehicles. These measures support our commitment to safeguarding in taxi licensing.

Partnership information sharing

We have a duty to work in partnership and co-operate with SCC and the police to safeguard children and vulnerable adults when it is legal and necessary to do so. Initial safeguarding enquires in relation to children are managed by the C-SPA following reports of safeguarding concerns by the public or professionals. Concerns regarding adults with care and support needs are managed by the MASH).

As we provide services to children, adults with care and support needs and their families, we may be asked to share information we hold to enable any safeguarding risks to be assessed and managed appropriately. Some of this information may be of a sensitive nature.

All sharing of personal information is governed by data protection legislation mainly the UK General Data Protection Regulation (GDPR) and the Data Protection Act 2018. The Surrey Multi Agency Information Sharing Protocol (MAISP) is an agreed set of principles about sharing personal or confidential information in Surrey. All staff should have regard to the MAISP when sharing information. We are signed up to tiers 1 and 2 of the MAISP.

Appendix 1 sets out the linked policies and procedures that should be read alongside this policy as reference is made or implied to specific legislation or procedures.

Media and publications

We must ensure that any publications and our use of media channels takes account of our safeguarding responsibilities and promotes the welfare and well-being of children, and adults with care and support needs.

We may have contact with the public through our marketing and communications where our safeguarding responsibilities must be applied, including:

- conversations on social media accounts
- content online
- discussion groups or comment boxes on our website
- events delivered by the Council

This includes the use of images and [consent for the use of photographs and videos](#).

Listening to the views of customers

We deliver a wide range of public services with associated strategies, policies, and business plans. Our responsibilities under the Public Sector Equality Duty ensure that we foster good relationships with all of our customers and service users to improve the effectiveness, accessibility and satisfaction with our services.

Agenda item number: 4
This Policy must be read alongside our Safeguarding Procedures (part 1)

Staff Well-being

We recognise that responding to safeguarding concerns can influence staff well-being. Our [Employee Assistance Programme](#) provides a free and confidential service that is accessed directly by the staff member.

Community Safety and Safeguarding

Safeguarding is a cross cutting theme with implications for practice and delivery across our community safety work. This can include children and adults who need safeguarding. Our safeguarding principles and procedures apply when we are planning for and responding to community safety interventions.

Domestic Abuse

Adults and children experiencing domestic abuse need to be seen, safe and heard, and free from the harm caused by perpetrator behaviour. This can include children and adults who need safeguarding. Effective safeguarding practices draw on specialist expert support to work with survivors, children and perpetrators in a way that achieves safety.

Serious organised crime

Serious and organised crime (SOC) is planned and conducted by people working together on an ongoing basis. SOC almost always involves the exploitation of vulnerable people:

- modern slavery
- county lines and cuckooing
- child exploitation

This can include children and adults who need safeguarding.

Anti-Social behaviour

Anti-Social Behaviour (ASB) covers a wide range of incidents and is dealt with by several different agencies. Victims and perpetrators of anti-social behaviour can include children and adults who need safeguarding including through:

- Housing issues
- Complaints
- Regulatory and environmental issues
- Community wellbeing
- the Community Trigger

Prevent

The prevent programme aims to stop people being drawn into terrorism and ensure that they are given appropriate advice and support. This can include children and adults who need safeguarding.

Our Community Safety Partnership ([Safer Guildford Partnership](#)) works with [Healthy Surrey](#) to plan and respond to community safety issues. Our strategies and policies that link these Community Safety themes are set out in [Appendix 1](#).

Safer recruitment and training

Safer Recruitment

We are committed to ensuring that we have recruitment procedures in place, which help deter, reject, or identify people who might abuse children or adults with care and support needs, or who are otherwise unsuited to work with them.

We understand that effective safer recruitment practices are promoted through all aspects of recruitment and do not rely on one single method of checks (for example a DBS or references).

All existing and new posts are assessed to determine if they are eligible for any form of [Disclosure and Barring Service](#) (DBS) checks within the legal framework. The type of check available is determined by the role:

- a basic check, which shows unspent convictions and conditional cautions
- a standard check, which shows spent and unspent convictions and cautions
- an enhanced check, which shows the same as a standard check plus any information held by local police that's considered relevant to the role
- an enhanced check with barred lists, which shows the same as an enhanced check plus whether the applicant is on the list of people barred from doing the role

A DBS check has no official expiry date. Any information included will be accurate at the time the check was carried out. Our policy is to review the status of the role and undertake DBS checks every 3 years where applicable. A renewal list is produced by HR every quarter for review by managers.

All vacancy adverts include a standardised commitment statement to safeguarding. The standard terms in our job profile template includes the expectation for all employees to commit to our safeguarding policies.

All recruiting managers and any other staff responsible for the induction of new starters must ensure the corporate induction process is followed.

All recruiting managers for roles that work with children or adults with care and support needs must complete the Safer Recruitment online training provided by Surrey Children's Services Academy. Making safeguarding an integral part of our recruitment and culture.

Training and professional development

We recognise that for staff to fulfil their own duties in line with our statutory safeguarding duties, they will have different training needs, which are dependent on their degree of contact with children and adults with care and support needs, their level of responsibility and their independence with decision-making.

This Policy must be read alongside our Safeguarding Procedures (Appendix 2)

Managers are responsible for:

- ensuring staff complete mandatory safeguarding training as part of their induction
- using the pathway guidance documents to identifying additional training needs above level 1 ([Appendix 2](#))
- ensuring their staff access the appropriate level of training freely available through the relevant safeguarding board/partnership
- reviewing and monitoring safeguarding training including refreshers through the Performance Development Framework
- ensuring safeguarding training is recorded at an individual or team level
- Receiving and reviewing DBS renewal list provided by HR every quarter to ensure their staff have a relevant and valid check.

Training pathways

Our training pathways align to the guidance provided by SSCP and SSAB and support managers to identify what training job roles require. Further details can be found in the pathway guidance document in [Appendix 2](#).

Governance, performance, and policy review

Strategic and operational safeguarding groups

The Council's Strategic Safeguarding Group (SSG) is the key mechanism for driving forward the strategic priorities for safeguarding across the Council and for agreeing how each service will co-operate to safeguard and promote the welfare of children, and adults with care and support needs.

The group is responsible for ensuring the Council is meeting its statutory duties across both adult and children's safeguarding.

The Council's Operational Safeguarding Delivery Group (OSDG) is the key mechanism for communication between specialist service delivery staff. It also supports the dissemination of information from the Strategic Safeguarding Group (SSG) to service delivery areas.

The overall aim of the group is to ensure that staff with responsibility for delivering services, can safeguard and promote the welfare of children, and adults with care and support needs. The group provides a forum for sharing best practice and learning from thematic reviews, highlighting barriers in service delivery and escalating issues to the SSG.

Terms of reference for these groups are provided in [Appendix 3](#).

Performance and Quality Assurance

We are represented on the SSCP and SSAB by a nominated district and borough officer. We are responsible for ensuring that we provide any data that is required by the boards for their respective Performance and Quality Assurance Frameworks. We are also expected to complete any returns and comply with any audit requirements including the statutory Section 11 audit for children's safeguarding. Action plans are monitored by the boards to ensure that partners are fulfilling statutory obligations.

Safeguarding audits can also be undertaken by our internal auditors as part of the annual audit work programme.

The Strategic Safeguarding Group (SSG) is responsible for developing, monitoring, delivering, and reporting on an annual safeguarding action plan. It reflects the recommendations made in the latest Section 11 and SSAB quality assurance audits (our statutory responsibilities) as well as the outstanding actions from the internal audits (non statutory). Progress against the action plan is presented to Corporate Management Board (CMB) twice a year and to Corporate Governance and Standards Committee annually.

Policy monitoring and review

Our Safeguarding Policy and Procedures will be monitored and reviewed by the SSG to ensure our approach takes account of changing legislation, learning from reviews, best practice, and experience across the organisation.

A full review will be undertaken every 2 years to ensure the policy and procedures are relevant and up to date.

This Policy must be read alongside our Safeguarding Procedures (Appendix 2)

Approval of minor changes is delegated to the Joint Executive Head, Community Services in consultation with the SSG and the relevant Lead Councillor. More fundamental changes will be escalated to the Executive in line with the Council's strategy and policy review processes.

Appendix 1: Links to Guildford Borough Council strategies, policies, and procedures

[Code of conduct for staff](#): sets out the rules and requirements that staff must follow to maintain the high standards expected by the public.

[Covert Surveillance Policy](#): this policy describes the regulation in place that covers covert surveillance and the process to follow.

[Disciplinary Policy and Procedure](#): this policy covers our disciplinary rules and procedures that must be followed by managers so that individuals are treated fairly and consistently.

[Equality and Diversity Policy](#): outlines our commitment to equality and diversity, the grounds of discrimination and how to report discrimination.

[Induction checklist for managers](#): process for managers to follow when inducting new employees including safeguarding training requirements

[IT, Information Management, and Information Security Policies](#): a framework of different policies for users and managers that address the need to protect confidential and sensitive information from disclosure, unauthorised access, loss, corruption, and interference.

Licensing policies - [Gambling](#) and [Taxi](#): sets out our standard of protecting the public and building public confidence in the licensed trade within the borough

[Lone working and Violence at work policy](#): requirements set out what services need to do to manage the risks associated with working alone or dealing with violence at work.

[Modern Slavery Motion- Charter against Modern Slavery](#): sets out the Council's commitment to the eradication of Modern Slavery in Council contracts.

Prevent Strategy (Applied Resilience): to be added

[Privacy & Data Protection Policy](#) – guidance on the safe handling of personal information

[Procurement Procedure Rules](#): applies to all purchases of works, goods and services that must be followed so that the Council is fair, open, transparent, non-discriminatory, and lawful.

[Record and Retention and Disposal Schedule](#): This working document aims to set out the legislation, guidance, and policy about record retention

Recruitment and selection handbook

Recruitment of ex-offenders

Staff information booklet

[Safer Guildford Partnership Plan 2021-2024](#): The SGP is a statutory partnership with its roles and responsibilities set out in the [Crime and Disorder Act 1998](#). The SGP Partnership Plan sets out how the 'responsible authorities' (statutory partners) who make up the SGP, will work together to reduce crime and disorder in Guildford

This Policy must be read alongside our Safeguarding Procedures (Appendix 2)

[Taxi Licensing Policy](#): sets out the principles we will use and standards we set when dealing with hackney carriage and private hire vehicles; hackney carriage and private hire vehicle drivers and private hire operators

[Whistleblowing Policy](#): sets out how to raise serious concerns about possible wrongdoing that is taking place, or rules that are being broken in the Council.

This Policy must be read alongside our Safeguarding Procedures (part 1)

Appendix 2: Guildford Borough Council Training Pathways

What training is available?

Mandatory corporate induction and refresher

Mandatory safeguarding training for all staff, volunteers, agency workers

Completion within first 3 months of employment.

Refresher: every 3 years

Delivery method:

- Self-serve staff and councillors: eLearn safeguarding course provided by Workrite
- Non-self-serve staff: bespoke face to face in house delivery (service based)

Working Together to Safeguarding Children (level 1 child safeguarding)

Mandatory level training for staff with infrequent contact with children, young people and/or parents/carers who may become aware of possible abuse or neglect.

- Completion within first 6 months of employment.
Refresher: every 3 years
Delivery method: in house delivery face to face- through train the trainer and E Learning available: Working Together eLearning SSCP

Adults Safeguarding Essentials (level 1 adult safeguarding)

Mandatory level 1 training for staff with infrequent or indirect contact with adults with care and support needs who may become aware of possible abuse or neglect

Completion within first 6 months of employment.

Refresher: every 3 years

Delivery method: SSAB through [Surrey Skills Academy](#)

This Policy must be read alongside our Safeguarding Procedures (part 1)

Councillor induction and refresher

Introduction to safeguarding training for all councillors as part of the councillor training programme plus eLearn mandatory safeguarding induction training

Refresher: every 2 years

Delivery method:

- Introduction to safeguarding delivered face to face in house
- Self-serve mandatory induction: eLearn safeguarding course provided by Workrite

Training for level 1 and above:

SCCP training and SSAB training provide a broad annual programme of both online and face to face training in all areas of safeguarding. This training can be accessed free of charge. All training undertaken is recorded through personal log ins to the course portals.

Surrey Safeguarding Children Partnership

SSCP provides around 60 partnership safeguarding workshops for practitioners, managers, and volunteers through the Surrey Children's Services Academy. They are provided to meet statutory duties and develop additional skills and knowledge for those working with children, young people, and their families in Surrey.

The workshops reflect learning and good practice from case reviews, audits, domestic homicide reviews and child deaths as well as changes in legislation, policy, and guidance. They are provided to meet statutory duties and develop additional skills and knowledge

Learning is multi agency, providing professionals with a vital opportunity to learn from each other and with each other; ensuring that professionals work together and share information within the safeguarding process to ensure positive outcomes for children and families.

Surrey Safeguarding Adults Board

SSAB provides a range of learning opportunities to support Surrey adult social care providers through the Surrey Skills Academy. It is the role of the Surrey SSAB to ensure that staff who work with adults with care and support needs can effectively and appropriately meet their statutory responsibilities and have received the necessary training.

This Policy must be read alongside our Safeguarding Procedures (part 1)

Safer Guildford Partnership annual programme

The Safer Guildford Partnership provide a free annual training programme for all partner members and their staff. Training themes are based on the SGP priorities:

- Suicide awareness
- Domestic Abuse
- Prevent
- Fraud

What training do people need?

SSCP and SSAB both have training pathways that set out the expectations of staff roles and responsibilities. Guidance on how these are applied within the Council are set out below:

SSCP Pathway- CHILDREN

Group	Descriptor	Typical roles	Training
Group 0	All staff as part of a corporate induction /mandatory training contractual within 3 months of employment and refresher every 3 years	All staff, temp and perm and volunteers	<p>Mandatory: Self-serve staff- eLearn through Workrite</p> <p>Non-self-serve staff- bespoke service-based face to face Within 3 months Refresher every 2 years</p> <p>Additional optional free training accessed through Safer Guildford Partnership annual training programme (above)</p>
Group 1	Above plus Staff in infrequent or indirect contact with children, young people and/or parents/carers who may become aware of possible abuse or neglect.	Customer service, environmental health, compliance, park rangers, heritage and leisure staff, community centre staff	<p>Mandatory: Above plus Working Together to Safeguard Children Availability: <ul style="list-style-type: none"> • in house delivery face to face- through train the trainer Length: 3 hours Face to face Within 6 months Refresher every 3 years E Learning option available: Working Together eLearning- SSCP</p>

This Policy must be read alongside our Safeguarding Procedures (part 1)

Group	Descriptor	Typical roles	Training
Group 2	Above plus Those in regular contact or have a period of intense but irregular contact, with children, young people and/or parents/carers	housing staff, family support team, playworkers, sports and leisure staff, disability specialists, community youth groups, play scheme volunteers	Mandatory: Above plus Additional e learning training to be discussed with manager, available annually through SSCP including: Effective Family Resilience and Early Help Assessment, contextual safeguarding, FGM and domestic abuse training Refreshers set by SSCP
Group 3	Managers and lead officers who work predominantly with children, young people and/or their parents/carers and who could potentially contribute to assessing, planning, intervening, and reviewing the needs of a child and parenting capacity where there are safeguarding concerns.	Senior Officers /Managers/Deputy/Designated Safeguarding Leads (DSLs)	Mandatory: Above plus Foundation Module 1: Multi-Agency Safeguarding Children – Family Resilience and Family Safeguarding and Foundation Foundation Module 2: Multi-Agency Safeguarding Children – Family Resilience and Family Safeguarding and Foundation
Group 4	Members of the workforce who have specific responsibilities in relation to undertaking child protection or who work with complex cases with children in need	Family support team	Additional e learning training to be discussed with manager, available annually through SSCP to meet specific needs of role
Group 5	Professional advisors, named and designated lead professionals.	Playwork leads, Family Support leads	Refreshers set by SSCP
Group 6	Operational managers who supervise staff in groups 4 and 5	Managers of groups 4 and 5	

This Policy must be read alongside our Safeguarding Procedures (part 1)

Aligned ADULT pathway using same principles

Group	Descriptor	Typical roles	Training
Group 0	All staff as part of a corporate induction /mandatory training contractual within 3 months of employment and refresher every 3 years	All staff, temp and perm and volunteers	<p>Mandatory: Self-serve staff- eLearn through Workrite</p> <p>Non-self-serve staff- bespoke service-based face to face Within 3 months Refresher every 2 years</p> <p>Additional optional free training accessed through Safer Guildford Partnership annual training programme (above)</p>
Group 1	Above plus Staff in infrequent or indirect contact with adults with care and support needs who may become aware of possible abuse or neglect.	Customer service, environmental health, park rangers, heritage and leisure staff, community centre staff, compliance staff, environmental health staff, community safety, housing staff, community wellbeing advisors	<p>Mandatory: Above plus SSAB Adult Safeguarding Essentials Availability: •online/in person through Surrey Skills Academy Within 6 months Refresher set by SSAB</p>
Group 2	Above plus Those in regular contact or have a period of intense but irregular contact, with adults with care and support needs or their carers	housing staff, family support team, playworkers, sports and leisure staff, disability specialists, community youth groups, play scheme volunteers	<p>Mandatory: Above plus Additional e learning training to be discussed with manager, available annually through SSAB including: •Medication administration •Person centred care</p>

This Policy must be read alongside our Safeguarding Procedures (part 1)

Group	Descriptor	Typical roles	Training
			<ul style="list-style-type: none"> •Moving and handling people •DOLS- an introduction •Medical conditions •Infection control awareness •Reporting and recording •The Mental Capacity Act awareness •SSAB webinars
Group 3	Managers and lead officers who work predominantly with adults with care and support needs or their carers, and who could potentially contribute to assessing, planning, intervening, and reviewing the needs of a child and parenting capacity where there are safeguarding concerns.	Senior Officers /Managers/Deputy/Designated Safeguarding Leads (DSLs)	<p>Mandatory: Above plus</p> <p>Additional e learning training to be discussed with manager, available annually through SSCP to meet specific needs of role</p>
Group 4	Members of the workforce who have specific responsibilities in relation to undertaking adult protection or who work with complex cases with adults with care and support needs	Family support team	<p>SSAB Contributing to a section 42 enquiry</p> <p>Availability:</p> <ul style="list-style-type: none"> •online through SSAB
Group 5	Professional advisors, named and designated lead professionals.	Playwork leads, Family Support leads	
Group 6	Operational managers who supervise staff in groups 4 and 5	Managers of groups 4 and 5	

This Policy must be read alongside our Safeguarding Procedures (part 1)

SSAB Competency Framework approach

The Safeguarding Adults Board have developed a [competency framework](#) and [guidance](#) to assist employers to identify the training needs of their staff (including volunteers) working with adults.

Appendix 3: Terms of Reference for Strategic Safeguarding Group and Operational Safeguarding Group

Guildford Borough Council Strategic Safeguarding Group (SSG)

Terms of Reference

Overview of group:

The Council's Strategic Safeguarding Group (SSG) is the key mechanism for driving forward the strategic priorities for safeguarding across the Council and for agreeing how each service will co-operate to safeguard and promote the welfare of children, and adults with care and support needs.

The group is responsible for ensuring the Council is meeting its statutory duties across both adult and children's safeguarding by:

- responding to the legislation within the Children's Acts (1989 and 2004) and the statutory guidance 'Working Together to Safeguard Children' (2018).
- responding to the legislation within the Care Act 2014 and the Mental Capacity Act 2005 and the statutory guidance 'Care and Support Statutory Guidance' (updated 2020)
- coordinating the effective implementation of policies and procedures
- promoting a culture of effective safeguarding practice across the organisation
- communicating the need to safeguard and promote welfare to all staff, volunteers, councillors, and contractors

The objectives of the SSG are:

- To promote the welfare of children, and adults with care and supports needs, consistent with statutory guidance and best practice.
- To develop and agree corporate policies and procedures for safeguarding including the action to be taken where there are concerns about the safety or welfare of a child or of an adult with care and support needs.
- To influence and develop the Council's response to safeguarding within corporate policies and procedures relating to:
 - staff recruitment, vetting and barring, induction, training, development, supervision, discipline, and conduct
 - information sharing and management of data
- To ensure representation of the Council within the Surrey Safeguarding Partnership groups for adults and children
- To monitor, report on and challenge the effectiveness of what is done to safeguard and promote the welfare of children and of adults with care and support needs, across the Council.

This Policy must be read alongside our Safeguarding Procedures (Appendix 2)

Membership

Members must commit to their responsibilities to ensure the Council is meeting its statutory duties to safeguard and promote the welfare of children and of adults with care and support needs:

Lead Councillor for Community

Joint Strategic Director Community Wellbeing- Corporate Management Team lead for safeguarding

Joint Executive Head- Community Services- JMT Safeguarding Lead

Senior Policy Officer – Strategic Lead Officer for safeguarding

Joint Executive Head- Organisational Development

Joint Executive Head- Communications and Customer Service

Joint Executive Head- Regulatory Services

Joint Executive Head- Housing Services

Joint Executive Head- Commercial Services

Joint Executive Head- Legal and Democratic Services

Specialist – HR - Training

Frequency of meetings:

Quarterly

The Council's internal audit programme includes safeguarding every 2 years. The outcome of the audit is an action plan for improvement which is reflected in the SSG action plan. A biannual progress report is presented to CMB. An annual progress report is required by Corporate Governance and Standards Committee.

Performance, Governance and Structure

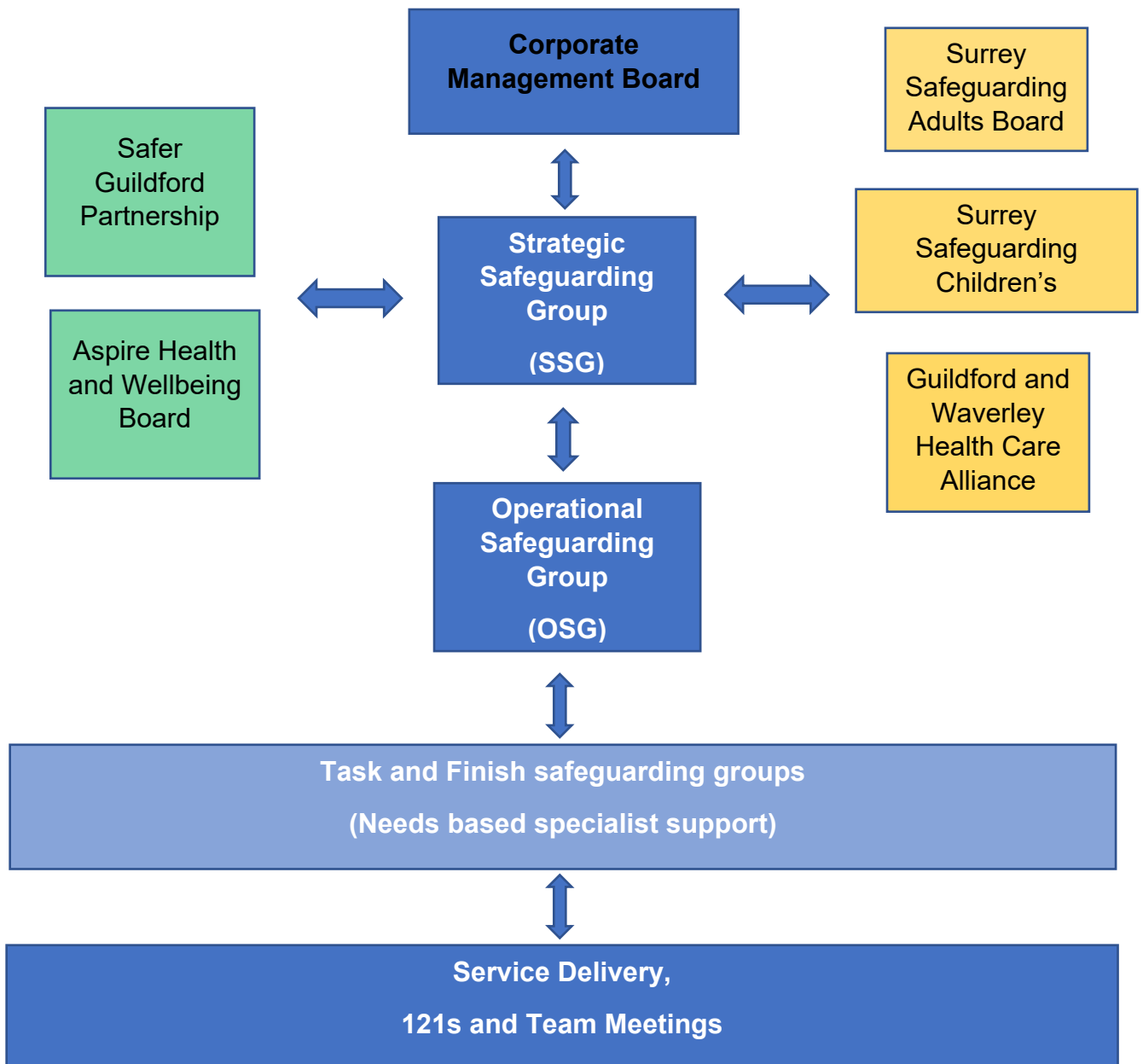
Strategic Safeguarding Structure

Key:

Blue- GBC Safeguarding accountability

Yellow- relationship with SCC Partnerships/Boards

Green- relationship with GBC Partnership/Boards



This Policy must be read alongside our Safeguarding Procedures (Appendix 2)*SSG Strategic Action Plan*

The SSG will develop, coordinate, and ensure delivery of an annual strategic action plan. The action plan will primarily respond to any gaps in compliance with the Council's statutory duties and audit recommendations but will also support best practice across the Council. The action plan will set the work programme for the SSG and relevant subgroups. The plan will be reviewed at each meeting to ensure it is continuing to respond to current legislation and best practice.

Service Planning

The Council's service planning framework recognises safeguarding responsibilities in those services directly working with children and those working with adults with care and support needs.

The Community Services service plan recognises the accountability for the coordination of strategic and operational safeguarding.

Performance Monitoring

The Council's performance monitoring framework is aligned to service plans. Core activity measures and milestones reflecting the Council's safeguarding arrangements are monitored monthly, through the Community Services Service Plan.

The SSG will provide an update on the strategic action plan to Corporate Management Board twice a year.

Quality assurance

The Council has a statutory duty to complete the Surrey Safeguarding Children's Partnership self-assessment section 11 audit and Surrey Safeguarding Adults Board audits. Each of these have associated action plans for improvement that are reflected in the SSG action plan.

The Council's internal audit programme includes safeguarding every 2 years. The outcome of the audit is an action plan for improvement which is reflected in the SSG action plan. A biannual progress report is presented to CMB. An annual progress report is required by Corporate Governance and Standards Committee.

Integration with Council Services

Organisational Development have lead responsibility for ensuring an effective strategy, service planning, policy and partnerships framework underpins our statutory safeguarding responsibilities.

Specialists in Organisational Development, Community Services, Communications and Customer Service, Regulatory Services, Housing Services and Commercial Services work with the SSG to deliver against the SSG strategic action plan.

Task and Finish groups

Task and finish groups will respond to specific areas of work within the strategic action plan, engaging the relevant specialists from across the Council where appropriate. Examples of task and finish group activities may include but are not limited to:

- reviewing and rewriting policy documents
- undertaking training audits
- reviewing and rewriting training material where appropriate

Operational Safeguarding Delivery Group

The Council's Operational Safeguarding Delivery Group (OSDG) is the key mechanism for communication between specialist service delivery staff. It also supports the dissemination of information from the SSG to service delivery areas. The group provides a forum for sharing best practice and learning from case reviews, highlighting barriers in service delivery and escalating issues to the SSG.

Guildford Borough Council Operational Safeguarding Group (OSG)**Terms of Reference****Overview of group:**

The Council's Operational Safeguarding Group (OSG) is the key mechanism for communication between specialist service delivery staff. It also supports the dissemination of information from the Strategic Safeguarding Group (SSG) to service delivery areas.

The overall aim of the group is to ensure that staff with responsibility for delivering services, can safeguard and promote the welfare of children, and adults with care and support needs. The group provides a forum for sharing best practice and learning from thematic reviews, highlighting barriers in service delivery and escalating issues to the SSG. The group also provides a review and monitoring function for safeguarding referrals and concerns raised through the C-SPA and MASH.

The group is responsible for supporting the Council in meeting its statutory duties across both adult and children's safeguarding by:

- contributing to shared learning and best practice sharing
- identifying issues and barriers in delivering safeguarding within their service area and developing problem solving solutions
- escalating strategic issues to the SSG
- supporting the dissemination of information and implementation of policy and procedure
- communicating the need to safeguard and promote welfare to all staff, volunteers, and contractors within their service area
- promoting a culture of effective safeguarding practice across the organisation
- monitoring and reviewing referrals made to C-SPA and the MASH

The objectives of the OSG are:

- To promote the welfare of children, and adults with care and supports needs, consistent with statutory guidance and best practice.
- To share best practice between services
- To implement learning from thematic reviews through service delivery
- To implement corporate and service based policies and procedures for safeguarding including; the action to be taken where there are concerns about the safety or welfare of a child or of an adult with care and support needs.
- To identify training needs across service delivery
- To challenge the effectiveness of what is done to safeguard and promote the welfare of children and of adults with care and support needs through service delivery

Agenda item number: 4
This Policy must be read alongside our Safeguarding Procedures (part 1)

- To ensure effective record keeping and information sharing within service delivery

Membership

Members must commit to safeguarding their responsibilities as set out in our Safeguarding Policy, to ensure the Council is meeting its statutory and moral duties to safeguard and promote the welfare of children and of adults with care and support needs.

Joint Executive Head Community- Chair

Customer Service Team Leader

Customer Case Services Team Leader

Specialist Occupational Therapy

Specialist Licensing

Specialists Housing

Homelessness Advice and Allocations Lead

Neighbourhood Housing Lead

Sheltered and Supported Tenants

Family Support Team Lead

Community Wellbeing Team Leader

Day Care Team Leader

Home Improvement Lead

Community Transport and Meals on Wheels Lead

Access Education and Engagement Officer

Operational- waste and parks

Community Services Business Support – action tracker recording

Officers who have submitted a referral to C-SPA or MASH where the referral remains 'live'

Frequency of meetings:

Every 6 weeks

Performance, Governance and Structure

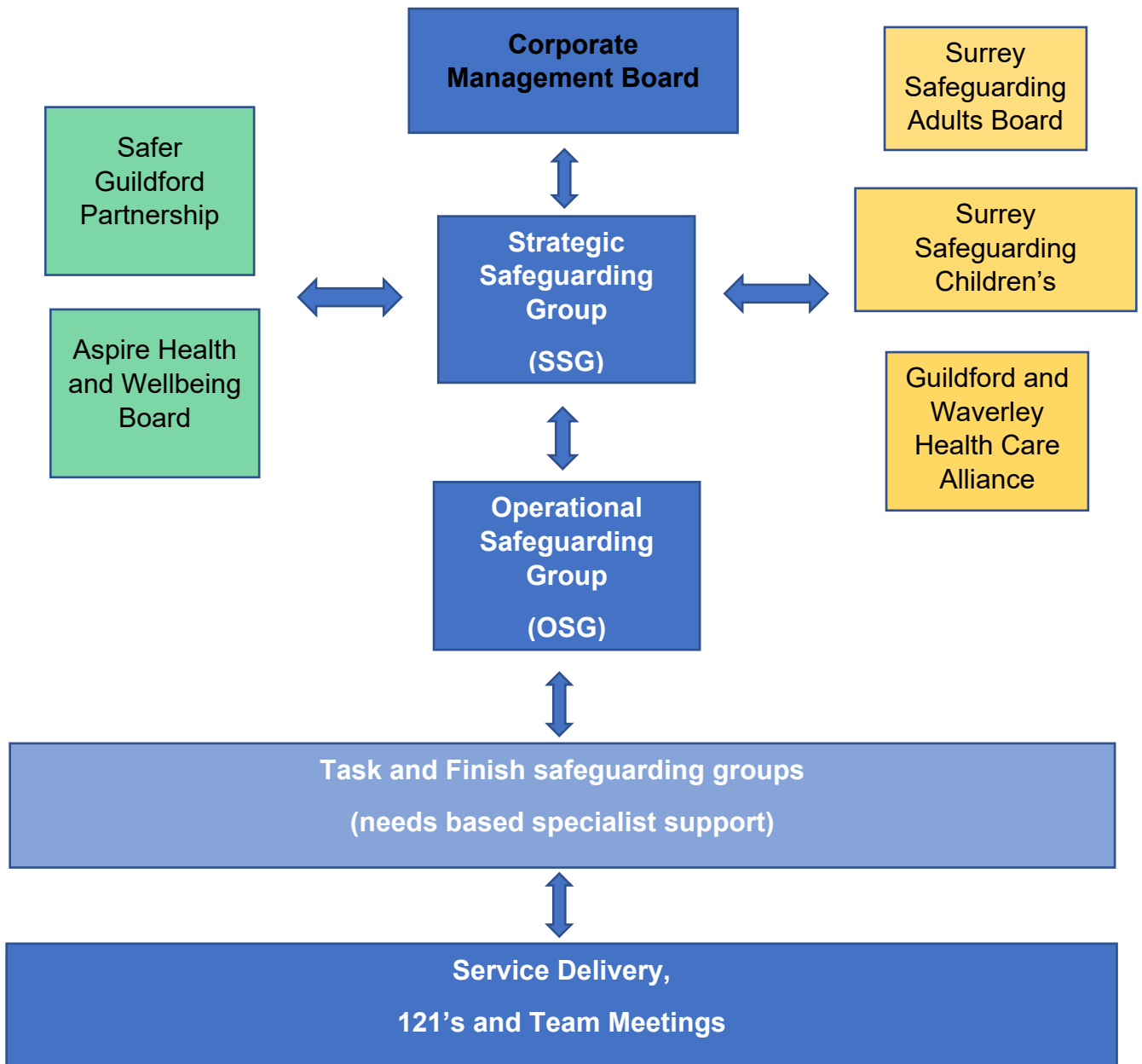
Strategic Safeguarding Structure

Key:

Blue- GBC Safeguarding accountability

Yellow- relationship with SCC Partnerships/Boards

Green- relationship with GBC Partnership/Boards



Appendix A- procedure for corporate record keeping and monitoring of referrals.

Appendix A

Mandatory internal record keeping

All referrals made to C-SPA or the MASH must be referred to the Operational Safeguarding Group using the 'GBC Safeguarding Monitoring Form' accessed through Teams.

Access to the Teams site is made available through contacting Lisa Barrett
lisa.barrett@guildford.gov.uk ext 4398

The referrer must complete the GBC Safeguarding Monitoring Form and save it in the Teams folder.

The form asks for details of who has made the referral, the person being referred, the details of the concern and action that has been taken.

Once submitted, the referrer must regularly update the form with any further actions or feedback until the case is closed.

The referrer must also enter the details of who has been referred, the reason for the referral, who referred and when on the 'Referral Spreadsheet' accessed through the Operational Safeguarding Group Teams folder.

A red, amber, or green (RAG) rating must be selected to highlight the risk rating of the case.

The Referral Spreadsheet is reviewed every 6 weeks at an Operational Safeguarding Group meeting, chaired by the Joint Executive Head, Community Services. Each case is reviewed, and the referrer asked to update the group. The RAG rating is evaluated and updated until the case is closed or resolved. Details of which must be recorded on the safeguarding monitoring form.

Strategy & Resources Executive Advisory Board Report

Ward(s) affected: All wards

Report of Strategic Director of Place

Author: Francesca Castelo

Tel: 01483444510

Email: Francesca.Castelo@guildford.gov.uk

Lead Councillor responsible: Julia McShane

Tel: 01483 837736

Email: Julia.McShane@guildford.gov.uk

Date: 6 February 2023

Guildford's UKSPF and REPF

Executive Summary

Guildford Borough Council was awarded £1 million from the Department of Levelling Up, Housing and Communities' (DLUHC) UK Shared Prosperity Fund (UKSPF) to spend on capital and revenue activities between financial years 2022-23 to 2024-25, with the aim of 'building pride in places and increase life chances' through investment on three investment priorities: Communities, Local Businesses and People and Skills.

This was then followed by the launch of the Department of Environment, Food and Rural Affairs' (DEFRA) Rural England Prosperity Fund (REPF), which allocated Guildford £400,000 to spend on capital grants to support rural businesses and communities from 2023-24 to 2024-25.

To access its UKSPF and REPF allocation, the Council has submitted an investment plan and addendum, respectively, outlining the opportunities and challenges of the borough, as well as its investment priorities. Both the UKSPF Investment Plan and REPF Addendum have been informed by feedback from and discussions with a range of stakeholders, and since submitting its UKSPF Investment Plan, further discussions with Council Officers and external stakeholders and partners have been conducted to develop the projects put forward in Guildford's Investment Plan. In addition, there have been changes to some of the projects outlined, which will require approval from DLUHC should the Council decide to go forward with the change.

On 5 December 2022, DLUHC has confirmed the validation of Guildford's UKSPF Investment Plan. Having now received its first year of UKSPF allocation, the Council now needs to decide if and how it should progress with the projects it has proposed in its Investment Plan.

Recommendation to Strategy & Resources Executive Advisory Board

The Strategy & Resources Executive Advisory Board is asked:

- a. To consider and comment on the proposed interventions for Guildford's UKSPF, including proposed changes.
- b. To consider and comment on the Rural Grant Programme proposed for Guildford's REPF.
- c. To recommend that Executive approve the progression of Guildford's UKSPF and REPF plans, as outlined in this report.
- d. To recommend that Executive delegate to the Strategic Director of Place, in consultation with the Leader, authority to enter into such other contracts and legal agreements connected with the UKSPF and REPF as may be necessary in compliance with Procurement Procedure Rules and within the allocated grant funding budget.

Reason(s) for Recommendation:

The £1.4 million total funding Guildford Borough Council has been allocated from the UKSPF and REPF is a significant sum of money that could have a positive impact on the borough's local communities and businesses.

Grounded on insights from local stakeholders, partners and GBC Councillors and Officers, the projects put forward in Guildford's Investment Plan and REPF Addendum aligns with the borough's local priorities and intends to leverage collaboration with the Council's partners to maximise value for money.

Is the report (or part of it) exempt from publication? (delete as appropriate)

No

1. Purpose of Report

- 1.1 This report outlines the proposed interventions for Guildford UKSPF and REPF, outlining any proposed changes to projects and project spend since the submission of Guildford's UKSPF Investment Plan in August 2022.

2. Strategic Priorities

- 2.1 The proposed projects for Guildford's UKSPF and REPF spend addresses a number of the Council's Corporate Priorities under Homes and Jobs, Environment and Community:
- Revive Guildford town centre to unlock its full potential.
 - Support our business community and attract new inward investment.
 - Maximise opportunities for digital infrastructure improvements and smart places technology.

- Engage with residents and businesses to encourage them to act in more environmentally sustainable ways through their waste, travel and energy choices.
- Work with partners to make travel more sustainable and reduce congestion.
- Work with communities to support those in need.

3. Background

3.1 UK Shared Prosperity Fund

3.2 On 13 April 2022, the Government launched the UK Shared Prosperity Fund as part of its Levelling Up Agenda, with the overall aim to ‘build pride in places and increase life chances’. As a central pillar of the Levelling Up Agenda, the UKSPF provides funding to empower places to identify and build on their own strengths and needs by focusing on three Investment Priorities:

- a. Communities and Place
- b. Supporting Local Businesses
- c. People and Skills

3.3 As a Lead Local Authority, Guildford Borough Council has been given £1 million to spend from 2022-23 to 2024-25 on capital and revenue projects. Lead Local Authorities can choose from a ‘menu of interventions’ in line with the UKSPF’s investment priorities (though they can also put forward bespoke projects which will require approval from DLUHC).

3.4 To access the indicative allocations, Guildford Borough Council has submitted an investment plan detailing our local opportunities and challenges as well as the interventions we would like to invest in.

3.5 Following consultations with GBC Councillors and Officers and local stakeholders, the following projects have been put forward for Guildford’s UKSPF investment plan:

Project	Partner organisations co-funding the project	Proposed UKSPF Allocation Total
Town Centre Improvements		£60,000
Community and Neighbourhood Improvements (including Hostile Vehicle Mitigation proposal)		£300,000
E-Bike Hire Scheme	Surrey County Council and University of Surrey	£200,000
Marketing and Events		£19,500
Community Grants		£300,000
Visitor Economy		£20,500

Business Support		£30,000
Feasibility Study		£20,000
Business Decarbonisation Scheme	Surrey County Council and other Surrey Districts and Boroughs	£50,000
	Total	£1,000,000

3.6 Further details on Guildford’s proposed UKSPF projects, including profile spend, capital and revenue split, proposed project addition and financial contributions from partners, can be found in Appendix 1 - Proposed Interventions for Guildford’s UKSPF.

3.7 Rural England Prosperity Fund

3.8 On 3 September 2022, DEFRA launched the Rural England Prosperity Fund which serves as a top-up to the UKSPF to help address the extra needs and challenges facing rural areas through supporting two investment priorities: ‘Supporting Rural Businesses’ and ‘Supporting Rural Communities’.

3.9 Guildford has been given an indicative allocation of £400,000 to spend for financial years 2023-24 and 2024-25. The REPF also has a menu of interventions which Lead Local Authorities can choose from, most of which are the same as UKSPF interventions for ‘Supporting Local Business’ and ‘Communities and Place’. However, the REPF can only be spent on capital projects (i.e. lasting assets, such as buildings or equipment) for business or community purposes in rural areas, starting from 1 April 2023. Revenue funding from the UKSPF can be used to support REPF projects, as long as it is consistent with the local authority’s UKSPF investment plan and allocation.

3.10 To access the REPF indicative allocations, Guildford Borough Council has provided specific additional information as an addendum to our UKSPF Investment Plan.

3.11 Following consultations with internal and external stakeholders, a grant funding programme was proposed, similar to the previous Surrey LEADER Grant Programme. The proposal will use Guildford’s REPF allocation to award capital grants to projects that work towards the following REPF investment priorities:

Investment Priorities	Allocation Year 1 (2023-24)	Allocation Year 2 (2024-25)	Total REPF Allocation
Grant funding for micro and small businesses (available to local businesses)	£100,000	£100,000	£200,000
Grant funding for growing the local social economy and supporting innovation		£100,000	£100,000

(available to local businesses)			
Funding for investment and support for digital infrastructure for local community facilities (available to local communities)		£100,000	£100,000
	Year 1 Total	Year 2 Total	Total
	£100,000	£300,000	£400,000

3.12 Proposed Changes

3.13 In order to support the proposed REPF Rural Grant Programme, Surrey County Council, Guildford Borough Council, Waverley Borough Council and Tandridge District Council will each need to commit c.£50,000 to co-fund the staff resource to administer the grant scheme and to support businesses and community groups in developing successful applications. This will be undertaken by the Surrey County Council’s Greener Futures team.

3.14 As REPF is available for capital spend only, funding from Guildford’s UKSPF allocation will need to be used to cover this revenue requirement. This will require changes to the allocation of funding currently profiled to the UKSPF. It is proposed the £50,000 requirement is covered through a reduction in allocation to the Decarbonisation Fund, and either the Feasibility budget line and/ or the Community and Neighbourhood Improvements Fund.

3.15 Status of Funding

3.16 On 5 December 2022, the Council received confirmation that its UKSPF Investment Plan has passed DLUHC’s validation and its first year of funding has been approved and received. Indicative allocations for 2023/24 and 2024/25 will be reviewed on submission of reporting requirements.

3.17 The Council is still awaiting a response from DEFRA as to the outcome of its REPF Addendum submission.

4. Consultations

4.1 Guildford Borough Council’s Executive has been consulted in preparing Guildford’s UKSPF (06 June 2022) and REPF (via email) submissions to receive feedback on priorities for the funds. Joint Executive Heads of Services and Officers across the Council have also been engaged and helped shape the proposals.

4.2 Insights from a number of local stakeholders and regional partners have also been used to inform which interventions should be prioritised and what activities could be undertaken using the UKSPF and the REPF. This includes:

- UKSPF:
 - a. Feedback from a range of groups such as the Guildford Town Centre Forum May 2022 meeting, Guildford-Surrey Board meetings (22 July 2022), education providers and businesses (e.g. roundtable discussion with the Games sector on 30 May 2022) were used to inform the Council's investment plan submission.
 - b. Feedback from stakeholders (e.g. Yvonne Arnaud Theatre, Guildford Philanthropy, Surrey Hills AONB, a range of business support providers) were received with regards to the borough's priorities and suggested projects for the UKSPF.
 - c. Local MPs were consulted on Guildford's proposed projects.
 - d. Surrey County Council, along with Surrey Districts and Boroughs, were engaged to see where there may be scope for collaboration and to maximise value for money. Further details on the stakeholder consultations used for the UKSPF can be found in page 9 of the Council's investment plan submission (see Appendix 1).

- REPF:
 - a. Local and regional rural economy stakeholders were asked to share their rural priorities in line with the REPF interventions, as well as any suggested projects. This includes rural economy stakeholders attending the 19 October Economic Development Strategy workshop; the Guildford Rural Forum (represented by 14 organisations, such as charities, skills providers, landowners and businesses); and the National Farmers Union.
 - b. Local authority partners (i.e. Waverley Borough Council, Tandridge District Council and Surrey County Council) have been engaged to share their insights and explore opportunities to collaborate together.

4.3 Local Partnership Group

4.4 Comprehensive and balanced local partnerships will be a core component of how the Fund is administered locally. Thus, Lead Local Authorities are required to set up a local partnership group to consult local stakeholders and ensure the Fund investments compliment other activities in the area and meet the Fund and local objectives. In response, a Local Delivery Board will be set up to act as an advisory group for the delivery and monitoring of the UKSPF, ensuring the Fund's aim is achieved in Guildford borough. The Local Delivery Board will include a rural representative(s) to give rural-focused insights on the delivery of Guildford's UKSPF and feedback on the REPF.

4.5 In addition, it is proposed in Guildford's REPF Addendum that a Local Action Group may be created, similar to the one set up for the previous Surrey LEADER grants, which will include a wide range of representatives from Guildford's rural scene (e.g. businesses, charities, community groups etc) to provide advice and scrutiny to the delivery of the REPF. This may include providing feedback on the design of the proposed REPF grant programme and sharing insights on the strength of an individual grant application.

5. Key Risks

- 5.1 The Council has a substantial existing capital programme of work underway in addition to its ‘business as usual’ activities, meaning that staff resources across the organisation are limited. However, in developing the proposals detailed within Guildford’s Investment Plan, the Council has considered where projects are ‘shovel ready’ and will require limited involvement from officers in delivery, or where the delivery can be outsourced following procurement activity.
- 5.2 In addition, there is a risk that global price increases and increasing inflation rates mean that interventions proposed may need to be refined prior to delivery. Importantly, as all of Guildford borough’s indicative UKSPF allocation has been apportioned to specific projects detailed in the investment plan (as required by the grant terms), any expenditure over that which has been apportioned may present a barrier to the delivery of a project given budget limitations. The Council will ensure that it is driving value for money through competitive procurement practices.
- 5.3 The LEADER style grant programme proposed in Guildford’s REPF addendum and some projects in our UKSPF Investment Plan (i.e. E-Bike Hire Scheme, Decarbonisation Loan Scheme, Business Support Provision) will be part-funded and managed by external partners (e.g. Surrey County Council). Thus, the success and feasibility of these projects are dependent on the participation of the identified partners. This will require close cooperation and regular communications between the Council and its partners to ensure that the projects meet our expectations (e.g. financing, deliverables, monitoring requirements), as well as those set out by DEFRA and DLUHC.

6. Financial Implications

- 6.1 Guildford Borough Council has been allocated £1 million from the UKSPF to spend from financial years 2022/23 to 2024/25 on capital and revenue projects. The amount of funding Guildford receives during the funding years, including the proposed capital and revenue split, is set out below:

Funding sources	Year 1 (2022-23)	Year 2 (2023-24)	Year 3 (2024-25)	Total
Total UKSPF allocation	£69,893	£139,787	£790,320	£1,000,000
Capital allocation	£50,000	£50,000	£560,000	£660,000
Revenue allocation	£19,893	£89,787	£230,320	£340,000

- 6.2 4% of the UKSPF allocation (£40,000 for Guildford) can be used for administration and implementation costs (e.g. project assessment, contracting, monitoring, stakeholder engagement). In addition, £20,000 has been made available to all Lead Local Authorities to support the development of an investment plan, which we have now received. The drafting of the submission

document was carried out by Officers (rather than external consultants) and therefore the £20,000 will be allocated within the Economic Development budget to cover any future administrative costs relating to the Fund.

- 6.3 Lead Local Authorities are paid annually in advance. In 2022/23, this will be paid once the Investment Plan has been signed off. In 2023/24 and 2024/25, payment will be given early in the financial year, upon submission of reporting requirements and satisfactory review of performance in the preceding year. All spend must be undertaken by 31 March 2025, when the funding will end. Any underspends in the final year of the programme (2024/25) are expected to be repaid to DLUHC.
- 6.4 In light of discussions with relevant services both before and after the submissions of the UKSPF Investment Plan, most of the projects put forward in Guildford Investment Plan submission is envisioned to be fully financed by UKSPF funding. Any projects where there may be funding gaps, as well as alternative sources of potential funding, have been identified. Responsibility of securing additional funding from other sources (i.e. other than the UKSPF) to cover any shortfalls in funding lies with the service owner(s) of the project.
- 6.5 Any changes to Guildford UKSPF profile spend and investment priority allocation must check with the UKSPF's [reporting and performance management guidance](#) to confirm whether approval from DLUHC and a material change request must be acquired.

7. Legal Implications

- 7.1 DLUHC requires Lead Local Authorities to submit a signed copy of the UKSPF Memorandum of Understanding (MOU) to commence receipt of funding. The UKSPF MOU is not intended to create legally binding obligations but describes obligations which Lead Local Authorities are required to fulfil to receive the UKSPF grant funding.
- 7.2 The full obligations of Lead Local Authorities can be found in [DLUHC's Additional Information page](#). Some of the Council's main obligations include:
- Ensuring all procurements achieve best value for money.
 - Ensuring that all public facing documents comply with branding requirements (logos, digital content etc).
 - Ensuring we comply with monitoring requirements, complete questionnaires, case studies and making compliant monitoring returns to the Department for Levelling Up (DLUHC).
 - Ensuring that we provide quarterly qualitative updates to the DLUHC, and every 6 months provide formal reporting detailing how our use of the funding is progressing.
 - Ensuring that we meet assurance requirements by providing an assurance statement every 6 months at.
 - Annually completing a Statement of Grant outlining GBCs plans for the next year.

- 7.3 The assurance and performance management for the UKSPF sit alongside Lead Local Authorities' existing statutory duties and rules to use public money well.
- 7.4 The Council's Legal team has reviewed and approved the MOU to be signed by the Section 151 Officer. A signed copy of Guildford's UKSPF MOU has been submitted to DLUHC on 15 December 2022.

8. Human Resource Implications

- 8.1 Services across the Council will play a role in the delivery of the UKSPF and REPF as the projects proposed cuts across a range of the Council's objectives and priorities. As funding for each financial year is conditional upon the submission of reporting requirements and review of performance, staff resourcing requirements (both internal and outsourced) have been considered to ensure the timely and satisfactory collection of data.
- 8.2 The Executive Head of Regeneration and Planning Policy will be the senior responsible owner for the UKSPF projects. It is anticipated that the Economic Development Officer will be responsible for the delivery of the UKSPF and REPF Investment Plan on a day-to-day basis including procurement activity, coordinating relevant resources across the Council and partner organisations to achieve the objectives set out. They will also be responsible for the ongoing monitoring of projects and associated outputs and outcomes as detailed in this submission. Any additional staffing requirements above the existing establishment will need to be identified and costed as part of relevant project plans.

9. Equality and Diversity Implications

- 9.1 The Council has a statutory duty under section 149 of the Equality Act 2010 which provides that a public authority must, in exercise of its functions, have due regard to the need to (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; and (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it. The relevant protected characteristics are: age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation.
- 9.2 An Equalities Impact Assessment has been completed considering the projects put forward in the UKSPF Investment Plan and REPF Addendum.
- 9.3 This duty has been considered in the context of this report and it has been concluded that there are no equality and diversity implications arising directly from this report.

10. Climate Change/Sustainability Implications

- 10.1 The Council formally declared a climate emergency in 2019 and set a goal for the borough to reach net zero emissions by 2030. The Council is committed to reducing emissions, particularly from vehicles, energy use and construction processes.
- 10.2 Guildford's UKSPF Investment Plan and REPF addendum proposes projects which work towards a net-zero / low carbon borough, particularly:
- a. UKSPF:
 - i. Working with Surrey County Council and other Local Authorities on a Decarbonisation Loan Scheme to help businesses across the borough implement energy efficiency and other low carbon technologies to reduce their carbon emissions.
 - ii. Working with Surrey County Council and the University of Surrey to extend the E-Bike hire scheme to Guildford town centre and other urban sites in the borough to promote active and low carbon travel.
 - b. REPF:
 - i. Working with Surrey County Council, Waverley Borough Council and Tandridge District Council to offer a LEADER-style grant programme for rural businesses and communities. For Guildford businesses, this includes capital grant funding for small scale investment in micro and small enterprises in rural areas, including funding to undertake net zero infrastructure projects. This includes supporting land-based businesses, which are currently excluded from the LoCASE Carbon Reduction Grant Programme.

11. Summary of Options

- 11.1 The Strategy & Resources Executive Advisory Board is asked to consider and comment on Guildford's UKSPF and REPF Plans. The Executive will be asked to consider the following options:
- 11.2 **OPTION 1:** The Executive could decide not to approve the proposed interventions (including changes) for Guildford's UKSPF and REPF. This would make the Council unable to advance the proposed projects and make use of the £1.4 million allocated by DLUHC and DEFRA within the prescribed timescales to empower our local businesses and communities.
- 11.3 **OPTION 2:** The Executive could decide to approve the proposed interventions (including changes) for Guildford's UKSPF and REPF, conditional upon changes being made. It must be noted that Guildford's UKSPF Investment Plan has already been validated by DLUHC. Any amendments to Guildford's UKSPF and REPF submission that can be classified as a 'material change' must undergo a change process and are subject to scrutiny and a further approval process from DLUHC. Undergoing a change process can cause delays in implementing other programme of works in the Investment Plan and affect how much of Guildford's UKSPF allocation it can spend in a given funding year.

- 11.4 OPTION 3 (Recommended): The Executive could decide to approve the proposed interventions (including changes) for Guildford’s UKSPF and REPF. This would enable projects to commence and address local priorities, in alignment with the funding requirements.

12. Conclusion

- 12.1 Guildford’s UKSPF and REPF proposed interventions have the potential to deliver major benefits to the borough, addressing a range of local business and community priorities.
- 12.2 Noting the spend deadlines stipulated, it is recommended that the Executive approves the recommendations outline in this report to commence delivery of Guildford’s UKSPF and, upon confirmation of approval, REPF proposed interventions.

13. Background Papers

[UK Shared Prosperity Fund Prospectus](#)

[UK Shared Prosperity Fund: Additional Information](#)

[Rural England Prosperity Fund Prospectus](#)

14. Appendices

Appendix 1: Proposed interventions for Guildford’s UKSPF

Please ensure the following service areas have signed off your report. Please complete this box and do not delete.

Service	Sign off date
<i>Finance / S.151 Officer</i>	<i>24/01/2024</i>
<i>Legal / Governance</i>	<i>25/01/2024</i>
<i>HR</i>	<i>24/01/2023</i>
<i>Equalities</i>	<i>24/01/2023</i>
<i>Lead Councillor</i>	<i>26/01/2023</i>
<i>CMT</i>	<i>N/A</i>
<i>Executive Liaison</i>	<i>N/A</i>
<i>Committee Services</i>	

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Project (Geography)	GBC Service(s) and External Partners	Description	Proposed UKSPF Allocation						Indicative financial contributions from partners, if any	
			Year 1 (2023-23)		Year 2 (2023-24)		Year 3 (2024-25)			Total contributions from Guildford's UKSPF
			Capital	Revenue	Capital	Revenue	Capital	Revenue		
Town Centre Improvements (Town Centre)	GBC – Housing Services (Technical Services)	Town centre public realm improvements	£50,000				£10,000		£60,000	
Community and Neighbourhood Improvements (Borough-wide)	GBC – Regeneration and Planning Policy	Improvements to green and public spaces around the borough. This includes proposal to install Hostile Vehicle Mitigation infrastructure in the town centre.					£300,000		£300,000	
Active Travel – E-Bike Hire Scheme (Town centre/urban areas)	GBC - Regeneration and Planning Policy Surrey County Council (Lead) University of Surrey	Investment in new bike hire scheme covering Guildford town centre and satellite sites e.g. Stoke Park, Research Park, University, Hospital The project is part of SCC's Surrey Infrastructure Plan			£50,000		£150,000		£200,000	£1m from Surrey County Council £250,000 from University of Surrey
Marketing and Events	GBC – Commercial Services (Events); Communications and Customer	Support for in- house initiatives that encourages visits and activity		£4,893		£4,787		£9,820	£19,500	

	Services (Communications)	around the borough								
Community Grants (Borough wide)	GBC – Community Services (Community grants)	Grants that community groups, parish councils and third sector organisations can bid for to support local communities via a crowdfunding platform.				£50,000	£100,000	£150,000	£300,000	Agenda item number: 5 Appendix 1
Visitor Economy (Borough-wide)	GBC - Regeneration and Planning Policy (Economic Development)	Funding to improve our visitor economy offering to attract more visits to the borough, including creation of campaign trails and improvements made to our visitor website.		£5,000		£5,000		£10,500	£20,500	
Page 92										
Business Support	GBC - Regeneration and Planning Policy (Economic Development)	1 to 1 business support for businesses in the borough, tailored to individual business need.		£10,000		£20,000			£30,000	
Feasibility Study	GBC – Regeneration and Planning	Commission feasibility work and surveys related to town centre				£10,000		£10,000	£20,000	

		improvement, e.g. Tumbling Bay Weir								
Business Decarbonisation Scheme (Borough-wide)	GBC - Regeneration and Planning Policy (Economic Development) SCC Greener Futures Team (Lead) Other Surrey Districts and Boroughs	Loan scheme for businesses to implement energy efficiency measures.						£50,000		To be co-funded by Surrey County Council, Guildford Borough Council and other Surrey Districts and Boroughs. Contributions from other partners tbc.
			Year 1 Capital Total	Year 1 Revenue Total	Year 2 Capital Total	Year 2 Revenue Total	Year 3 Capital Total	Year 3 Revenue Total		
			£50,000	£19,893	£50,000	£89,787	£560,000	£230,320		
			Year 1 Total		Year 2 Total		Year 3 Total		Total contributions from Guildford's UKSPF	
			£69,893		£139,787		£790,320		£1,000,000	

Proposed Addition – funding TBC										
REPF Rural Grant Programme Support	GBC - Regeneration and Planning Policy (Economic Development)	A dedicated business support provision for rural businesses and organisations applying to the REPF Leader-style grant funding. This				£20,000		£30,000	£50,000	To be co-funded by Surrey County Council, Guildford Borough Council, Waverley Borough Council and Tandridge District Council.

	SCC Greener Futures Team (Lead) Waverley Borough Council Tandridge District Council	will be led by Surrey County Council, with contributions from GBC, Waverley Borough Council and Tandridge District Council.								Est. £50,000 contribution per partner for two full financial years.
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Agenda item number: 5
 Appendix 1

Strategy and Resources Executive Advisory Board Report

Ward(s) affected: All wards

Report of Strategic Director of Place

Author: Francesca Castelo, Policy Officer (Economy and Innovation)

Tel: 01483444510

Email: Francesca.Castelo@guildford.gov.uk

Lead Councillor responsible: John Redpath

Tel: 01483 533448

Email: John.Redpath@guildford.gov.uk

Date: 6 February 2022

Economic Development Strategy 2023-2040

Executive Summary

The Council has a number of economic strategies that have now reached their expiration and need to be updated.

Major economic shocks such as the COVID-19 pandemic, Brexit and the cost-of-living crisis have brought changes and uncertainties to our economic landscape requiring a reassessment of our challenges, opportunities and priorities. Coupled with the borough's relatively weak economic performance compared to other locations—a trend preceding the COVID-19 pandemic—there is impetus to set out a refreshed strategy and action plan to reinvigorate Guildford's economy and ensure it is a place where businesses and residents can continue to thrive.

In light of the changes to the economic landscape, and in line with the Council's Corporate Plan 2021 – 2025, this paper presents a new Economic Development Strategy and accompanying draft action plan for the period up to 2040, outlining a renewed vision and priorities to support the local economy.

Recommendation to Strategy & Resources Executive Advisory Board

The Strategy & Resources Executive Advisory Board is asked to:

- a. Consider and comment on the Economic Development Strategy 2023-2030.
- b. Recommend the adoption of the Economic Development Strategy and the supporting evidence base, to Full Council.
- c. Consider and comment on the draft Economic Development Action Plan, which will be subject to further consultation with strategic partners.

Reason(s) for Recommendation:

To support the reinvigoration of Guildford's economy, the new Economic Development Strategy and Action Plan:

- Sets out the case for action in light of changes to the international, national and regional economic landscape.
- Gives an updated analysis of Guildford's strengths, weaknesses, opportunities and threats.
- Identifies key strengths and opportunities to for the Council and its partners to harness, such as sector specialisms and economic assets (e.g. commercial spaces).
- Highlights the importance of mitigating the environmental impact of economic activity to reflect climate change and sustainability issues.
- Identifies the levers that the Council can utilise to address priority interventions that can help deliver significant positive impact for our economy.

Is the report (or part of it) exempt from publication?

No

1. Purpose of Report

- 1.1 The purpose of the report is to obtain the views and comments of the Strategy & Resources Executive Advisory Board on the Economic Development Strategy 2023-2040 and the associated draft Action Plan, which will be subject to further consultation with strategic partners.

2. Strategic Priorities

- 2.1 The Economic Development Strategy and Action Plan 2023-2040 addresses a range of priorities under Homes and Jobs, Environment and Community in the Council's Corporate Plan 2021 – 2025. This includes, but is not limited to:
- Revive Guildford town centre to unlock its full potential.
 - Support high quality development of strategic sites.
 - Support our business community and attract new inwards investment.
 - Engage with residents and businesses to encourage them to act in more environmentally sustainable ways through their waste, travel and energy choices.
 - Support the unemployed back into the workplace and facilitate opportunities for residents to enhance their skills.
- 2.2 The importance of a number of the key programmes and projects under the Corporate Plan 2021 – 2025 are also recognised in the Economic Development Strategy and Action Plan, particularly: Shaping Guildford's Future Town Centre

Masterplan, Weyside Urban Village, our climate change programme and transport and infrastructure projects to encourage sustainable travel.

3. Background

The case for action

- 3.1 The Council has a number of economic strategies which need to be updated. These are:
 - a. Economic Strategy 2013-2021
 - b. Visitor Strategy 2014-2020
 - c. Rural Economic Strategy 2017-2022
 - d. Innovation Strategy 2019
- 3.2 Though key issues and themes highlighted in these documents persists, the current economic landscape is now markedly different from the one described in the 2013-2031 Economic Strategy, from the changing nature of retail and working patterns to the unfolding impacts of Brexit on trade.
- 3.3 Growth in the Guildford borough's economy had halted even before major economic shocks such as the COVID-19 pandemic and Brexit, all the while comparator and neighbouring locations have caught up to become more attractive for businesses and investors. Guildford town centre, for example, suffers from an above average retail vacancy rate compared to national and regional figures, and our borough has seen the loss of major employers (e.g. BOC, Ericsson, Sanofi) over the years. The barriers to Guildford's economic prosperity are ones which the Council, its partners and stakeholders are all familiar with: a lack of high-quality and suitable commercial space, a highly constrained and unaffordable housing market, traffic and congestion, poor public transport and digital connectivity and a town centre that could better reflect the needs of its residents and workers.
- 3.4 However, Guildford has strong economic foundations. Contributing over £5.3bn to the national economy, the borough is home to over 7,000 businesses, 80,000 employees and world-leading economic anchors with specialisms that can help foster and support innovation in high-value sectors such as Space & Satellite Technology, Health and Professional Services. Its location makes it well-connected by rail, road and plane to other national and international economic nodes, and the visitor attractions and setting within the Surrey Hills AONB continue to attract over 3 million visitors to the borough every year.
- 3.5 Furthermore, the Council and its partners have been working on a range of initiatives that support the reinvigoration of the borough's economy—from investments in rural broadband through supporting Broadband for Surrey Hills Ltd to Shaping Guildford's Future Town centre Masterplan.
- 3.6 However, if we want to retain our position as a key regional and national economic contributor, we need a new strategy and action plan that reflects our current economic circumstances to better position the borough to address its economic challenges—both new and old—and coordinate efforts by the Council and its key partners.

New Economic Development Strategy

- 3.7 Three documents have been produced in preparing a new Economic Development Strategy:
- a. Guildford Economic Development Evidence Base (Appendix 1) – examines the borough’s economic strengths, weaknesses, opportunities and threats
 - b. Guildford Economic Development Strategy 2023-2040 (Appendix 2) – presents an analysis of our local economy and sets out priorities to support the borough’s economic development
 - c. Draft Guildford Economic Development Strategy Action Plan (Appendix 3) – sets out the actions the Council and its partners can do to facilitate economic development in the borough
- 3.8 The Economic Development Strategy, Evidence Base and Action Plan represents over six months of intense research, discussion and consultation between partners and stakeholders. These extensive research and consultation exercise have been used to shape a new vision for the local economy, which is:
- ‘To re-establish Guildford as the beating heart of Surrey’s economy and be widely known for our modern, innovative, progressive, productive, inclusive and green economy, characterised by unique clusters of high growth knowledge- and production-based economic activity’.**
- 3.9 This ten-year vision will be achieved by focusing on six broad themes:
- a. Productivity: Boosting enterprise, clustering and innovation
 - b. Property: Meeting business and worker needs
 - c. People: Connecting people with opportunity
 - d. Place: Upgrading our physical and digital infrastructure
 - e. Play: Transforming our town centre
 - f. Planet: Mitigating the environmental impacts of economic activity

The Economic Development Action Plan

- 3.10 Alongside the Economic Development Strategy is the Economic Development Action Plan, which sets out what the Council and its partners can do to facilitate Guildford borough’s economic development. The Action Plan is informed by an assessment of Guildford’s key constraints and opportunities, many of which were reflected by partners and stakeholders during the data collation process of this strategy.
- 3.11 Partners and stakeholders will play a critical role in the delivery of the Action Plan, requiring collaboration and coordination of activity, to deliver a more competitive, sustainable and inclusive economy. Thus, the Action Plan will be

subject to further consultation with our key partners and stakeholders to ensure a strong buy in and commitment to co-delivery.

4. Consultations

- 4.1 The Economic Development Strategy and Action Plan have been informed by extensive discussions with a range of stakeholders. This engagement activity includes:
- Internal consultations
 - Workshops were held on 14 September and 2 November 2022 with the Joint Management Team and the Executive to discuss Guildford's economy and the actions that the Council and its partners can do to facilitate economic development. Councillors were also invited to drop-in sessions on 14 September to discuss the Strategy with the consultants.
 - Officers from Asset Management, Planning Policy and Regeneration were also engaged to frame the Economic Development Strategy in the context of other Council initiatives and strategies.
 - External consultations
 - Various workshops consultations were held with businesses and organisations from a range of sectors (visitor economy, town centre, digital/games, finance) in both urban and rural areas in Guildford throughout September and October 2022.
- 4.2 In addition, the following key partners have been consulted: University of Surrey, Enterprise M3, Surrey County Council (Economy and Growth Team), Activate Learning, Surrey Chambers of Commerce, Experience Guildford, Royal Surrey County Hospital.
- 4.3 Economic development is a multi-faceted endeavour not only requiring the support of a range of different Council services (from Community wellbeing to Planning Policy), but also a diversity of stakeholders and organisations.
- 4.4 Therefore, the Council will oversee the continuation of these engagements to ensure economic development initiatives are coordinated. Particularly, as proposed in the Economic Development Action Plan, we will look to develop the Guildford Economic Partnership, which will convene representatives from sub-groups that reflect our business base and economic specialisms (e.g., Visitor Economy, Rural Economy), alongside anchor institutions that are responsible for promoting economic growth locally (e.g., University of Surrey, Surrey County Council).
- 4.5 It is envisaged that the proposed Guildford Economic Partnership will provide a platform for consistent engagement between the Council and Guildford borough's business community, which will include opportunities to regularly review, monitor and discuss the progress of the Economic Development Strategy and Action Plan.

5. Key Risks

- 5.1 Resource limitations within the Council and its partner organisations, as well as major events (e.g., COVID-19 Pandemic) that have repercussions to Guildford's local economy, may shift priorities and present a barrier to the implementation of the new Economic Development Strategy and Action Plan.
- 5.2 While the document may need minor updates over time, or a change in the emphasis of some thematic areas, it provides a framework that could remain in place for the next decade to deliver optimum outcomes for our borough. The Action Plan will remain a live document and the strategy will be updated to reflect any major changes in the economy that may occur.

6. Financial Implications

- 6.1 The Economic Development Strategy sets out an action plan, which indicates activity that is required to deliver the priorities.
- 6.2 We will consult on the action plan and produce a draft cost plan based on resources required. It should be noted that some of the actions relate to the Council's existing financial commitments in the Capital Programme e.g. "continue to pursue the Weyside Urban Village scheme" and "finalise and begin delivery of the Shaping Guildford's Future town centre masterplan".
- 6.3 Should additional funding beyond the existing revenue budget for the Economic Development service be required, a future report will be brought forward to the Executive for consideration.

7. Legal Implications

- 7.1 There are no legal implications arising directly from this report.
- 7.2 Should the Council seek to procure any services relating to the action plan in due course, the Council's Legal and Procurement teams will provide support to ensure compliance with the Council's legal duties including the Public Contracts Regulations 2015 and the Council's Procurement Procedure rules.

8. Human Resource Implications

- 8.1 The proposed short-term activities captured in the Action Plan will be progressed within the existing staffing establishment, noting that one Officer post is currently vacant. However, should the Council look to progress this at greater pace and deliver some of the more complex actions, additional resourcing will be required. A separate business case relating to this will be brought forward through the Council's existing internal processes when necessary.
- 8.2 As economic development initiatives cut across a range of Council objectives and priorities (e.g. town centre regeneration, commercial spaces), services outside of Economic Development will play a role in the delivery of the Strategy (e.g. Assets, Planning Policy, Regeneration).

- 8.3 In light of the collaboration with Waverley Borough Council, who are also updating their Economic Development Strategy, there are also opportunities to work together on certain initiatives within the action plan that would allow both Councils to maximise value and outcomes for delivery. Opportunities for collaboration will be continuously reviewed with Waverley Borough Council's Economic Development Team.

9. Equality and Diversity Implications

- 9.1 The Council has a statutory duty under section 149 of the Equality Act 2010 which provides that a public authority must, in exercise of its functions, have due regard to the need to (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; and (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it. The relevant protected characteristics are: age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation.
- 9.2 An Equalities Impact Assessment has been completed considering the Strategy and draft Action Plan.
- 9.3 This duty has been considered in the context of this report and it has been concluded that there are no equality and diversity implications arising directly from this report.
- 9.4 Though relatively affluent, the borough suffers from pockets of deprivation, with some areas being in the 20% most deprived neighbourhoods in the country. It is imperative, therefore, that the Council and its partners address these challenges in its economic development initiatives.
- 9.5 The new Economic Development Strategy identifies the drivers of social and environmental issues in the borough and the associated action plans seeks to ensure our approach to delivering future economic growth addresses them.

10. Climate Change/Sustainability Implications

- 10.1 The Council formally declared a climate emergency in 2019 and set a goal for the borough to reach net zero emissions by 2030. The Council is committed to reducing emissions, particularly from vehicles, energy use and construction processes.
- 10.2 The new Economic Development Strategy recognises that environmental impacts of economic activities in the borough need to be mitigated. It highlights the work that the Council and its partners are already doing to promote a more sustainable economy in the borough, through initiatives such as ZERO Carbon Guildford's Sustainable Business Network and Surrey County Council's LoCASE carbon reduction grant programme for SMEs.

- 10.3 The Economic Development Strategy and Action Plan highlights opportunities where the Council and its partners can collaborate to promote and work towards a net-zero / low carbon economy.

11. Summary of Options

- 11.1 Strategy & Resources Executive Advisory Board is asked to consider and comment on the Guildford Economic Development Strategy 2023-2040 and draft Economic Development Strategy Action Plan. The Council will be asked to consider the following options:
- 11.2 **OPTION 1:** The Council could decide not to adopt the Economic Development Strategy. However, we currently have an outdated Economic Development Strategy that does not reflect changes to the economy (e.g. Brexit, impact of COVID-19) that needs to be addressed as they have implications for the borough's future growth and competitiveness. In addition, the borough has had little to no growth in recent years, affecting local prosperity. Without an updated Economic Development Strategy that addresses our weak economic performance in the context of a changed economic landscape, the competitiveness of Guildford borough is expected to further weaken as more interventionist locations catch up and become more attractive to both our existing and prospective businesses and investors.
- 11.3 **OPTION 2 (Recommended):** To adopt the Economic Development Strategy and note the Action Plan, which will be subject to further consultation with key partners. This will ensure that the borough has an Economic Development Strategy and Action Plan that:
- a. Responds to the current economic landscapes and local aspirations, including sustainability imperatives to ensure environmental impacts of economic initiatives are mitigated.
 - b. Prioritises interventions that could help deliver significant positive impact for Guildford borough's economy, which is grounded on extensive stakeholder consultations and an updated assessment of the borough's strengths, weaknesses, opportunities, and threats.
 - c. Receives strong support from, and maximises opportunities to collaborate with, key partners and stakeholders to drive delivery.

12. Conclusion

- 12.1 The foundations of Guildford's economy are strong. However, the borough needs a renewed vision and priorities to better respond to its economic challenges, in the context of a changed and uncertain economic landscape. The new Economic Development Strategy and Action Plan presents a clear response to reinvigorate Guildford's local economy and ensure it remains competitive.

13. Background Papers

Guildford Economic Development Strategy 2013-2031

14. Appendices

Appendix 1 Guildford Economic Development Evidence Base

Appendix 2 Guildford Economic Development Strategy 2023-2040

Appendix 3 Draft Guildford Economic Development Action Plan

Appendix 4 Additional Comments from GBC Officers and Councillors

Please ensure the following service areas have signed off your report. Please complete this box and do not delete.

Service	Sign off date
<i>Finance / S.151 Officer</i>	<i>16/12/2022</i>
<i>Legal / Governance</i>	<i>16/12/2022</i>
<i>HR</i>	<i>15/12/2022</i>
<i>Equalities</i>	<i>20/12/2022</i>
<i>Lead Councillor</i>	<i>21/12/2022</i>
<i>CMT</i>	<i>N/A</i>
<i>Executive Liaison</i>	<i>04/01/2022</i>
<i>Committee Services</i>	

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Guildford's Economic Strategy

Evidence Base

Evidence Base Contents

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1. Introduction



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Guildford's Economic Strategy Evidence Base

This document examines Guildford Borough's economic strengths, weaknesses, opportunities and threats. It is intended to inform the evidence-led priorities to be developed in the Guildford Economic Strategy.

The document has nine chapters:

1. Policy Context: What are Guildford's priorities and what policy supports these?
2. Productivity: What are Guildford's main economic strengths and how are these projected to change?
3. People: What are the characteristics of Guildford's residents, skills landscape and labour market and what challenges do they face?
4. Property: What are the characteristics of Guildford's commercial property market and how does it support key local industries?
5. Place: What is Guildford like as a place to live and how do its assets and infrastructure support the local economy?
Play: How is Guildford's town centre performing as a culture, leisure and retail destination?;
Perspectives: What do stakeholders perceived to be Guildford's greatest economic strengths, weaknesses, opportunities and threats?
Precedents: How do other borough councils approach Economic Development?
9. Pandemic: How has Guildford's economy, population and property been impacted by the COVID-19 pandemic over the last two years?

Study Comparators

Guildford's economic, social and commercial performance has been contextualised against the South East Region and England. The borough has also been benchmarked against areas around the M25 that Guildford competes with for investment, including cities, and towns that have recently applied to become cities.

It is important for Guildford to think beyond its neighbours to support its economic development and set its ambitions, and it is therefore valuable to understand how well it competes with other boroughs of similar scales and in similar locations. Guildford's comparators are summarised in the panel to the right.

Guildford's Comparator Locations

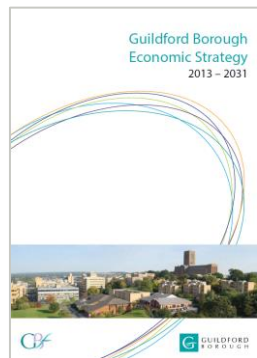
Cambridge	Reading
Milton Keynes	Crawley
Colchester	Oxford
St Albans	Canterbury
Chelmsford	Southend-on-Sea

2. Policy Context



Focus On: The Role of Local Authorities in Economic Development

The main policies and strategies that guide Guildford Borough Council's activity in economic development are summarised below to contextualise the rest of this document.



Guildford Borough Economic Strategy (2013-2031)

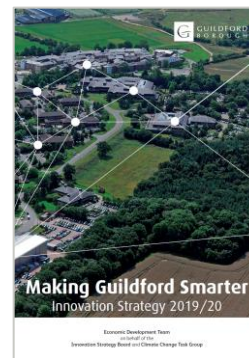
Aims to ensure that *“Guildford continues to be a top-performing economy in Surrey in the years up to 2031 and beyond – with an economy that is innovative, smart, balanced and socially, environmentally and commercially sustainable.”*

Main Challenges Identified: Employment land site availability is a vital factor in attracting new firms to the area and retaining existing firms that have the opportunity to scale-up; there are pockets of disadvantage across the borough with some residents on low incomes, in receipt of benefits and with no or low qualifications with some areas being the most deprived in Surrey; housing affordability in the borough is low and is directly linked to challenges in the recruitment and retention of key workers, young people and lower paid employment.

Main Opportunities Identified: Guildford has strong transport connectivity and is only 30 miles from London; the borough has a diverse rural economy with specialisms across farming, food and tourism; Guildford has industry clusters in finance, IT and professional services; gaming; advanced manufacturing; healthcare; learning; and tourism.

Main Ambitions Set Out: (1) Leaders of Guildford's public and private sectors working together for the prosperity of the borough (2) the need to address difficulties of traffic congestion, lack of high-speed broadband and a shortage of houses for local workers (3) to support existing businesses and help them to address problems that are preventing them realising their growth potential (4) to help businesses increase their research and development spend and to support existing clusters in product development and through business support (5) to develop the skills that will be needed in the future and find supportive ways of providing skills and employment opportunities to those who are finding it difficult to get jobs.

Example Actions: GBC to develop a Local Plan that supports and builds economic growth across the borough; working with partners to support the rural economy; work with local transport bodies to resolve Guildford's congestion issues; bring forward a mixed-use retail led development of land in North Street; actively pursuing other major developments on key sites such as Guildford Park and Bedford Road car parks; progressing the Slyfield Area Regeneration project over the next 7-15 years.



Guildford Innovation Strategy (2019-2020)

Establishes a vision for Guildford that aims to *“enable technological change and innovation to support local economic competitiveness, quality of life and public service delivery with a view to creating a vibrant, prosperous resilient and sustainable borough for the digital age.”*

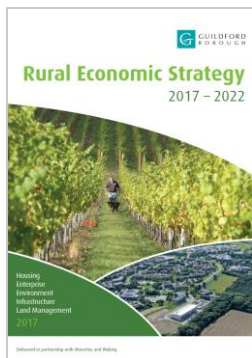
Main Challenges Identified: Digital connectivity across Guildford is variable with some residents and businesses unable to access the higher broadband speeds required to work effectively; the retail sector is vulnerable to market dynamics and needs to be supported as digital technology plays an increasing role in physical retail environments; transport infrastructure is shifting to greener and safer modes of transport and existing stock (e.g. those with internal combustion engines) will soon be outlawed.

Main Opportunities Identified: Digital technologies offer the opportunity to adopt safer and greener ways of living, including across digital connectivity, transport infrastructure, construction, businesses and healthcare. Guildford's industrial clusters in space, digital gaming, 5G communications and digital health would all benefit from improved digital infrastructure and business support. Innovation can be used to make the Council and its services more efficient and improved value for money.

Main Ambitions Set Out: (1) Facilitating smart places infrastructure across Guildford (2) Guildford as the innovator's location of choice (3) working to improve value for money and efficiency in Council services.

Example Actions: Council to support the installation of a 1Gbps symmetrical broadband network that can support future technologies and communication; promote and work with the University of Surrey to develop a 5G Communications Network in the town; electrification of Guildford's bus stock; adoption of smart and sustainable methods of construction; GBC advocating for innovation that helps to tackle climate change; promotion of innovation clusters across space, digital gaming, 5G communications and digital health sectors; business support for SMEs including the Guildford Business Growth Programme; GBC to make its data publicly available where possible; and Future Guildford activities including investment in technologies that improve efficiency within the Council and its services.

Focus On: The Role of Local Authorities in Economic Development



Guildford Rural Economic Strategy (2017-2022)

The purpose of the strategy is to *“support delivery of more affordable housing, employment, superfast broadband and other necessary infrastructure whilst preserving Guildford’s special landscapes and environmental qualities.”*

Main Challenges Identified: Impact of Brexit on the rural farming and land-based sectors; increased traffic accessing the public countryside; the impact of climate change on nature; poor digital skills in sectors such as farming; limited agriculture-specific tech transfer; limited broadband connectivity in some areas; A3-M25 congestion and local roads impact.

Main Opportunities Identified: Approximately 25% of local jobs are located in Guildford’s rural wards; Guildford has an outstanding and diverse natural landscape with Surrey being the UK’s most densely-wooded County; a rich natural and agricultural heritage; Guildford’s attractive rural area is a popular place to live and visit.

Main Ambitions Set Out: (1) Affordable housing and sustainable communities (2) infrastructure for enterprise (3) farming, landscape management and countryside vision (4) green space health and wellbeing for better quality of life (5) energy policy, generation, storage and supply.

Example Actions: Strengthening of communications between the GBC Rural Economy Officer and Parish Councils in the borough; work with Parish Councils, external partners and planners to support Neighbourhood Plans as appropriate if these involve allocating sites; use Government funding and support for community groups to identify interest in community housing projects; identify and allocate commercial sites in rural areas; support the SETsquared Digital Accelerator Programme and work with the University of Surrey to pilot a 5G project for rural parts of the borough; work with partners to attract and/or influence the EU or UK funding mechanisms to support the rural economy; work with GBC Public Health, Housing and other colleagues to pilot a rural programme under Project Aspire to assist social regeneration through skills and training support; work with farmers, landowners and other partners to identify five possible wood fuel supply/heat/power plant opportunities and options for energy storage in line with the GBC Local Plan.



Guildford Local Plan (2015-2034)

Addresses the need to deliver *“more housing, employment space and supporting infrastructure whilst preserving the borough’s special landscapes and environmental qualities.”*

Main Economic Challenges Identified: There are several pockets of deprivation across the borough; housing affordability is low and means that many workers are unable to afford homes close to work; some sectors have a skills shortage; pressure on existing infrastructure; traffic congestion particularly at peak hours impacts residents, workers and businesses; and Guildford’s town centre is at risk of fluvial and surface water flooding.

Main Economic Opportunities Identified: Guildford is an important regional centre with key employment sectors including public administration, education and health, finance, distribution, hotels and restaurants; Guildford’s retail offer is strong; the borough has a growing cluster of high tech industries focused around Surrey Research Park and cluster of gaming companies in Guildford town centre; good road and rail connectivity to London and the wider South East; the borough is an attractive place to live with a rich and varied architectural heritage; and scenic natural environment that includes the River Wey and Surrey AONB.

Main Ambitions Set Out: An overarching spatial vision that meets the identified growth needs of the borough in terms of housing, employment and retail and leisure.

Example Economic Actions: Provision for at least 10,678 additional homes by 2034; approximately 40% affordable housing for new developments; brownfield site redevelopment in urban areas; greenfield site development as two urban extensions at Gosden Hill Farm (north east of the Guildford) and Blackwell Farm (south west of Guildford); new settlement development at Wisley airfield; provision of 240 ha of accessible public open space across the borough; delivery of strategic employment sites including an extension to Surrey Research Park; the redevelopment of North Street in Guildford town centre for retail, leisure and housing uses; and improvements to transport infrastructure including new rail stations at Guildford West and Guildford East, road network improvements, a park and ride scheme at Gosden Hill Farm and a Sustainable Movement Corridor.

Focus On: The Role of Local Authorities in Economic Development



Guildford Corporate Plan (2021-2025)

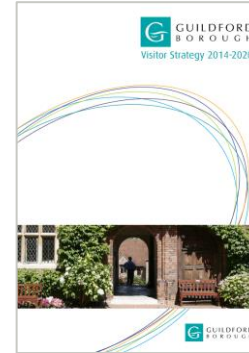
A vision for “a green, thriving town and villages where people have the homes they need, access to quality employment, with strong and safe communities that come together to support those needing help.”

Main Economic Challenges Identified: Guildford town centre in need of revival; need for affordable housing; environmental sustainability in waste, travel and energy choices; traffic congestion; inequality in communities; economic activity challenges; and homelessness.

Main Economic Opportunities Identified: Guildford contributes £5.5bn to the UK economy; a highly educated workforce; a world leader in the gaming industry; home to a world class university and excellent schools; more than three million visitors each year; 270 km² of land of which 83.5% is green belt.

Main Ambitions Set Out: (1) Residents having access to the homes and jobs they need (2) protecting the environment (3) empowering communities and supporting people who need help.

Example Economic Actions: Guildford Economic Regeneration Programme to revitalise the town centre with affordable, sustainable living and high-quality public spaces; Weyside Urban Village riverside community of 1,500 homes on brownfield land at Slyfield; programme for housing led regeneration of sites in GBC ownership for high quality homes for residents at an affordable price; and climate change programme to deliver a pathway to carbon neutral by 2030.



Guildford Visitor Strategy (2014-2020)

A strategy to “to ensure that the town and surrounding area grows and flourishes as a visitor destination.”

Main Challenges Identified: Traffic congestion; confusing signage especially for long-term parking and brown signs on the A3; lack of strong branding; poor image as a commuter town; perceived as an expensive borough; lack of budget accommodation bed space; poor perception of the visitor economy by residents; lack of understanding/support of the visitor economy in planning policies.

Main Opportunities Identified: A more joined up/professional branding project; better information about countryside offer; work with Travel Smart on a better signage project; open up opportunities on the river; more/improve festivals and arts offer; more strategic approach to monitoring research/stats for Guildford’s visitor economy; better use of the university and Sports Park for sporting events.

Main Ambitions Set Out: (1) Improve the visitor experience to Guildford (2) Develop a Guildford visitor economy that is cost effective, long-lasting, potentially self financing and beneficial to the borough (3) Raise the profile of Guildford to local, domestic and international visitors to attract a larger share of the tourism market (4) Celebrate a Guildford Festival Culture by developing a coordinated programme of events that strengthen the visitor economy (5) Ensure Guildford’s visitor businesses are influencing other organisations’ plans to attract investment and enhance the borough’s visitor economy and identify and work with funding providers to secure capital and revenue for on-going projects (6) Develop the Council and town’s heritage offer including development of the castle and museum site and creation of a heritage quarter.

Example Actions: Work with SCC Highways and EM3 LEP on allocation of LEP Growth Deal funding and Woking; Guildford Connectivity Project on identifying the economic impact of government investment into the A3 and key M25 junctions; continue to improve ‘way finding’ signs in the town centre and seek initial funding for public realm improvements that will benefit the visitor experience; be a key player in Visit Surrey to benefit the visitor economy sector in Surrey; implement the castle and museum development project; progress establishment of a town centre heritage quarter.

3. Productivity

What are Guildford's main economic strengths and how are these projected to change?

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Productivity: Summary

The size of Guildford's economy is similar to comparator areas ...



Guildford generated £5.3bn in Gross Value Added (GVA) in 2020. This is similar to Chelmsford and Crawley, but is smaller than comparators such as Cambridge, Reading and Milton Keynes.

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Guildford's economy has grown more slowly than competitors in recent years...



Guildford's economy has experienced +9% growth since 2015 which is lower than growth seen nationally, and lower than all comparator areas except from Crawley (-7%) and Reading (+3%).

Guildford's employment and business growth has been slower than elsewhere...



Employment has experienced +1% growth and business +1% growth over the past five years. This is a lower rate than nearly all competitor locations.

Guildford's economy is less entrepreneurial than elsewhere...



Business start up rates have been lower than its competitors and the South East average over the last five years of available date.

Guildford has a range of sector specialisms including technical services...



Guildford has sector specialisms in Professional, Scientific & Technical, Information & Communication activities, as well as niche sectors such as Gaming and Space & Satellite Technology.

Professional services are expected to drive Guildford's economic growth in the coming years...



Professional Services, Public Services and Accommodation are expected to drive employment growth across the borough. Green jobs will also become increasingly important.

Guildford is good place for long-term business establishment...



Despite lower levels of entrepreneurship, businesses that get beyond their first year have a higher chance of surviving in Guildford than in a number of comparator areas.

Why is this important?

- Economic productivity (GVA) is an important driver of employment, business and wages within a local economy.
- Higher value sectors such as Professional Services will likely bring in higher wage jobs to the borough.
- The ability of Guildford to support its business base will influence where businesses choose to locate in the future.
- Guildford's specialisms provide an opportunity to develop a niche within the region and nationally.

Guildford's economic output is reasonably strong but growth has been slow in recent years...

Guildford's Gross Value Added (GVA) is higher than a number of comparator areas:

Guildford generated £5.3bn in GVA in 2020. Ranking sixth of all comparator areas this is higher than Crawley and St Albans but lower than Milton Keynes, Reading, Oxford, Cambridge and Chelmsford.

Once commuting effects are considered, Guildford performs better per capita:

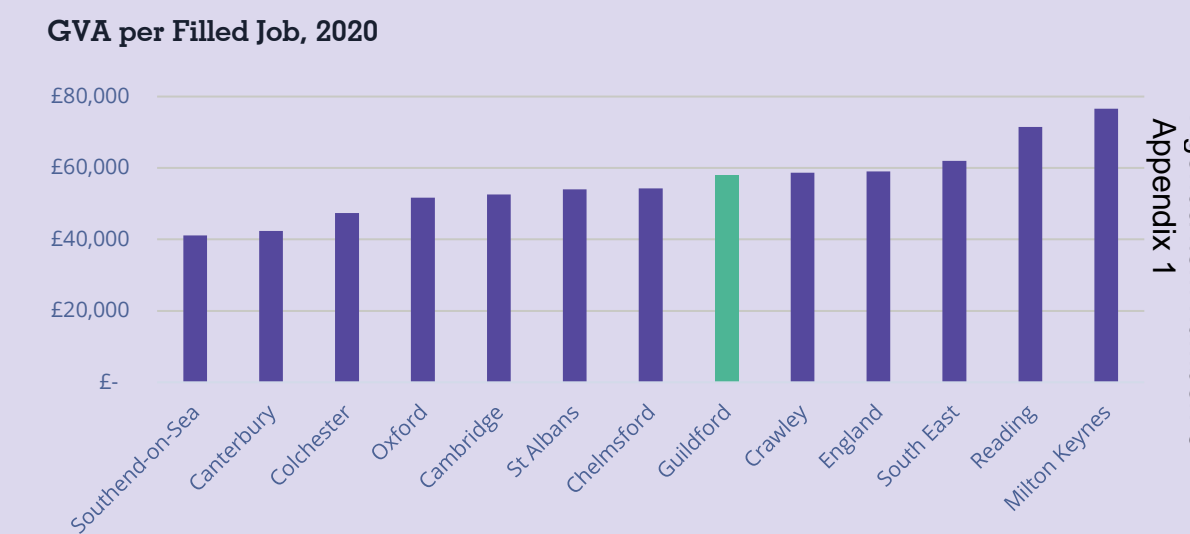
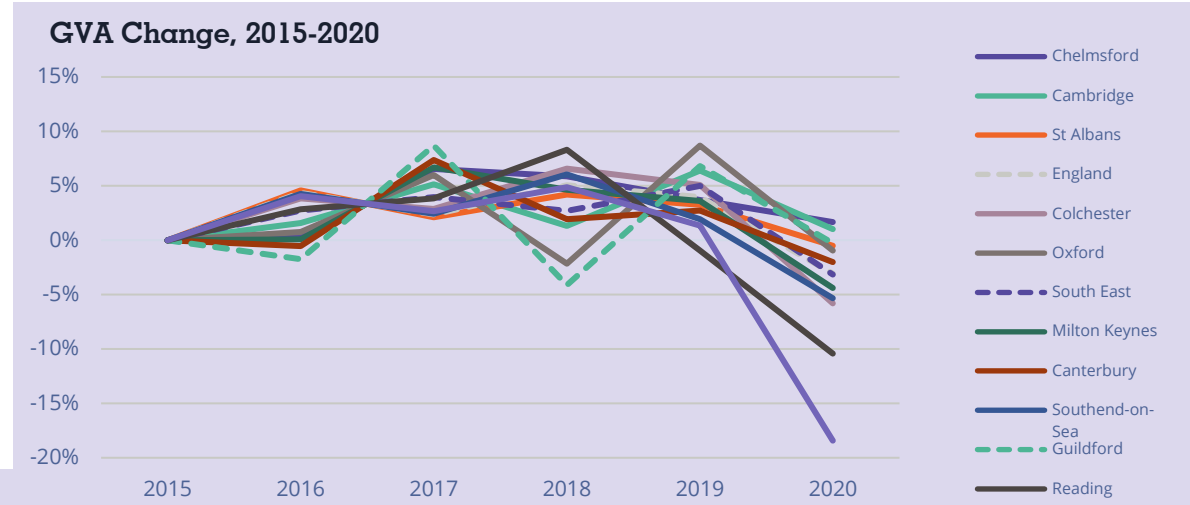
When GVA is considered on a per filled job basis, which takes into account net commuting effects, it is £57,858, which places Guildford at fourth highest against all comparator areas. This reflects Guildford's sector mix which includes several high value sectors.

GVA growth in Guildford has, however, been slow in recent years:

Guildford's economy has experienced +9% growth over the last five years. This is lower than all comparators except from Crawley (-7%) and Reading (+3%).



Source: ONS. Regional gross value added (balanced) by industry (2020)



Source: ONS. Regional gross value added (balanced) by industry (2020)

Economic output is underpinned by employment in professional sectors, which have seen slow growth in recent years...

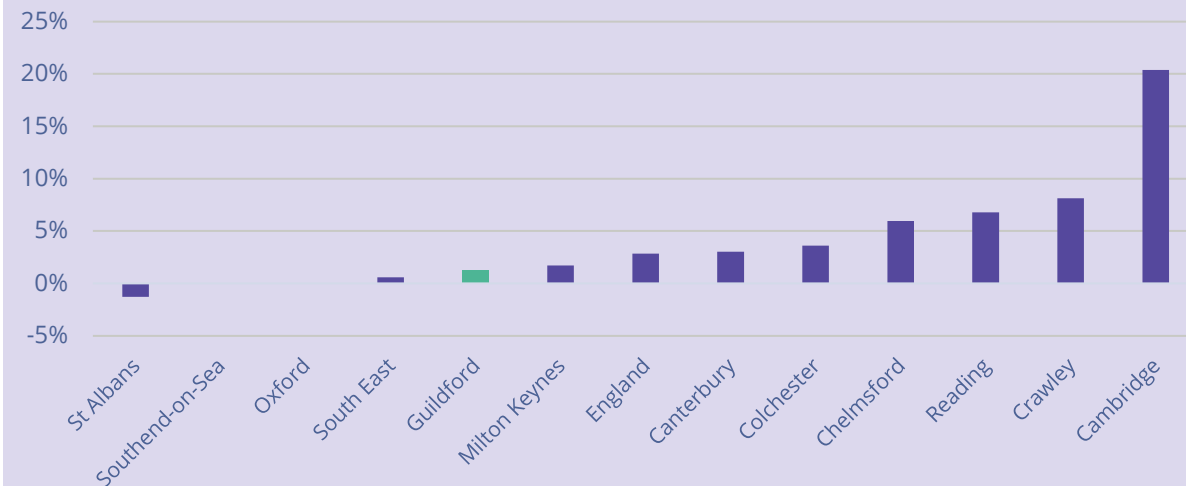
Guildford is home to 80,000 jobs across a range of sectors.

The employment base is underpinned by important foundational sectors: Health is Guildford's largest employment sector with 11,000 jobs (equivalent to 14% of total employment) with further employment in education (9,000 jobs) and accommodation & food services (6,000 jobs). These sectors are important as they support local people to fulfil their day-to-day needs, but they contribute less to Gross Value Added per employee than other sectors.

The borough is also home to significant high value employment: Professional, scientific and technical is Guildford's second largest employment sector with 10,000 jobs. The borough also hosts a higher than average proportion of employment in information and communication (5,000 jobs). This is reflected in Guildford's above average performance in productivity per worker.

Guildford's employment growth has been slower than elsewhere in recent years: Guildford has experienced only +1% employment growth since 2015, which is far lower than Cambridge (+20%), Crawley (+8%), Reading (+7%) and several comparators yet is in line with the South East.

Fig 8-16
Employment Change, 2015-2020



Source: ONS. Business Register and Employment Survey, 2020

Employment by Sector, 2015-2020



Source: ONS. Business Register and Employment Survey, 2020

Employment has grown in some areas but not others...

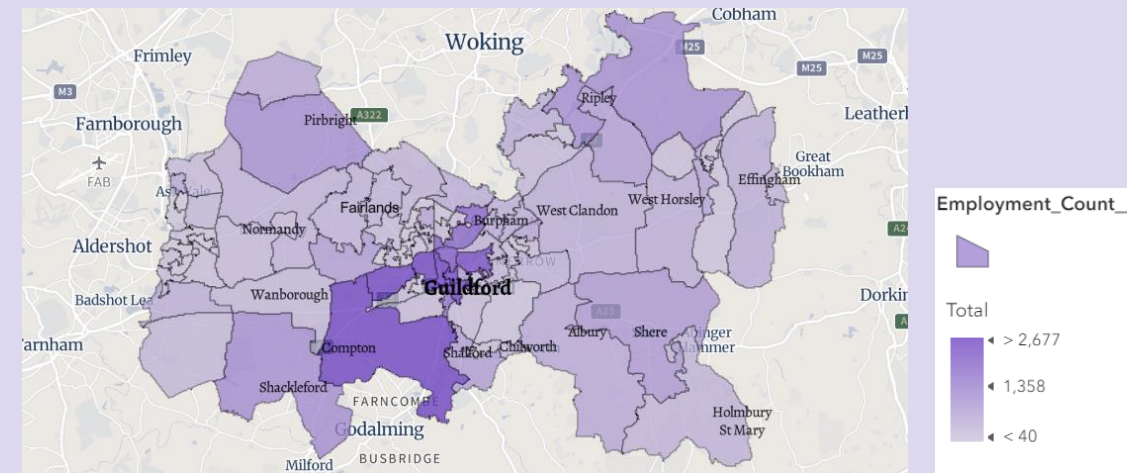
There are several significant employment clusters across the town centre and wider Guildford: Employment is concentrated in the town centre and surrounding areas on Surrey Research Park and Guildford Business Park. Key town centre clusters include retail (Marks and Spencer, Zara and Primark), gaming (EA Games, Supermassive Games), science (Surrey Research Park, University of Surrey, Pirbright Institute) and health (Royal Surrey Hospital).

Employment growth has been strongest in existing employment locations such as Surrey Research Park: Employment growth has been strongest in Surrey Research Park (+2,000 jobs), Pirbright (+250 jobs) and Peasmarsh (+500 jobs). Employment growth at Peasmarsh is likely connected to Weyvern Park and Riverway Industrial Estates which are home to several car dealerships (Tesla, Lookers, Harley-Davidson), iGuzzini illuminazione UK Ltd lighting manufacturers and several wholesalers.

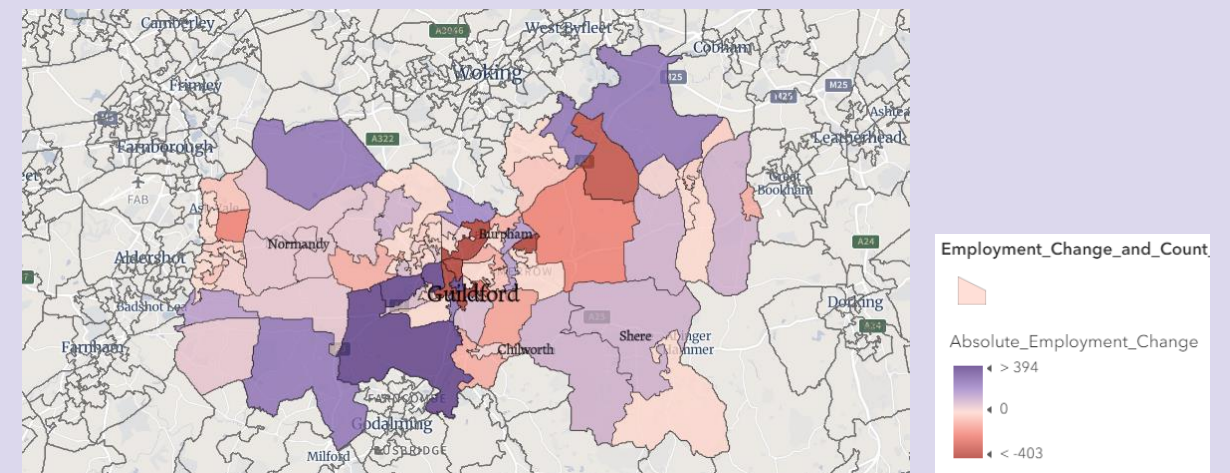
Guildford's town centre has experienced some of the largest employment decline in recent years: The town centre has lost several chain retailers (-2,000 jobs) in recent years including Debenhams in 2020. Some employment loss has occurred around Ripley (-350 jobs) which may be linked to the several construction and building supplies businesses located here.

Industrial estates have also experienced employment loss: There has also been some employment losses on industrial estates such as Lysons Avenue in Ash (-200 jobs) and Slyfield in Guildford (-1,000 jobs). Employment loss at Slyfield Industrial Estate is in part related to the loss of the bus and coach builder Alexander Dennis and ongoing redevelopment of the estate.

Employment Count, 2020



Employment Change, 2015-2020



Source: ONS. Business Register and Employment Survey, 2020

Guildford's business base has also experienced slow growth in recent years...

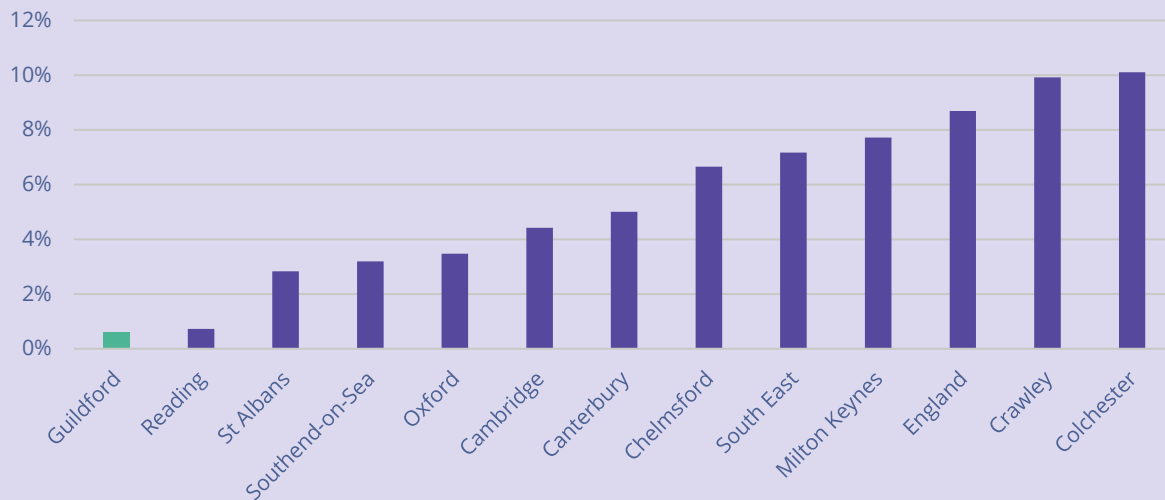
Guildford is home to 7,260 businesses.

High value sectors are important to Guildford's business base: Professional, scientific and technical is Guildford's largest business sector with 1,860 businesses (equivalent to 25% of the total business base) followed by information & communication (965 businesses)

Other sectors play an important supporting role: Construction (890 businesses), business administration & support services (700 businesses) and arts, entertainment, recreation & other services (480 businesses).

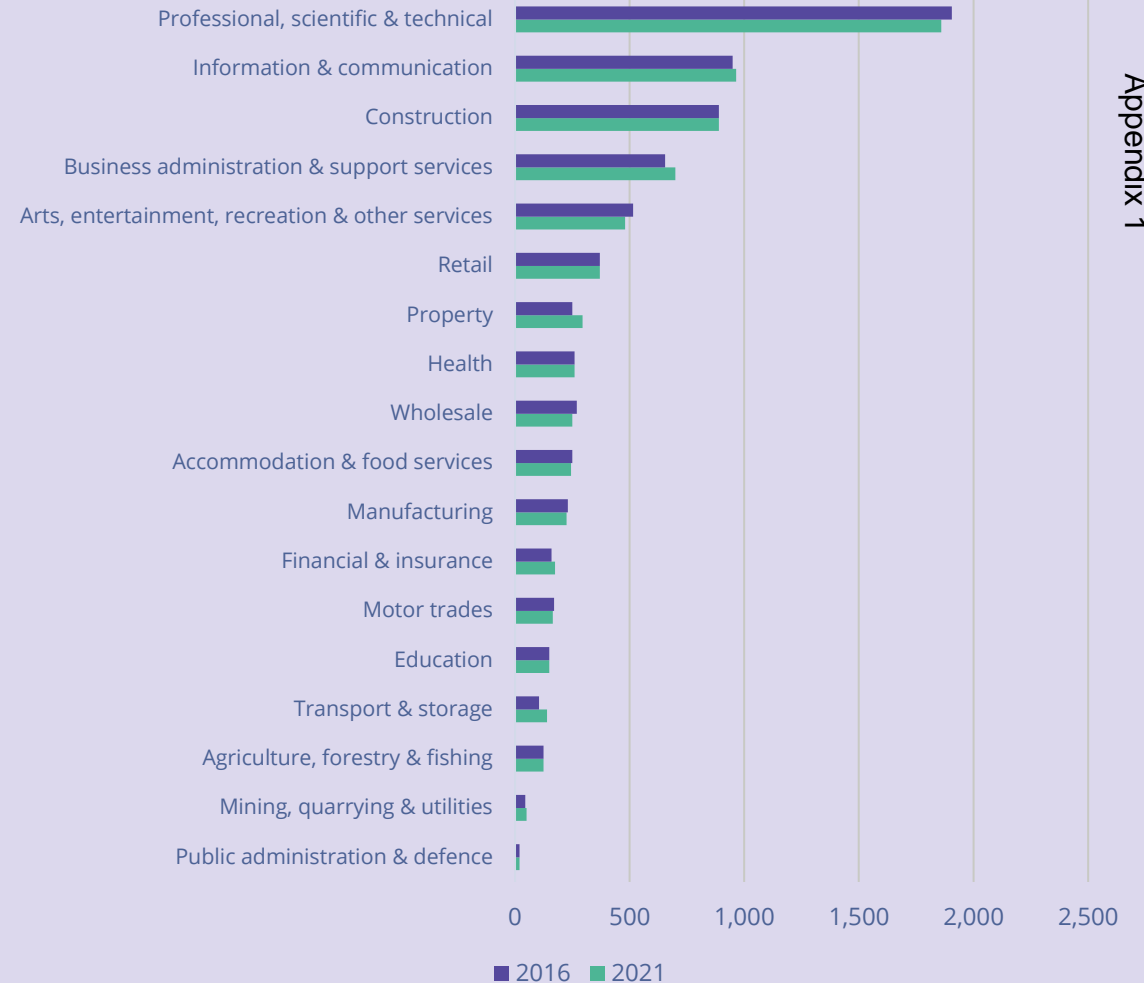
Business growth has been slow: The borough has experienced only +1% business growth since 2016, which is far lower than all comparator areas including most notably Colchester (+10%), Crawley (+10%), Milton Keynes (+8%) and Chelmsford (+7%). Guildford's business growth also lags behind the averages for the South East (+7%) and England (+9%). This is reflected in Guildford's low GVA growth over the past five years (+9%).

Business Change, 2016-2021



Source: ONS. UK Business Count, 2021

Businesses by Sector, 2021



Source: ONS. UK Business Count, 2021

Business numbers have increased in some places but decreased in others...

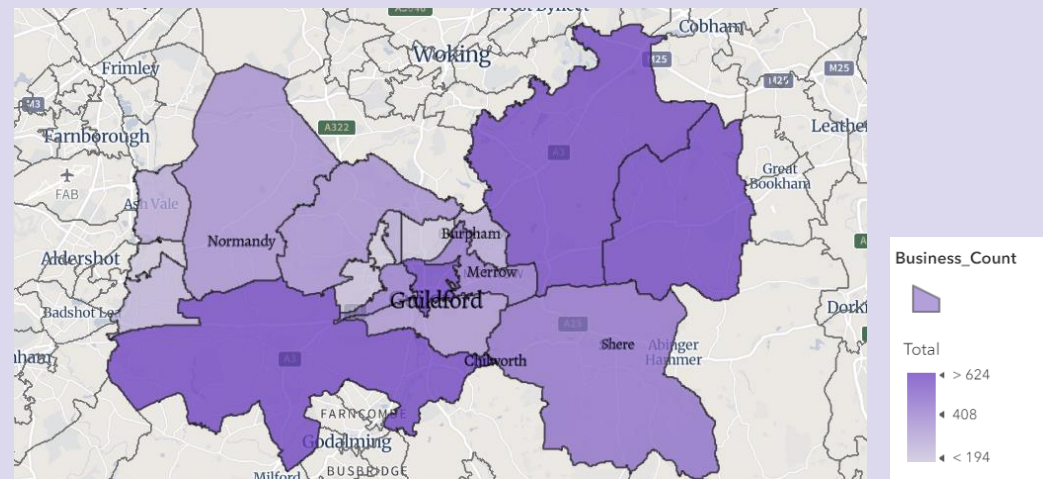
Businesses are concentrated in Guildford and in locations with easy access to the A3 road network: The largest numbers of businesses are located in Guildford town and along the A3 road network in Compton through to Send and West Clandon.

Business growth has been strongest in the Ash, Guildford and Leatherhead: These locations have seen the largest absolute growth in business numbers over the past five years. Some of the larger businesses include Canna Enterprise Park and Ldl Business Centre in Ash and smaller businesses in Leatherhead,

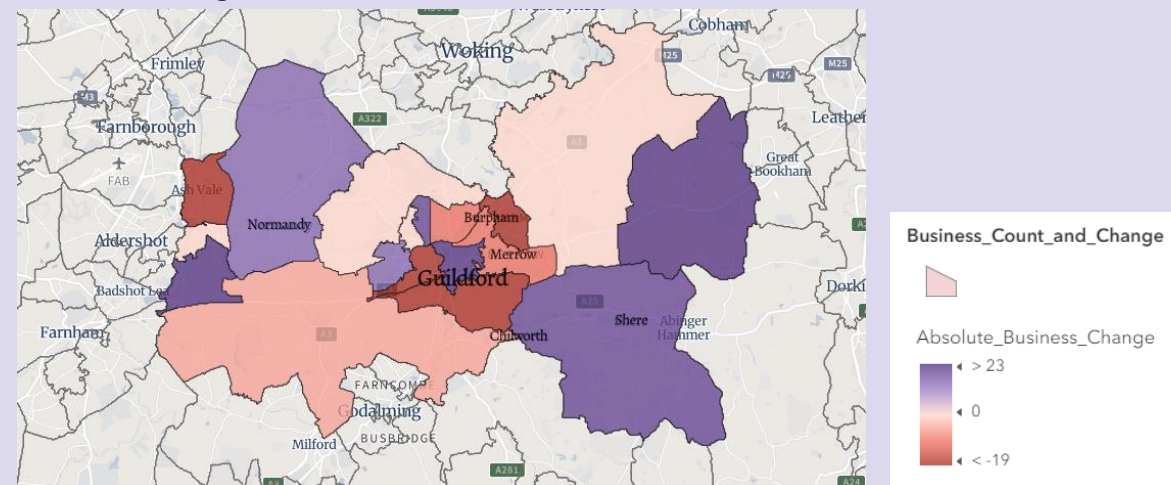
Peripheral locations around Guildford and Ash have lost the largest numbers of business in recent years: These businesses have seen the largest absolute decline in business numbers over the past five years. This is likely tied to changes in activity on Guildford's industrial estates and business parks which tend to be located out of town.

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Business Count, 2021



Business Change, 2016-2021



Source: ONS. UK Business Count, 2021

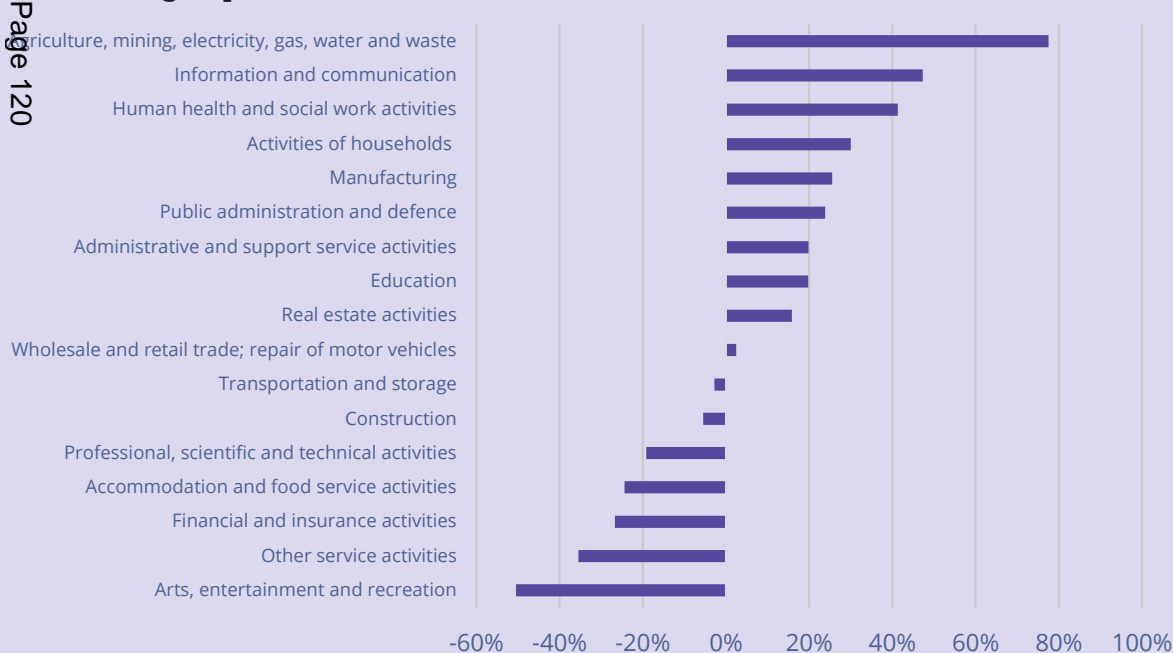
Guildford's economic output has some key drivers...

The main drivers of economic output are real estate activities, wholesale and retail trade, information & communication and human health and social work activities.

Some of Guildford's largest contributors have also experienced strong GVA growth in recent years: For example, information & communication is Guildford's third largest contributor to economic output and has seen a +47% increase over the past five years.

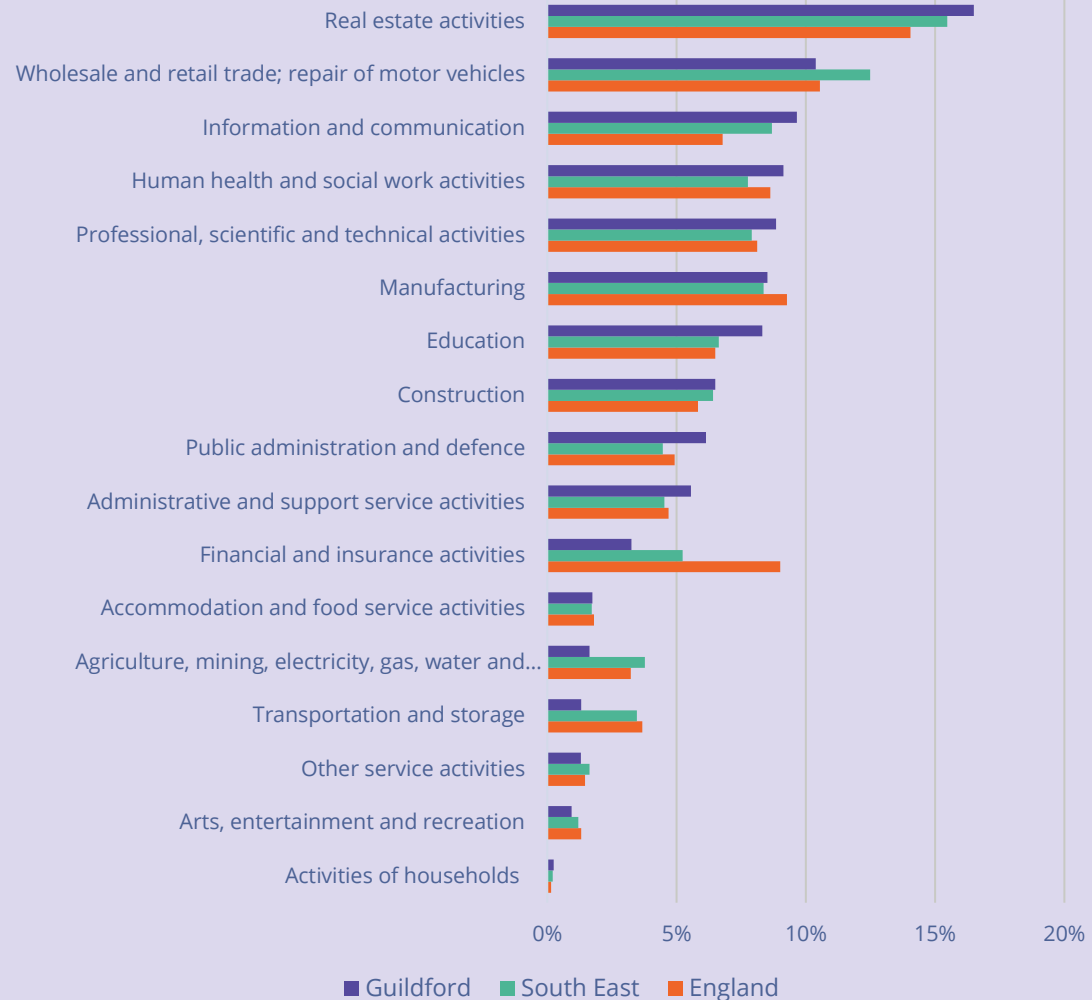
Some higher value sectors are underrepresented in Guildford's economic make-up: Finance and insurance contributes significantly less to Guildford's output than at the South East and England level.

GVA Change by Sector, 2015-2020



Source: ONS. Regional gross value added (balanced) by industry (2020)

Economic Output by Sector, 2015 vs 2020



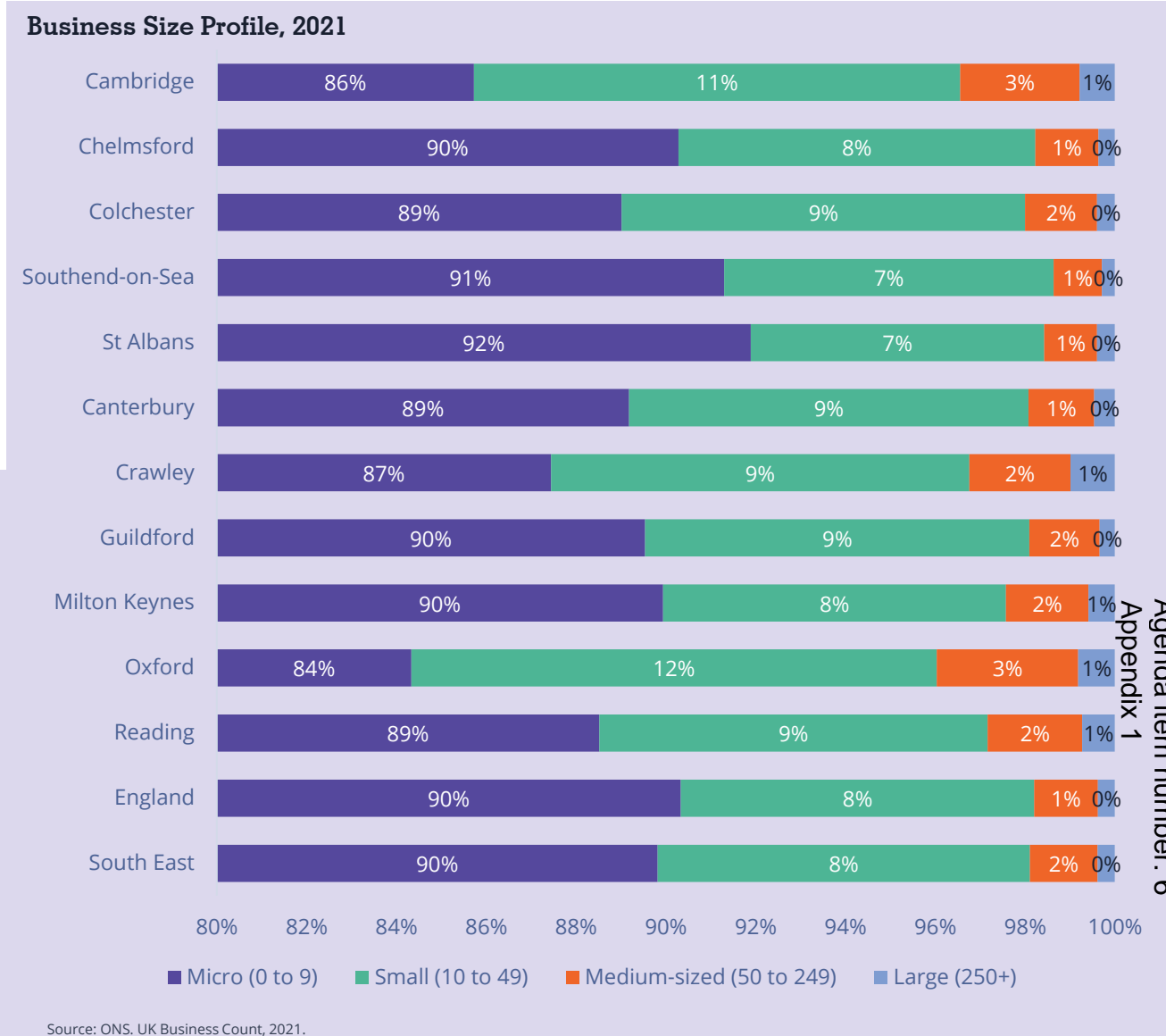
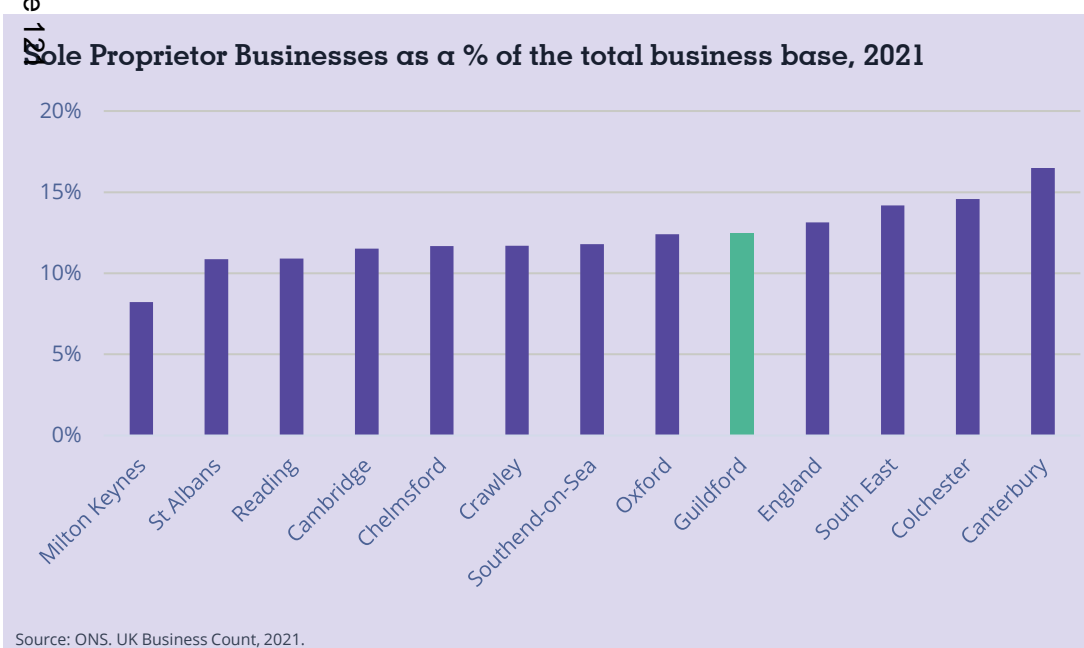
Source: ONS. Regional gross value added (balanced) by industry (2020)

Microbusinesses are important to Guildford's economy...

In common with most of Guildford's comparators, Guildford's business base is dominated by microbusinesses: Defined as businesses that have fewer than 10 employees, microbusinesses account for 90% of total businesses in Guildford, which is in line with the proportions seen in the South East (90%) and England (90%).

Guildford has a higher proportion of sole proprietor businesses than several comparators: Sole proprietor businesses are those who are sole traders or company owner-managers. Guildford is home to 920 sole proprietor businesses, equivalent to 13% of the borough's total business base. This is lower than the average for the South East (14%) and England (13%) and both Colchester (15%) and Canterbury (16%), but higher than all other comparator areas.

Recent literature suggests that this form of employment is increasingly attractive, with this category accounting for a very large proportion of recent growth in overall employment¹. It encompasses a variety of non-standard arrangements, such as independent contractors and 'gig-economy' workers.



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¹ IFS. What does the rise of self-employment tell us about the UK labour market? (2020)

IN FOCUS: Guildford's Priority Sectors

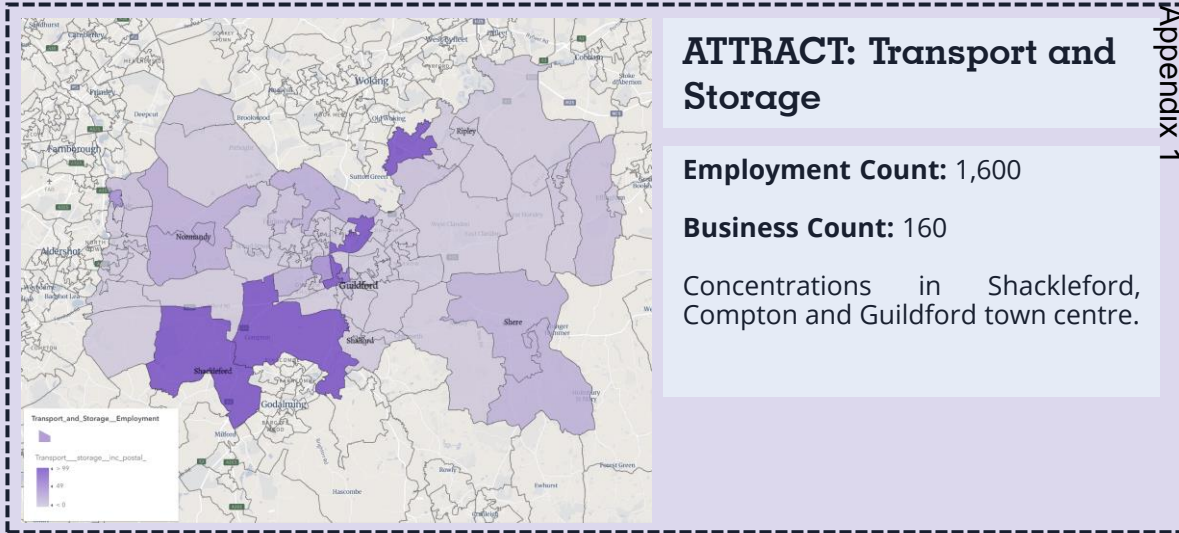
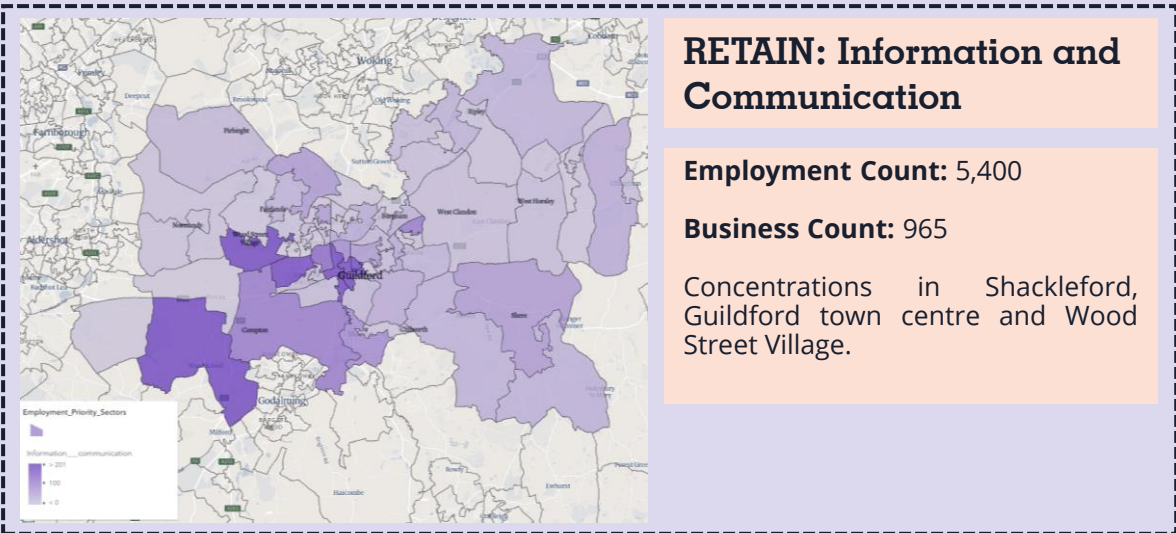
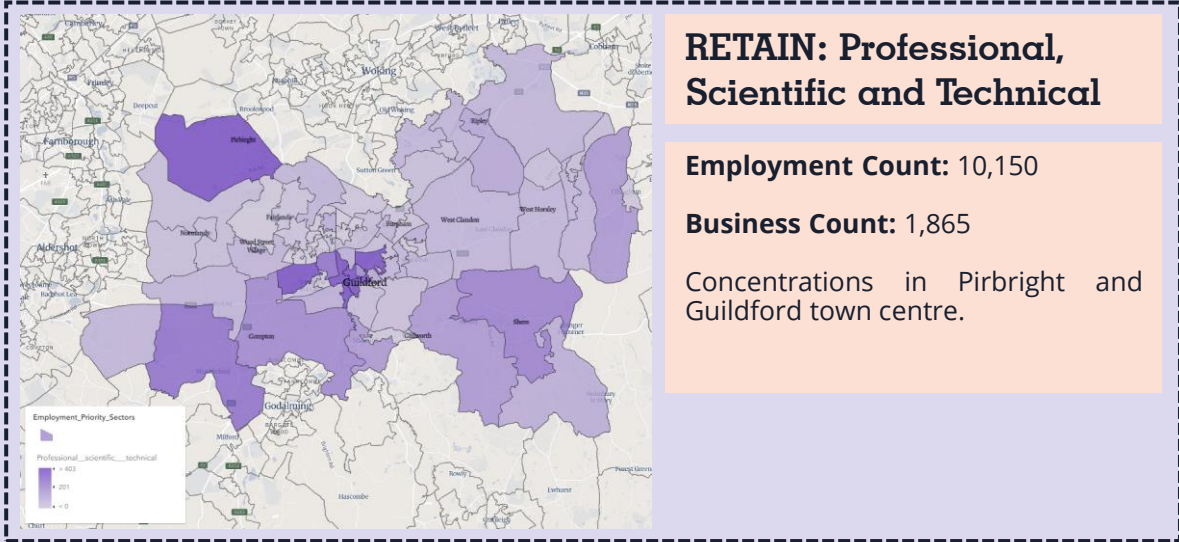
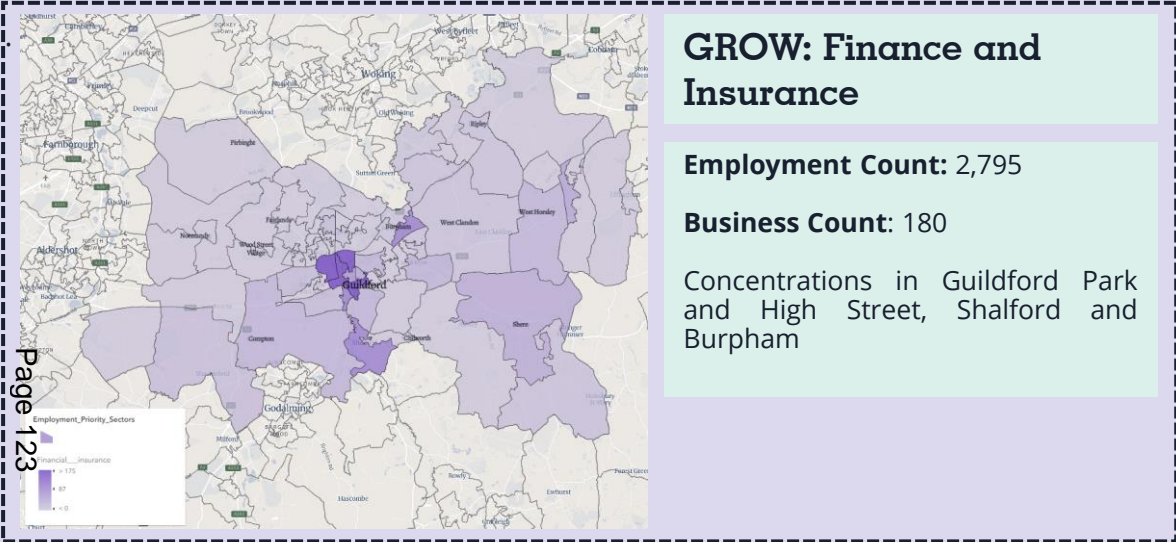
The table below summarises sectors in Guildford's that are priorities in terms of economic evidence and their policy alignment.

Category	Sector	Justification	Policy Alignment
GROW <i>Fast growing sectors that have some presence but could become more prominent and drive future economic growth</i>	Finance & Insurance	This sector represents only 3% of Guildford's economic output, 2% of businesses and 4% of employment, but it has experienced the second strongest rate of employment growth in recent years (+20%) and some business growth (+9%) yet the sector has experienced one of the largest declines in economic output of all of Guildford's sectors (-27%).	<ul style="list-style-type: none"> Finance is identified as an industry cluster in the Economic Strategy (2013).
	Health	As Guildford's largest employment sector, health supports 14% of total employment in the borough, but is not yet a significant specialism with only 1.1x as many jobs locally compared to the national level. Health ranks third in terms of GVA growth (+41%) and fourth in terms of employment growth (+10%). Guildford's specialisms in digital health form an important part of this sector.	<ul style="list-style-type: none"> Health and specifically digital health is identified as an industrial cluster in the Innovation Strategy (2019-2020).
RETAIN <i>Sectors that are embedded in the Borough, generally with larger employment bases, that should be retained due to their local importance</i>	Professional, Scientific & Technical	A specialised employment and business sector, professional, scientific and technical is Guildford's largest business sector and second largest employment sector. Despite this, professional, scientific and technical accounts for a smaller than expected proportion of Guildford's economic output. This sector has also experienced GVA, employment and business decline in recent years.	<ul style="list-style-type: none"> Professional services is identified as an industry cluster in the Economic Strategy (2013).
	Information & Communication	Specialised for economic output, employment and business, IT is the third largest contributor to Guildford's economic output (10%), is the second largest business sector and supports 6% of total employment in the borough. IT has experienced the second strongest level of GVA growth of all of Guildford's sectors (+47%) but little employment (+0%) and business growth (+2%). Guildford's specialism in video gaming forms an important part of this sector.	<ul style="list-style-type: none"> IT is identified as an industry cluster in the Economic Strategy (2013). Promotion of Guildford as the location of choice for innovation businesses is an ambition in the Innovation Strategy (2019-2020). Digital gaming is identified as an industry cluster in the Innovation Strategy (2019-2020) and high tech industries more generally in the Local Plan (2015).
	Retail	Retail accounts for 8% of total employment in Guildford and combined with wholesale represents the second largest contributor to Guildford's economic output. The sector has experienced the largest employment decline (-25%) with little growth in economic output (+2%) and no business growth (+0%).	<ul style="list-style-type: none"> Guildford's existing retail offer is identified as a strength in the Local Plan (2015) and Innovation Strategy (2019-2020).
	Arts, entertainment, recreation and other services	This sector is more concentrated in Guildford than at the national level, representing 7% of total employment and 6% of all businesses. The sector is, however, at present one of the lowest contributors to Guildford's GVA and has experienced decline in GVA, employment and businesses in recent years.	<ul style="list-style-type: none"> Guildford as an important visitor destination and attractive natural environment is identified in the Economic Strategy (2013), Local Plan (2015) and Rural Economic Strategy (2017).
ATTRACT <i>Sectors that are small but could play an important role in the Borough's future economy</i>	Transport & Storage	This is Guildford's is least specialised across economic output, employment and business. The sector has experienced the strongest business growth (+33%) of all sectors in Guildford but has been accompanied by decline in employment (-14%) and economic output (-3%) over the same period. It has seen significant growth as a sector at the national level.	<ul style="list-style-type: none"> One ambition of the Economic Strategy (2013) is to support businesses and help them address problems that are preventing them from realising their growth potential - Guildford has seen a large growth in transport & storage businesses that is not reflected in employment or economic output contributions.

IN FOCUS: Guildford's Priority Sectors – Employment

The following pages demonstrate the spatial distribution of Guildford's Priority Sectors across the borough.

GROW: Fast growing sectors that have some presence but could become more prominent. **RETAIN:** Sectors that are embedded in the borough that should be retained due to their local importance. **ATTRACT:** sectors that are small but could play an important role in the Borough's future economy.



IN FOCUS: Guildford's Priority Sectors – Employment

GROW: Fast growing sectors that have some presence but could become more prominent. **RETAIN:** Sectors that are embedded in the borough that should be retained due to their local importance. **ATTRACT:** sectors that are small but could play an important role in the Borough's future economy.

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Appendix 1

GROW: Health

Employment Count: 10,695
Business Count: 255
Concentrations in Onslow Village and Compton

RETAIN: Retail

Employment Count: 6,480
Business Count: 370
Concentrations in Guildford town centre and Onslow Village.

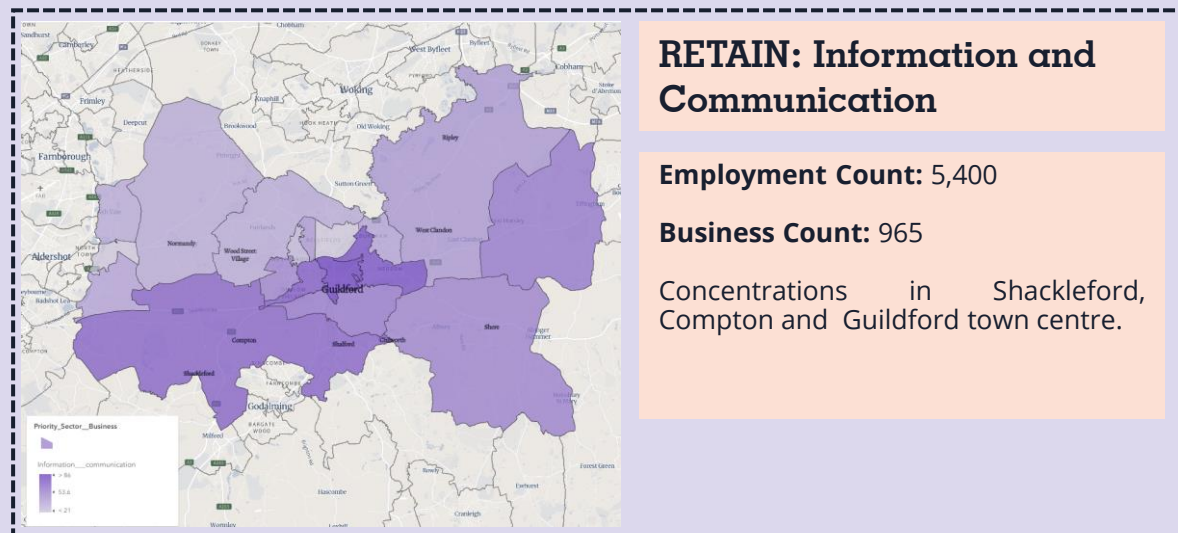
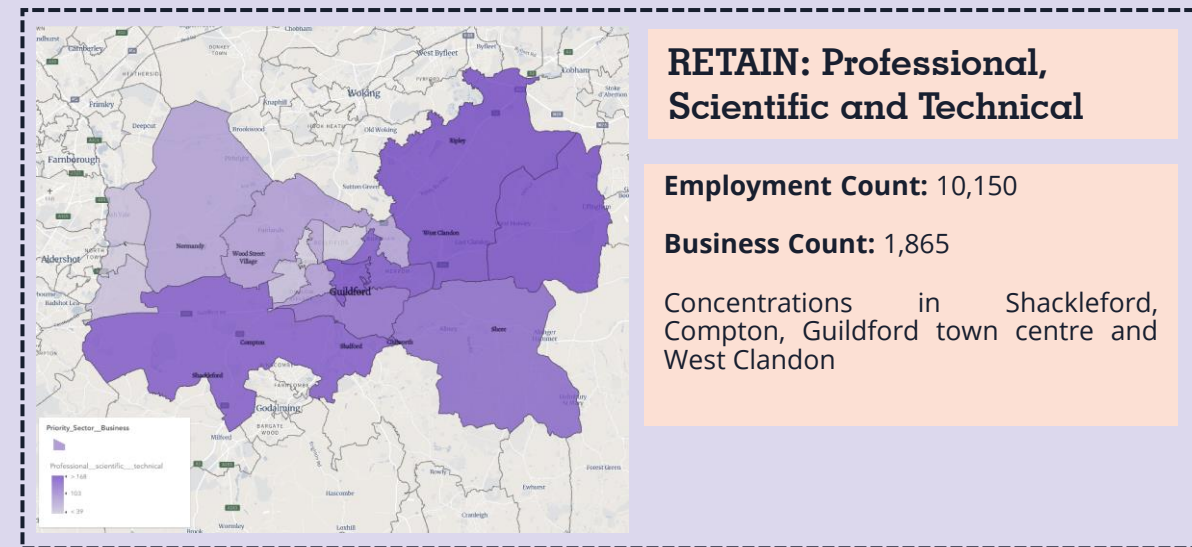
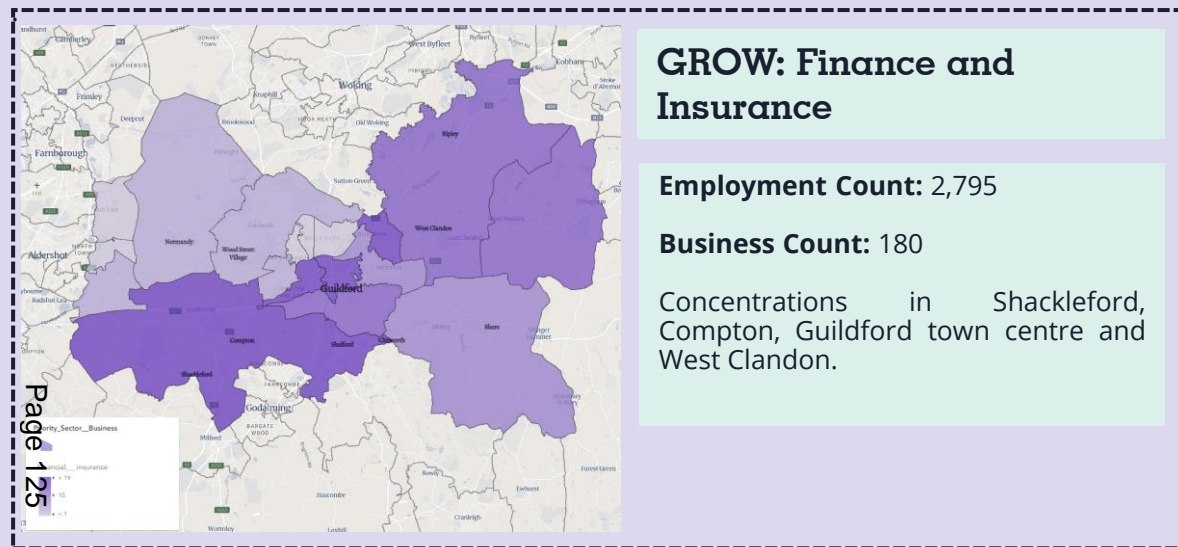
RETAIN: Arts, entertainment, recreation and other services

Employment Count: 4,325
Business Count: 485
Concentrations in Ockham, West Clandon, Guildford town centre and Shackleford

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IN FOCUS: Guildford's Priority Sectors – Business

GROW: Fast growing sectors that have some presence but could become more prominent. **RETAIN:** Sectors that are embedded in the borough that should be retained due to their local importance. **ATTRACT:** sectors that are small but could play an important role in the Borough's future economy.



IN FOCUS: Guildford's Priority Sectors – Business

GROW: Fast growing sectors that have some presence but could become more prominent. **RETAIN:** Sectors that are embedded in the borough that should be retained due to their local importance. **ATTRACT:** sectors that are small but could play an important role in the Borough's future economy.

Agenda item number: 6
Appendix 1

GROW: Health

Employment Count: 10,695
Business Count: 255
Concentrations in Guildford town centre and West Horsley

RETAIN: Retail

Employment Count: 6,480
Business Count: 370
Concentrations in Shackleford, Compton, Guildford town centre and West Clandon

RETAIN: Arts, entertainment, recreation and other services

Employment Count: 4,325
Business Count: 485
Concentrations in Shackleford, Compton, Guildford town centre and West Clandon

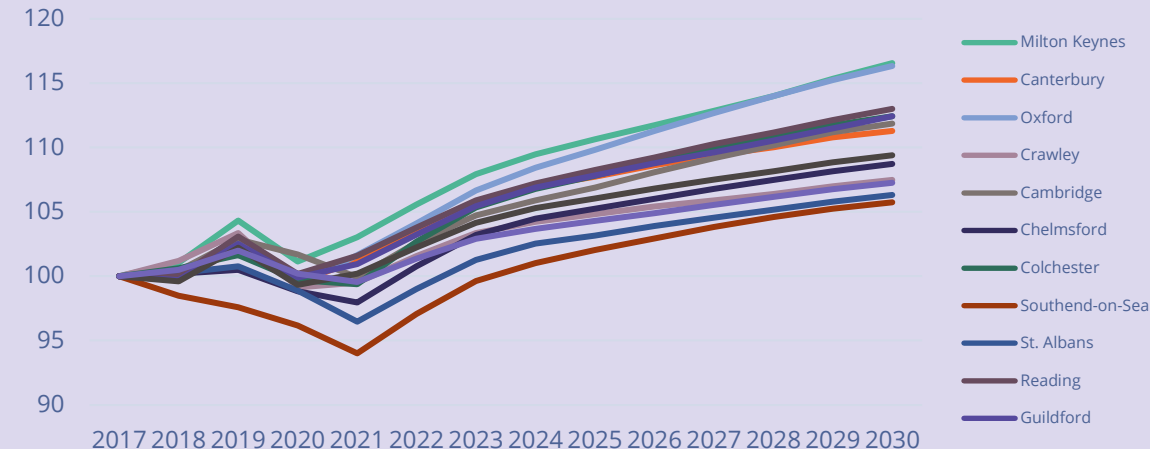
Guildford's economy is expected to grow at a slower rate than some comparators...

Guildford's economic output growth is forecast to outperform regional averages: Guildford's economic output (GVA) is forecast¹ to increase by +32% to £6.4bn by 2030. This is a stronger rate of growth than projected for both the South East (+25%) and the UK (+21%), but lower than several comparators such as Reading (+38%), Oxford (+40%) and Cambridge (+36%). These projections are based on historic trends and the existing sector mix of the borough.

Employment is also forecast to outperform regional averages: Employment is forecast to increase by +12% to 107,700 jobs by 2030, which is equivalent to an additional 11,900 jobs in Guildford. This is higher than the projected employment growth for the South East (+9%) and the UK (+7%), but lower than several comparators including Milton Keynes (+17%), Oxford (+16%) and Reading (+13%).

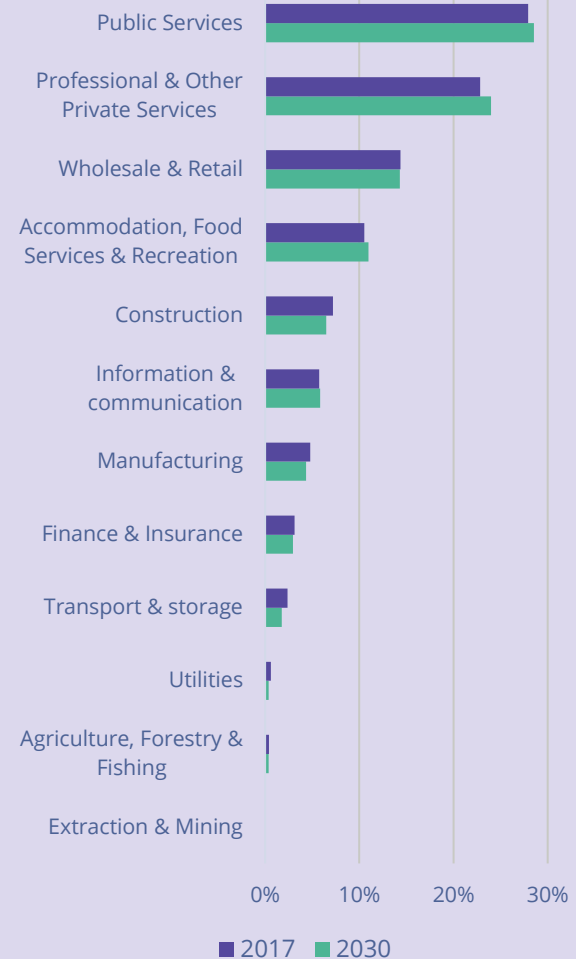
Professional services, public services and accommodation will drive employment growth: Employment growth is forecast to be strongest in professional and other private services (+3,900 jobs) followed by public services (+3,900 jobs) and accommodation and food services (+1,700 jobs). Despite overall growth, some employment decline is forecast for Guildford's transport and storage (-400 jobs) and utilities sectors (-200 jobs).

Forecast GVA Change, 2017-2030



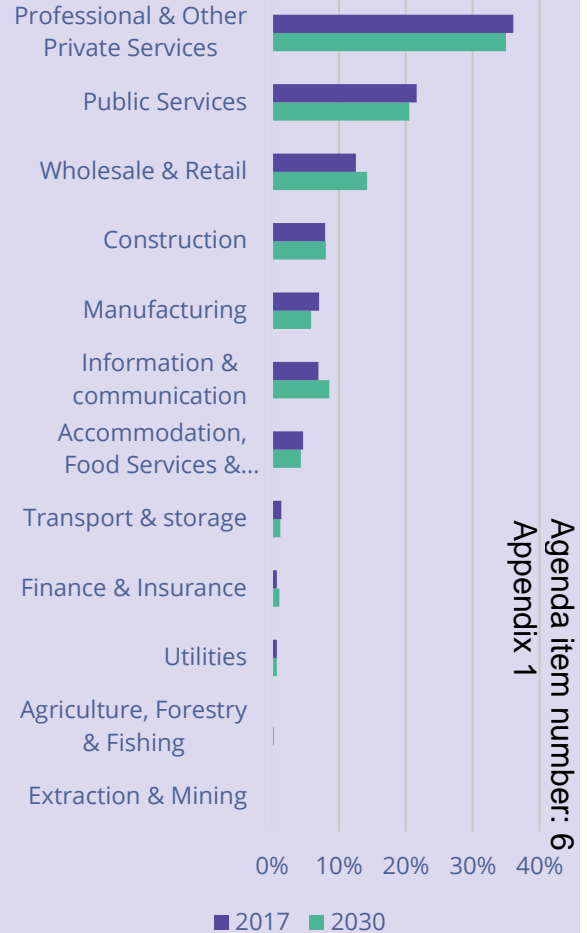
Source: Experian. Regional Planning Service (2021)

Forecast Employment Change by Sector



Source: Experian. Regional Planning Service (2021)

Forecast GVA Change by Sector



Source: Experian. Regional Planning Service (2021)

¹ Experian forecasts provide an indication of Guildford's economy in 2041. These projections are based on Guildford's economy as of 2017 and include both economic output (GVA) and employment forecasts.

IN FOCUS: Guildford's Green Economy

The Green Economy

The UK government published the *Ten Point Plan for a Green Industrial Revolution* in November 2020 to set out the plan for capturing the opportunity to capture growth through the UK's transition to net zero by 2050. As part of this, the government pledged to creating 2 million new green jobs by 2030. Yet defining what counts as a green job is not straightforward.

Defining the Green Economy

The Green Economy captures all activities that contribute and enable growth in environmental, renewable and low carbon activities in the UK. The Green Jobs Taskforce Report¹ focuses on the following sectors:

Sector	Sub-Sectors
Power	Renewables (such as wind, solar and hydropower), nuclear power, grid infrastructure, energy storage and smart systems technology
Business and Industry	Hydrogen production and industrial use, carbon capture, utilisation & storage (CCUS) and industrial decarbonisation
Homes and buildings	Retrofit, building new energy-efficient homes, heat pumps, smart devices and controls, heat networks and hydrogen boilers
Transport	Low or zero emission vehicles, aviation and maritime, rail, public transport and walking or cycling
Natural resources	Nature restoration, tree planting and decarbonising agriculture, waste management and recycling
Enabling decarbonisation	Science and innovation for climate change, green finance, circular economy and energy networks
Climate adaptation	Flood defences, retrofitting of buildings to be resilient to extreme weather/climate events, nature-based solutions to reduce climate impacts and civil and mechanical engineering for infrastructure adaptation

Green Economy at Present

Across the UK there are already over 410,000 jobs in low carbon businesses and their supply chains, with turnover estimated as £42.6bn in 2019 and value of goods and services exported by the UK low carbon businesses exceeding £7bn².

The Future of the Green Economy

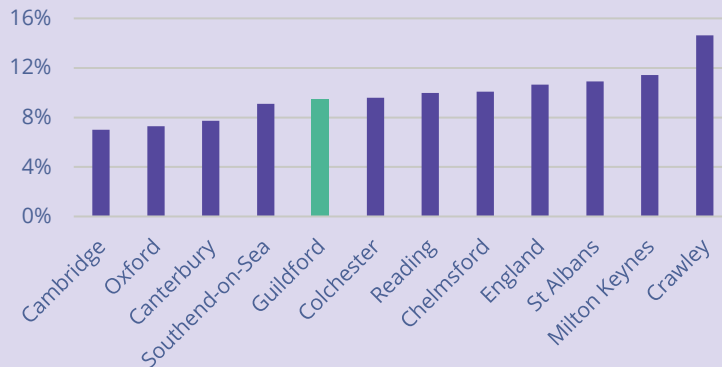
One in five jobs in the UK (approximately 6.3 million workers) will require skills which may experience demand growth or reduction as a result of the transition to net zero³. For the latter, they will likely need reskilling, upskilling, or to use their current skills differently.

The construction industry, followed by manufacturing and transport, are sectors where most focus is needed to both take advantage of the demand for the green economy and also provide skills and retraining for those jobs that require it.

Jobs Requiring Upskilling

7,631 jobs in Guildford are considered in need of upskilling, equivalent to 10% of the total employment base⁴. These are existing jobs that require significant changes in skills and knowledge to adapt to the net zero economy.

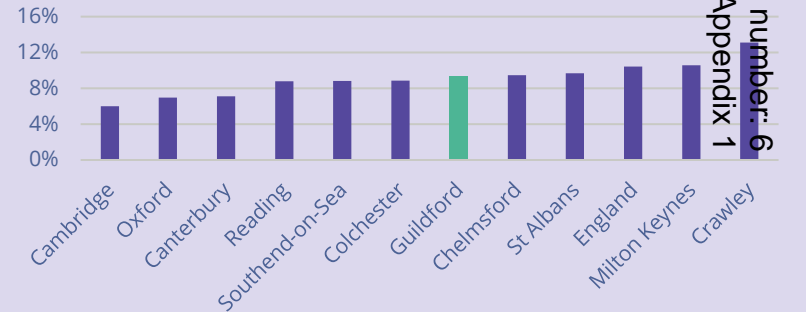
Proportion of employment requiring upskilling, 2019



Jobs in Demand

7,460 jobs in Guildford are expected to be in high demand, equivalent to 9% of the total employment base⁵. Due to their important role in the net zero economy in providing the skills and expertise for the transition to net zero.

Proportion of employment expected to be in high demand, 2019



The Potential of the Green Economy

Looking beyond the jobs with the clearest relevance in supporting the green transition, a variety of roles are expected to be relevant to the green economy of the future. For example, in London most jobs within green sectors are within high level managerial, professional or technical jobs, or skilled craft jobs⁶. Further to this, many green jobs of the future will replace existing jobs rather than create additional roles.

Given the sectoral importance of higher value professional, scientific & technical and information & communication sectors to Guildford's economy, Guildford is well-placed to capture a larger share of this green growth. This will require understanding the current and future skills needs of Guildford's employers, and support for the businesses to take the necessary steps to achieve net zero. A recent survey of Guildford's businesses⁷ highlighted desire to receive decarbonisation advice (44% of all respondents) and to be part of a local green business network (41%) as important support required for reducing their carbon footprint.

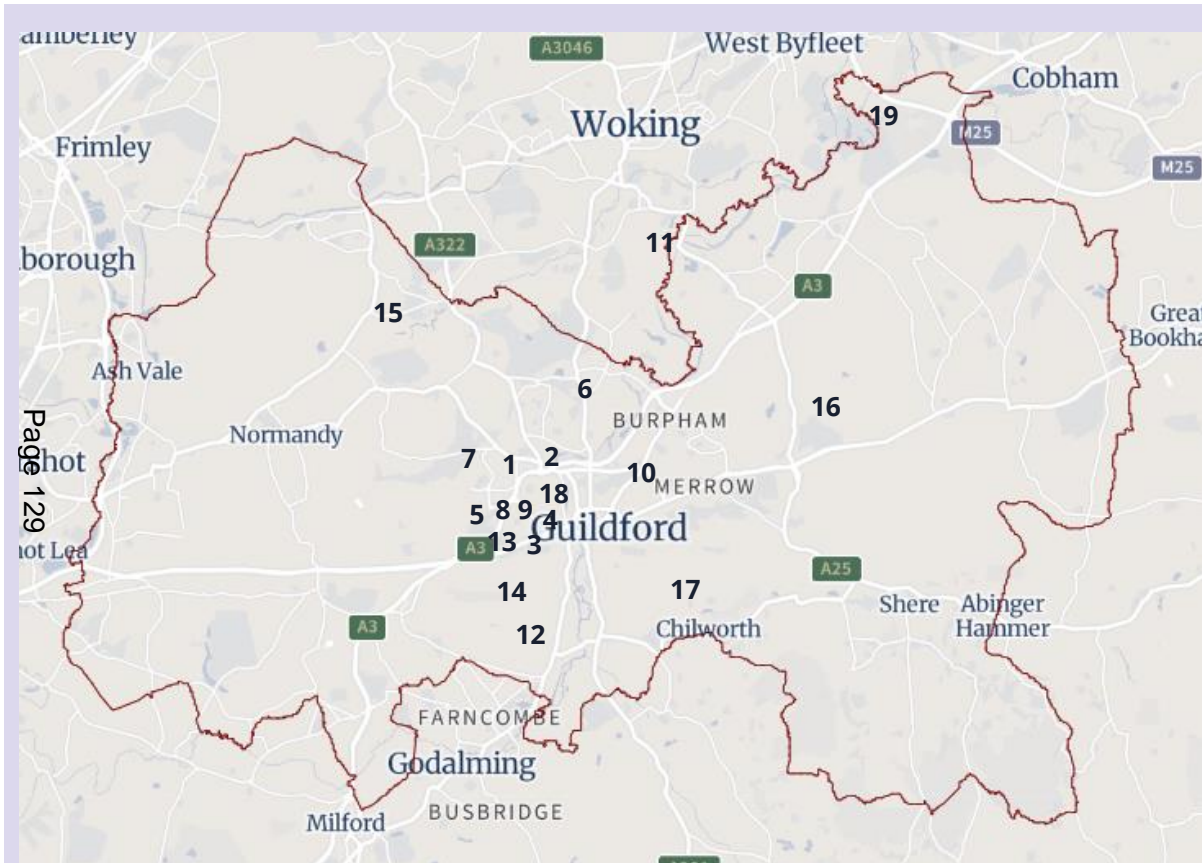
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¹ Department for Business, Energy & Industrial Strategy. Green Jobs Taskforce report (2021).
² Department for Business, Energy & Industrial Strategy. Green Jobs Taskforce report (2021).
³ Place-based Climate Action Network. Just Transition Jobs Tracker (2021). <https://www.uk100.org/greenjobs>
⁴ Place-based Climate Action Network. Just Transition Jobs Tracker (2021). <https://www.uk100.org/greenjobs>
⁵ Place-based Climate Action Network. Just Transition Jobs Tracker (2021). <https://www.uk100.org/greenjobs>
⁶ Institute for Employment Studies. Green Jobs and Skills in London: cross-London report (2021).
⁷ Guildford Borough Council. Strategy and Communications Business Survey 2020 (2021)

Guildford's Economic Assets and Anchors

Some of Guildford's largest employers and key anchor institutions, which drive the borough's economic performance, are outlined below.



Key: 1: University of Surrey; 2: Activate Learning; 3: The University of Law; 4: Guildford Station Office Quarter; 5: Surrey Research Park; 6: Slyfield Industrial Estate; 7: NHS Royal Surrey Foundation Trust; 8: Guildford Business Park; 9: Middleton Industrial Estate; 10: Merrow Lane Industrial Estate; 11: Send Business Studios; 12: Quadrum Industrial Park; 13: Astolat Business Park; 14: The Guildway; 15: The Pirbright Institute; 16: Hatchlands Park; 18: Spectrum; 19: RHS Wisley.

Guildford is good place for long-term business establishment...

Business births in Guildford have been consistently above business deaths in recent years: Business births are, however, lower than average at 9% versus 11% nationally and lower than other areas such as Milton Keynes (13%), Reading (12%) and St Albans (11%).

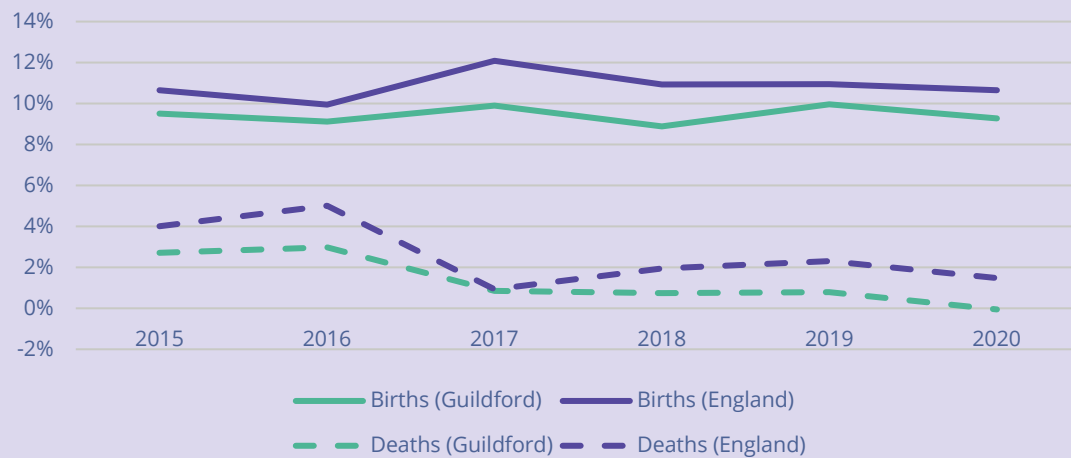
A lower proportion of new businesses survive their first year in Guildford compared to other locations: Of the new businesses that are set up, around 88% survive to one year which is in line with England but lower than in several comparator areas. This may link to the level of support and infrastructure available for start-up businesses in these locations, as well as the nature of supply chains and local business clusters.

Over the long-term, businesses that get beyond their first year have a higher chance of remaining operational in Guildford than in a number of comparator areas: 43% of businesses established in Guildford in 2015 were still operational by 2020 which is higher than the South East (40%) and England (41%) averages.

Relatively low short-term survival rates combined with stronger long-term survival rates suggests that Guildford is a good place to do business, but that new businesses starting up within Guildford may be in need of further support.

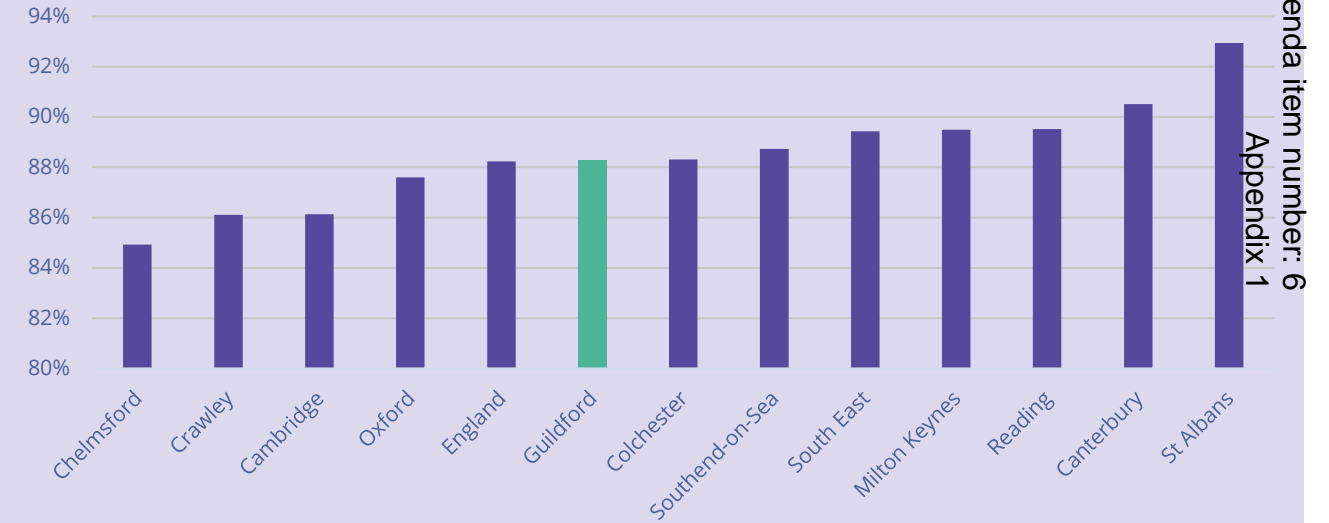
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Business Births and Deaths as a Proportion of the Active Business Base, 2015-2020



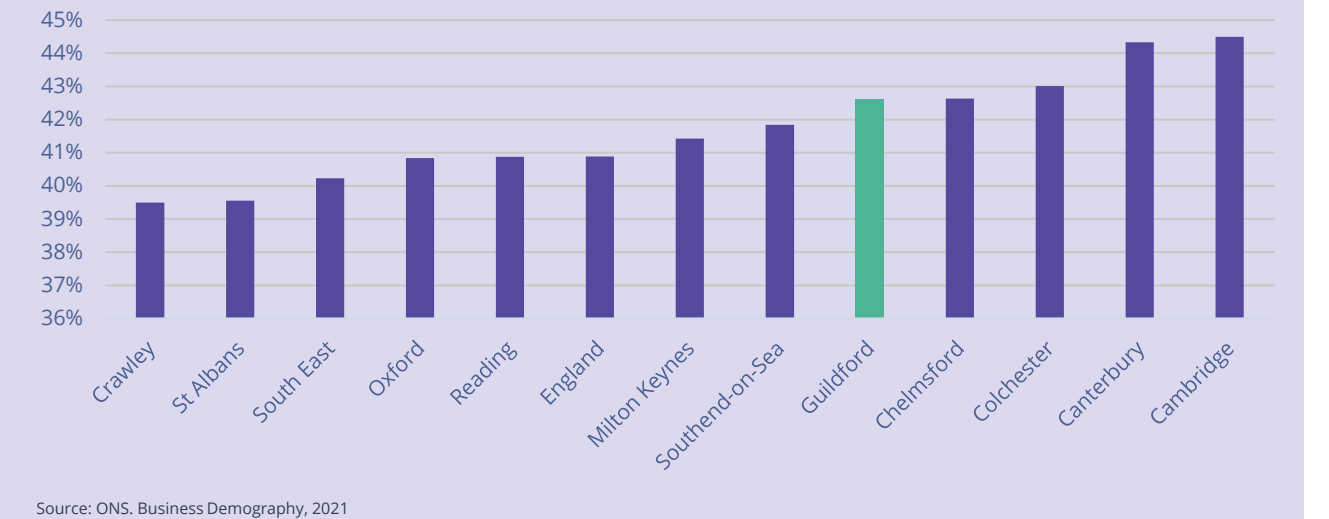
Source: ONS. Business Demography, 2021

Short-Term Business Survival Rates – First Year of Operation (Established in 2019)



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Long-Term Business Survival Rates – First Five Years of Operation (Established in 2015)



Source: ONS. Business Demography, 2021

Information, communication, professional and scientific industries attract the most inward investment...

Foreign direct investment (FDI) inward investment data provides an indication of the patterns of investment across the UK. Surrey, East and West Sussex has received around £2 billion in net inward investment each year between 2015 and 2019.

In 2019, Surrey, East and West Sussex received £2.01 billion in net inward FDI equivalent to 21% of the total net FDI received by the South East. This is a smaller proportion than Berkshire, Buckinghamshire and Oxfordshire (43%) but higher than Kent (3%) with the remaining FDI for the South East accounted for by Hampshire and the Isle of Wight (32%).

Inward FDI in Surrey, East and West Sussex reflects Guildford and the wider region's strengths across information, communication, professional and technical industries.

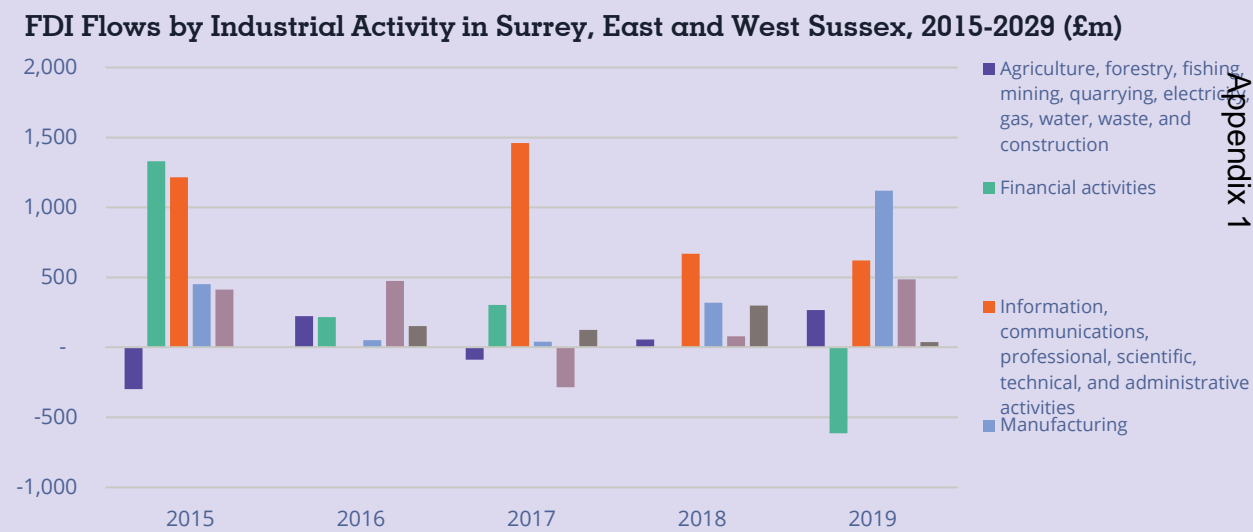
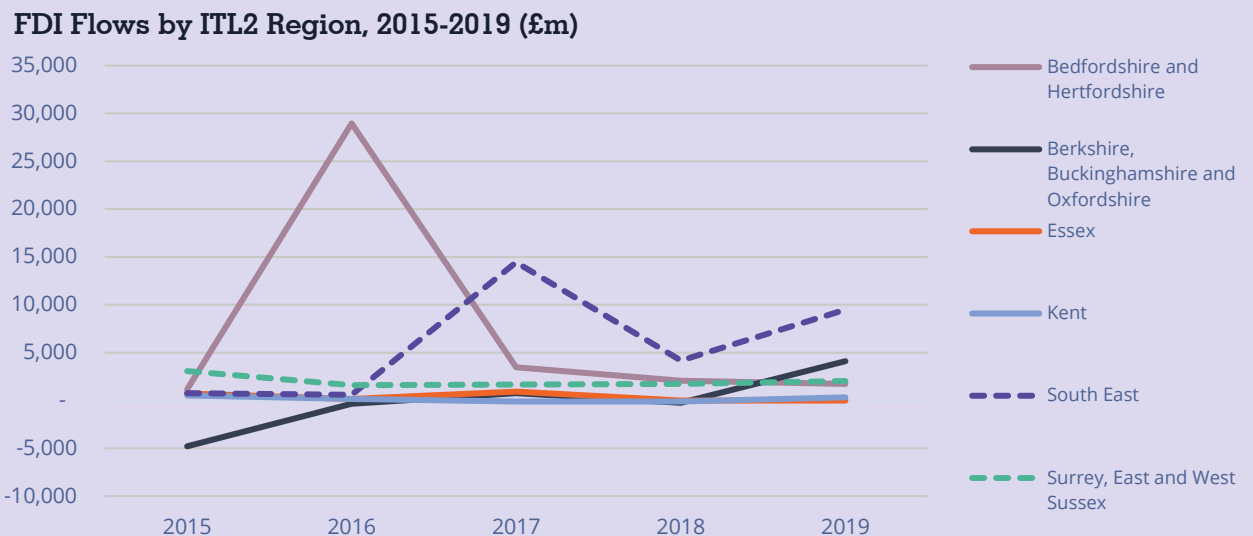
Between 2015 and 2019, Surrey, East and West Sussex received net:

- £4 bn for information, communications, professional, scientific, technical and administrative activities (39% of total net investment);
- £2 bn for manufacturing (20%);
- £1.2 bn for financial activities (12%);
- £1.2 bn for transport and other activities (6%); and
- £160 m for agriculture, forestry, fishing, mining, quarrying, electricity, gas, water, waste, and construction (2%).

Foreign Direct Investment

Foreign direct investment (FDI) inward investment data provides an indication of the patterns of investment across the UK. Inward flows measure the cross-border movement of funds within multi-national enterprises. FDI flows include changes in shareholdings (equity), debt and reinvested earnings associated with the stock of FDI. These are net values showing investments minus disinvestments.

FDI data is available at the International Territorial Level 2 (ITL2) geography in which Guildford is classified within the Surrey, East and West Sussex ITL2 region.



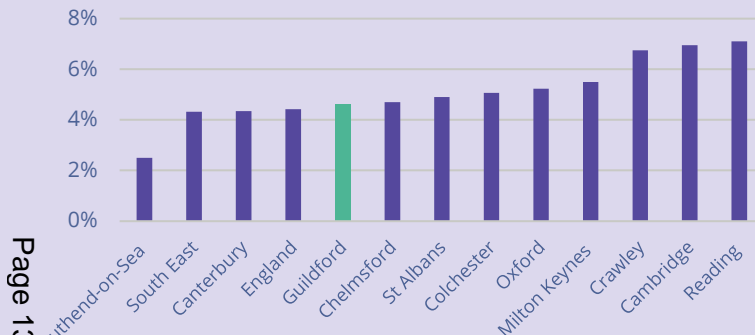
Source: ONS. Foreign direct investment involving UK companies by UK economy and region, experimental statistics (directional): inward, 2021

IN FOCUS: Innovation

Innovation in Guildford

Guildford is home to a number of innovative clusters, which benefit from the borough's proximity to London, its talent pool and quality of life. As a result, 5% of Guildford's businesses are considered to be high-growth enterprises¹.

Proportion of the business base considered high-growth, 2020



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Key research institutions and assets provide ideal locations for innovation to take place:

- Surrey Research Park is home to over 170 companies who employ around 4,500 employees mainly in technical jobs².
- Surrey Technology Centre based at the Research Park specializes in incubating technology businesses, supporting 148 businesses with a collective turnover of £16.6m and 444 employees³.
- University of Surrey 5G Innovation Centre provides facilities and research opportunities for academics and industry partners to define and develop 5G/6G infrastructure.

¹ A high growth business is defined as a business with ten or more employees that has experienced an average growth in employment of greater than 20%, per annum, over a three-year period (between 2017 to 2020). ONS. Business Demography (2022).

² Guildford Borough Council. Making Guildford Smarter Innovation Strategy 2019/20 (2020).

³ Guildford Borough Council. Making Guildford Smarter Innovation Strategy 2019/20 (2020).

⁴ Enterprise M3. EM3 Space Hub (2022) <https://enterprisem3.org.uk/hub/em3-space-hub>

⁵ G3. G3 Response: Building out Industrial Strategy – Cultivating world-leading sectors: The Guildford and surrounds Games Cluster (2016).

⁶ Economic Growth Management. Review of Digital and Other Advanced Health Technologies within Guildford, Waverley and Woking (2017).

Guildford has particular strengths in the following innovative sectors:

- Space;
- Gaming; and,
- Digital Health.

Space

As a strong knowledge-based economy, Guildford's space cluster forms part of a wider network of space, aerospace and satellite clusters across Basingstoke, Guildford, Farnborough and Bordon. Within Enterprise M3 there are 180 space organisations that support 3,245 jobs and generate £1.5bnn in turnover⁴.

Games Sector

Guildford is home to the third largest cluster of video games industry outside of London and Manchester. As one of the oldest development hubs in the UK, Guildford's games industry is home to over 60 games companies employing around 1,000 people.

The G3 Working Group Games Sector report⁵, highlights three areas of concern related to the future of the games sector:

1. Talent Pool – training local talent by strengthening links between education, work experience and careers; retaining existing talent particularly in the wake of Brexit and as a sector with high numbers of employees who are EU citizens; and attracting talent from other UK hubs and also overseas clusters, creating an environment that attracts start-ups and spin-offs.
2. Infrastructure – limited digital connectivity particularly outside of the town centre hinders games development and a lack of suitable, affordable premises in Guildford both contribute to companies moving further afield.

3. Finance and business development – games companies need financial and professional advice as well as investor showcasing to secure future funding and grow their businesses.

Digital Health

Digital technology in healthcare is a growing sector. Encompassing a broad range of sub-sectors including health technology, digital, media and mobile communications, digital health has applications across assisted living, efficiency in clinical practice, information processing and clinical resource efficiency.

The Enterprise M3 sub-region has major Med Tech (medical technology) capabilities, comprising around 200 companies and spanning across a range of applications. Enterprise M3 also has a supporting role in animal health initiatives, particularly due to the sensitivity of the region's food and tourism sectors to disease outbreaks.

An audit of health and medical business activities across Guildford, Waverley and Woking⁶ demonstrates Guildford's strength of activity. Of around 95 businesses connected to health and medical activities, 45 are located in Guildford (with 35 in Waverley and 15 in Woking).

Key local centres of innovation in digital health include: the Faculty of Health & Medical Science, University of Surrey; Department of Chemistry, University of Surrey; Cockpit Initiative, Royal Surrey County Hospital; and the Pirbright Institute Veterinary School.

In the qualitative engagements undertaken for this commission (see later chapters) respondents identified some challenges influencing development and demand for products:

- Brexit – anticipated regulatory changes; anticipated difficulties with trading and tariffs and decreased EU funding.
- Funding – grants and investments are noted as being less available than previously. This is particularly affecting start-ups and research organisations.

Guildford's Visitor Economy

Well-connected to London, nationally and internationally, Guildford is home to a number of significant assets and events that attract local, domestic and overseas visitors alike:

- **Museums, galleries and cultural venues** such as RHS Wisley, Guildford Castle, Watts House, Loseley House, Hatchlands Park, Guildford Museum and Guildford Cathedral;
- **Theatre, arts and events** including Electric Theatre, G Live and Guildford Summer Festival; and
- **Outdoor spaces** including the Surrey Hills AONB.

The *Economic Impact of Tourism on Guildford Borough 2019* study commissioned by Guildford Borough Council found that there were 5.52 million visitor trips to Guildford 2019, of which day trips accounted for 94% of total trips. This tourism generated £340.9 million in spending across the local area, and supported 6,262 jobs in tourism. Equivalent to 7.6% of total employment in the borough, tourism supports employment across a range of sectors including retail, catering, attractions, accommodation and travel. Key messages include:

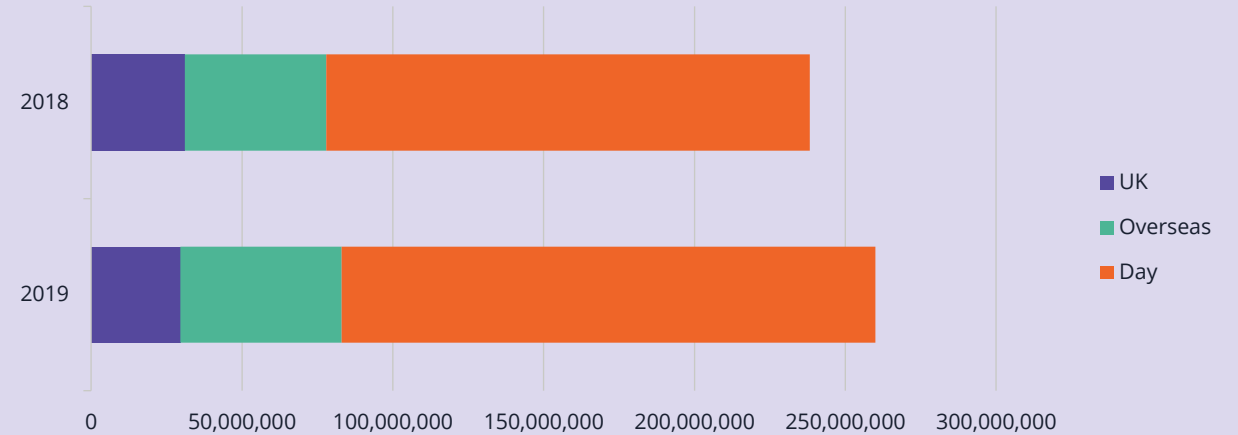
Guildford is a popular day trip destination: The largest proportion of visits to Guildford are day trips, accounting for 27% of all day trips to Surrey in 2019.

A large proportion of visitor spend is captured in Guildford: Guildford captured 41% of all visitor spend in Surrey in 2019. Similarly, Guildford saw a +11% uplift in visitor spend in 2019 compared to 2018, compared to +6% in the South East and +7% in England.

Guildford's attractiveness as a day trip destination could be driving its continued success: Year-on-year data demonstrates that day trips to Guildford have continued to increase (+7%), breaking away from the regional (-3%) and national (-3%) trend of decline.

Guildford's accommodation offer may be limiting overnight stays and the economic potential of tourism: Whilst overseas trips to Guildford also increased between 2018 and 2019 (+14%), the number of domestic overnight stays fell (-5%). Despite accounting for only 6% of visitor trips to Guildford, overnight stays accounted for 32% of total direct spend are therefore highly valuable to the local economy. Surrey Hotel Futures Study (2015) found that there is an undersupply of visitor and visitor accommodation in Guildford, which could in turn limit the borough's ability to host future events and reduce appeal as a business and visitor destination.

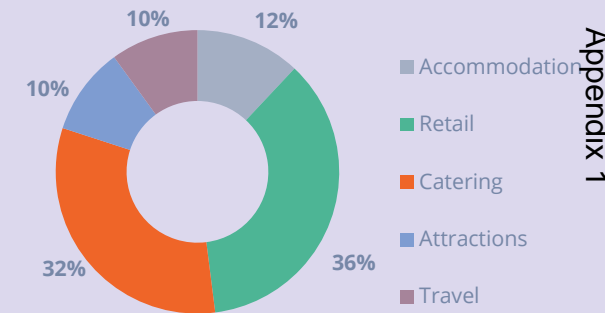
Trip Expenditure in Guildford, 2018 v 2019



Tourism Spending and Jobs in Guildford, 2019

	Direct	Indirect	Total
Spend	£260m	£80.9m	£340.9m
Jobs	4,617	1,645	6,262

Trip Expenditure by Type in Guildford, 2019



Source: Guildford Borough Council. The Economic Impact of Tourism in Guildford Borough 2019. Tourism South East.

¹ Guildford Borough Council. The Economic Impact of Tourism in Guildford Borough 2019. Tourism South East.

4. People

What are the characteristics of Guildford's residents, skills landscape and labour market and what challenges do they face?

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People: Summary

Guildford's population is supported by a large working-age and student population...



Home to 150,000 residents, working-age residents (aged 16-64) account for 67% of the population. The borough also has a larger share of residents aged 20-29 than seen nationally.

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Future population growth is forecast to be in Guildford's older age groups...



The proportion of residents aged 65+ is forecast to increase from 17% in 2018 to 22% in 2043, representing an additional 7,900 residents. This will impact Guildford's labour market.

Guildford's residents are highly qualified with high levels of economic activity...



40% of residents hold NVQ4+ qualifications (degree level or above) and unemployment in the borough is only 3.1%.

The largest skills gaps are in occupations less likely to be filled by Guildford's residents...



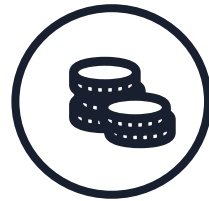
Occupations with the largest skills gaps are associate professionals and caring, leisure and other service Staff with 9.8% and 6.4% of skills gaps respectively.

There are some groups in Guildford likely to need more support than others...



Guildford has a relatively affluent resident population, but there are some groups who face deprivation challenges and are more likely to be impacted by the cost of living crisis.

Resident earnings are significantly higher than workplace earnings...



Resident earnings are 9% higher than workplace earnings. Residents in Guildford earn £40,400 per annum on average versus £36,800 per annum for workers.

Residents seeking financial assistance are lower than average...



Guildford's claimant count is one of the lowest of all comparator areas at 1.7% of working-age residents, but levels are higher in Guildford town centre and the north of the town.

Why is this important?

- A larger working age population means that there are more people available for work.
- Population growth that indicates an ageing population will have impacts for health and social care, and the size of the labour market.
- The qualifications and occupations of Guildford's residents influence which types of jobs and in what sectors they may be able to support now and in the future.

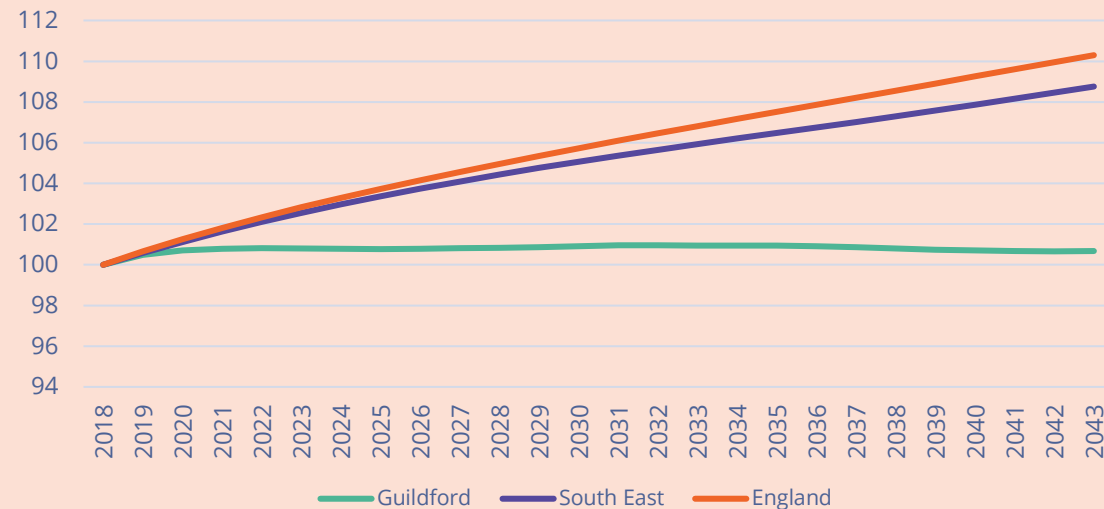
Guildford's population is supported by a large working-age and student population, though future growth is forecast to be in older groups...

Guildford is home to 150,000 residents, which is around 3% more than in 2015. Guildford's recent population growth is similar to several comparator areas, but lower than Chelmsford, Colchester and Canterbury. Guildford has:

- **A large working age population:** Residents aged 16-64 represent 67% of the total population compared to 63% nationally.
- **A large student population:** Residents aged 20-24 represent the largest share of Guildford's population and are likely students living in the borough (equivalent to 10% of the total population). Residents aged 25-29 are also higher than the national average.
- **Low projected population growth:** Guildford's population is expected to grow by a further 1,000 residents (1%) by 2043 which is much lower than the 9% and 10% growth projected across the South East and England respectively.
- **An ageing population:** The proportion of residents aged 65+ is forecast to increase from 17% in 2018 to 22% in 2043, representing an additional 7,900 residents.

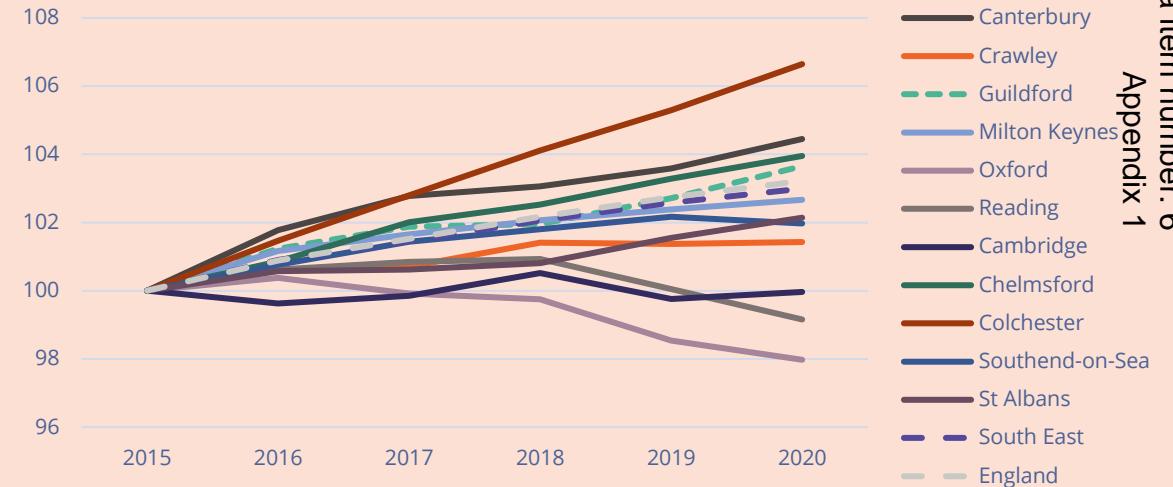
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Population Projections, 2018-2043

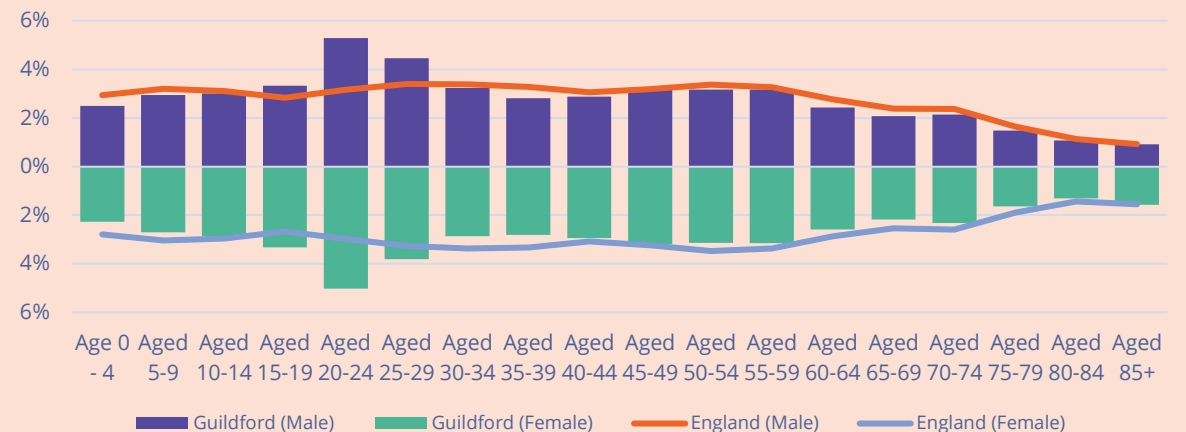


Source: ONS. Population Projections, 2018

Population Change, 2015-2020 (Index 100=2015)



Population by Age Group, 2020

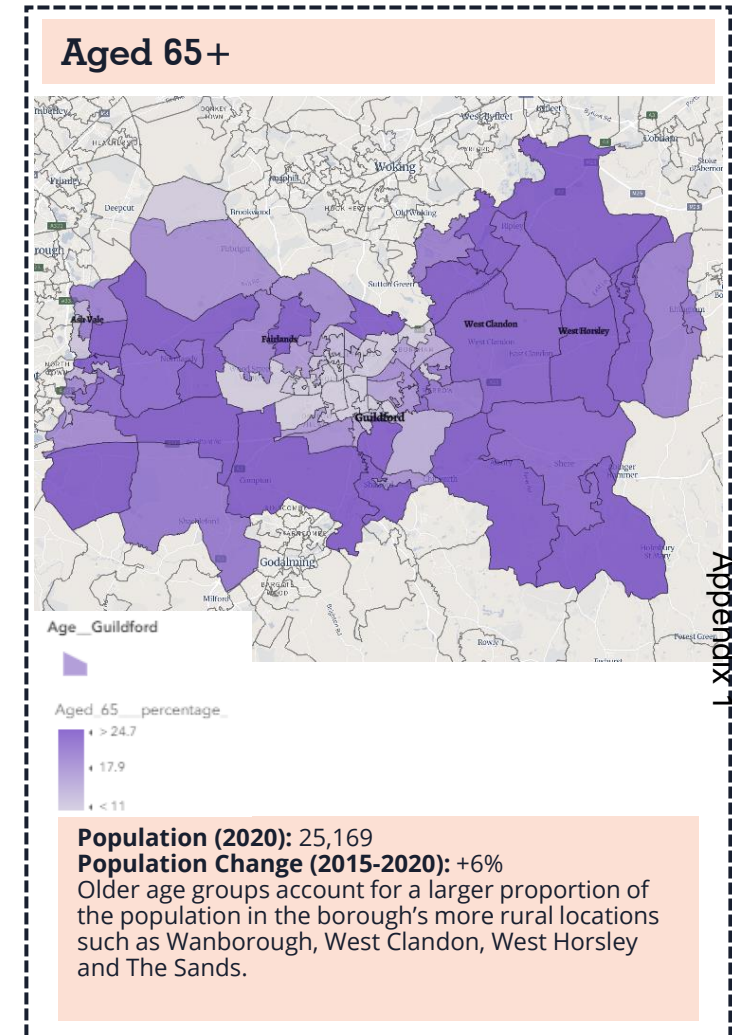
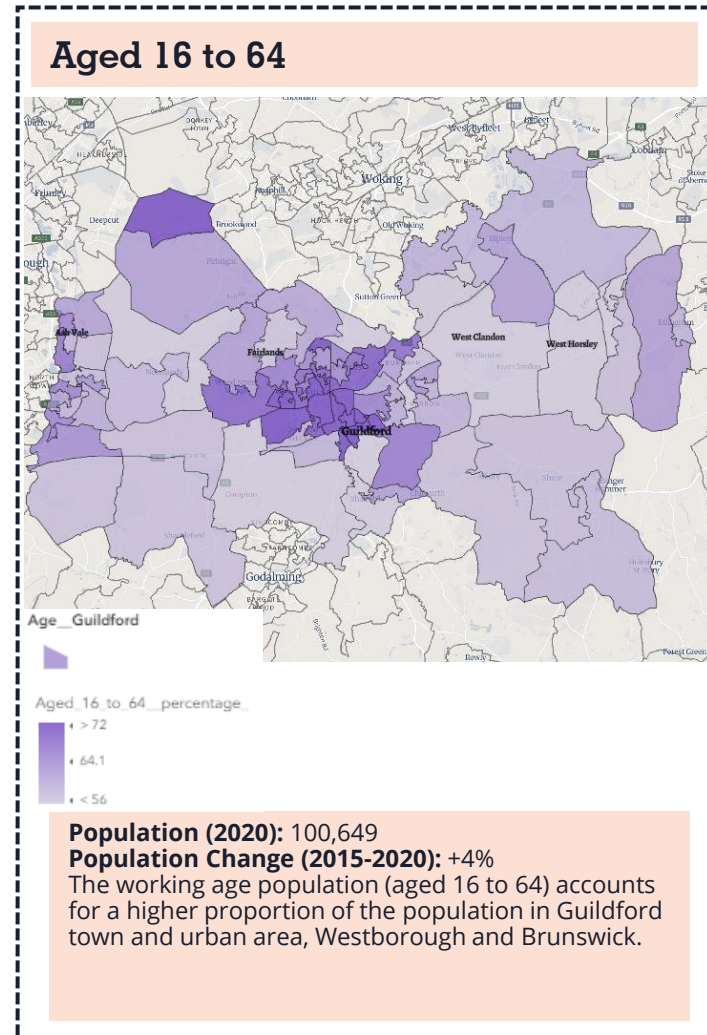
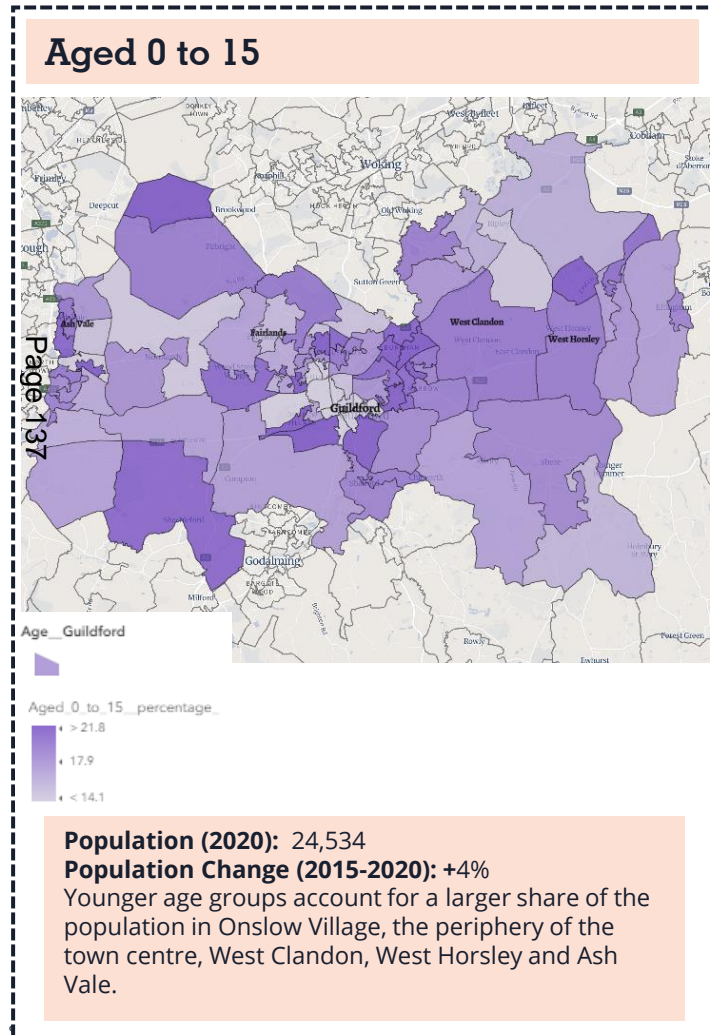


Source: ONS. Population Estimates, 2020

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Guildford's working age population is concentrated in the town whilst older residents live in the borough's more rural areas...

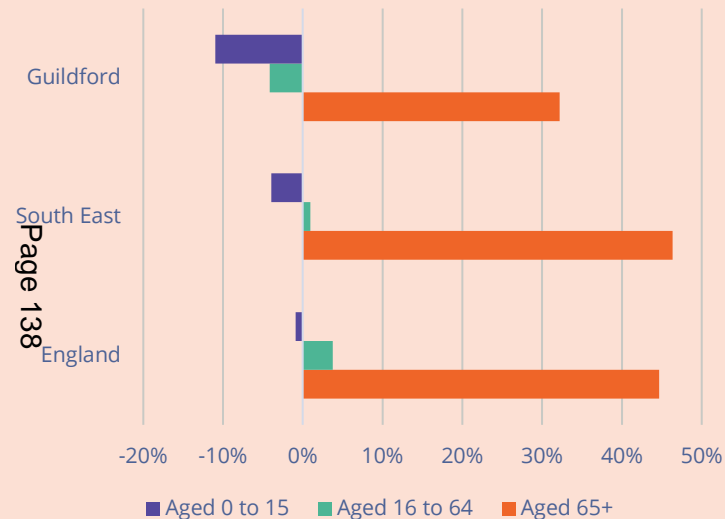
The maps below indicate where in the borough specific age groups tend to live. On the whole, these maps indicate that Guildford's urban area is home to a large working age population, with families and older people living in the borough's more rural locations.



IN FOCUS: Guildford's Ageing Population

An increasingly ageing population is a national challenge. The population aged 65 and over is growing and is projected to be 14.7 million by 2043 (expected to increase by 31%). The population aged 65+ in Guildford is 17% of the total population which is projected to increase to 22% by 2043¹.

Population Projections by Age Group, 2018-2043



Source: ONS. Population Projections, 2018

At a local authority level, an ageing workforce has implications across economic development, provision of health and social care services and the provision of suitable and in some cases specialist housing.

An Ageing Workforce

An ageing population means that more people will be in work for longer periods of time. The proportion of the working age population aged between 50 and the state pension age is expected to increase from 26% in 2012 to 34% in 2050 – an increase of over 5.5 million people nationally². Ensuring that the workforce has the training and skills required to up-skill and re-skill to adjust to technological and societal changes in the way we live and work are increasingly important.

A report by the Government Office for Science³ recommends priority areas for an ageing workforce including:

- Supporting an ageing population to lead fuller and longer working lives
- Adaptations to the workplace including negative attitudes to older workers and health needs, improving workplace design and adapting working practices
- Ensuring individuals re-skill throughout their lifetime
- Addressing falling participation in lifelong education and training
- Addressing barriers to later life learning
- Specific focus on technological and financial skills through life

Health and Social Care

Increased demand for services across health, housing, care and related sectors will likely spark growth in the care economy as people live for longer. As a result, demand for occupations such as managers, technology specialists and health professionals 'could rise nearly 20% by 2030', while demand for administrative and manual roles could decline just as steeply according to a report by McKinsey⁴. This is particularly important given Guildford's specialisms in Health and its growing Digital Health cluster.

Housing

In the UK, the majority of those aged 65 and over live in the mainstream housing market. Only 0.6% live in housing with care, which is 10 times less than in more mature retirement housing markets such as the USA and Australia, where over 5% of those aged 65+ live in housing with care⁵.

A report by the Local Government Association finds that there is a chronic undersupply of high quality, affordable and desirable accommodation in the right locations. The suitability of the housing stock is of critical importance to the health of individuals and also impacts public spending, particularly on social care and the NHS. For example, the Extra Care Charitable Trust by Aston University estimates that housing with care reduces the costs of social care for Local Authorities and over a 12-month resulted in reduced NHS costs by 38%.

In Guildford, the SHMA 2017 Addendum finds need for 1,061 units to be built between 2015 and 2034 (equivalent to 56 units per annum) of specialist housing including sheltered and extra care housing.

Case Study: Birmingham City Council

To address the undersupply of housing in the city, both for older people and other groups, Birmingham City Council has intervened directly and established its own housing trust. The Birmingham Municipal Housing Trust (BMHT) builds homes across Birmingham, by working in partnership with private developers. Over 2,500 homes have already been delivered or under construction and has led the way in building council owned homes for affordable rent through BHMT.

¹ ONS. Population Projections by Local Authority (2018).

² Government Office for Science. Future of an Ageing Population (2016).

³ Government Office for Science. Future of an Ageing Population (2016).

⁴ McKinsey & Company. The Future of Work (2019).

⁵ Local Government Association. Housing Our Ageing Population (2017).

Guildford's resident profile is dominated by more affluent groups, but there are some groups that may face challenges...

Experian MOSAIC data shows that the largest population 'groupings' in Guildford are more affluent and prosperous:

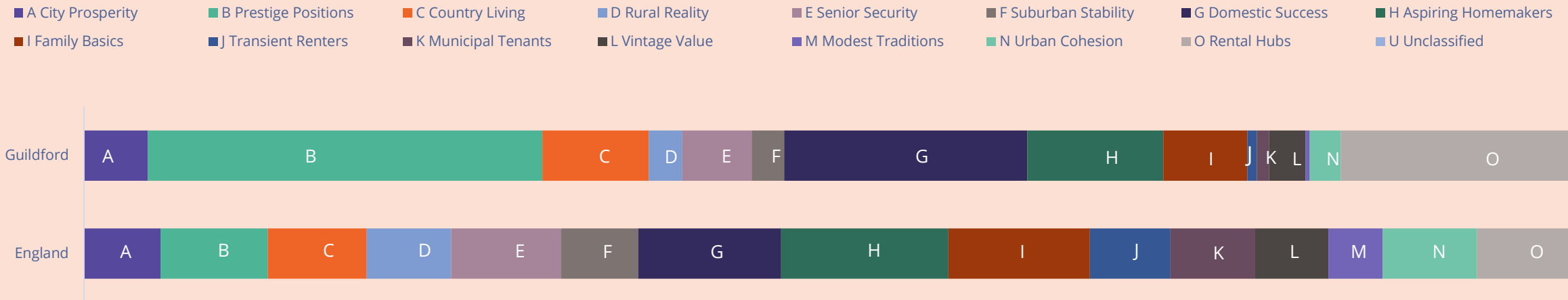
- 26% of households are classified as 'Prestige Positions' - these are families with financial security living upmarket lifestyles;
- 17% are classified as 'Rental Hubs' - these are educated young people privately renting in urban neighbourhoods;
- 16% of residents are classified as 'Domestic Success' - these are high earning families bringing up children and following careers in sought after residential areas; and
- 9% are classified as 'Aspiring Homemakers' - these are younger households who have recently set up home within a budget.

There are also some groups in Guildford who are likely to face more financial challenges. These include 'Family Basics' - families with children with limited budgets trying to make ends meet (6% of households) and 'Rural Reality'- householders living in rural communities in relatively low cost homes (2%).

MOSAIC Categorisation Definitions

- A. City Prosperity - High status individuals with substantial salaries and expensive urban homes.
- B. Prestige Positions - Established families with financial security living upmarket lifestyles.
- C. Country Living - Well off homeowners in rural areas benefiting from country life.
- D. Rural Reality - householders living in rural communities in relatively low cost homes.
- E. Senior Security - elderly people living independently in their owned homes.
- F. Suburban Stability - Mature couples or families living settled lives in mid-range housing.
- G. Domestic Success - High earning families bringing up children and following careers in sought after residential areas.
- H. Aspiring Homemakers - Younger households who have recently set up home within a budget.
- I. Family Basics - Families with children with limited budgets trying to make ends meet.
- J. Transient Renters - Young, single people who privately rent low costs homes for the short term.
- K. Municipal Tenants - long term social renters living in challenging areas.
- L. Vintage Value - Elderly people living in purpose built homes who may required increasing amount of financial or practical support
- M. Modest Traditions - Mature homeowners living in private modest homes enjoying a stable lifestyle.
- N. Urban Cohesion - Residents of settled multi-cultural urban communities.
- O. Rental Hubs - Educated young people privately renting in urban neighbourhoods.

MOSAIC Categorisation, 2021



Source: Experian. MOSAIC, 2021

Guildford is a popular location for international immigrants, while domestic residents are moving to locations outside the borough...

Long-term international migration to Guildford is strong: Since 2015/16, around 17,000 people have immigrated to Guildford from abroad, while around 9,000 people have left the borough for international destinations. This is a net inflow of around 8,000 people over this period.

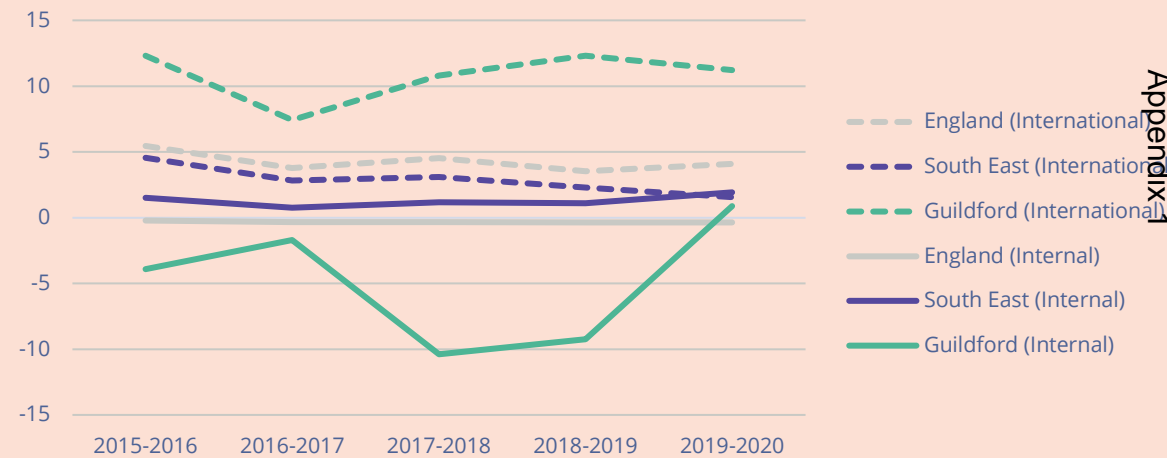
Domestic residents are moving to locations outside of Guildford: Since 2015/16, around 58,000 have immigrated to Guildford from other domestic locations, while around 62,000 people have left the borough for other parts of the UK. This represents a net outflow of around 3,600 people over this period.

National Insurance Number Registrations (NINo) provide an indication of international immigration to Guildford for the purpose of work.

NINo registrations are higher than several comparators: Around 9,700 people have registered for work in Guildford between 2015 and 2020, which is higher than Canterbury, Colchester, Chelmsford, Southend-on-Sea and St Albans.

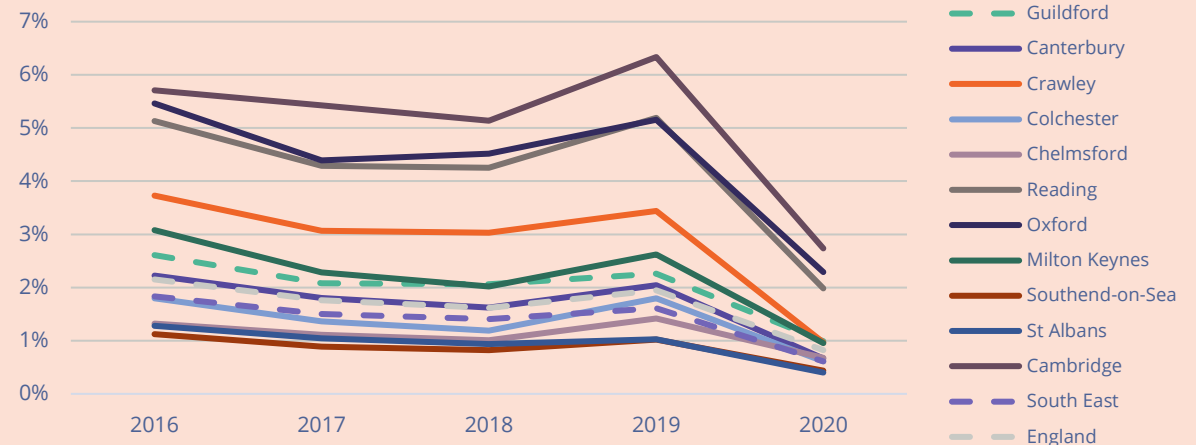
Fewer NINo registrations have taken place in recent years: A combination of COVID-19 and Brexit are likely to have impacted the decline in NINo registrations in 2020 versus previous years. Between 2015 and 2020 NINo registrations in Guildford declined by 61% which is lower than the decline across the South East (67%) but in line with national trends (61%).

Net Migration Flows per 1,000 Residents, 2015-2020



Source: ONS. Local Area Migration Indicators, 2021

National Insurance Number Registrations, 2016-2020



Source: ONS. Local Area Migration Indicators, 2020

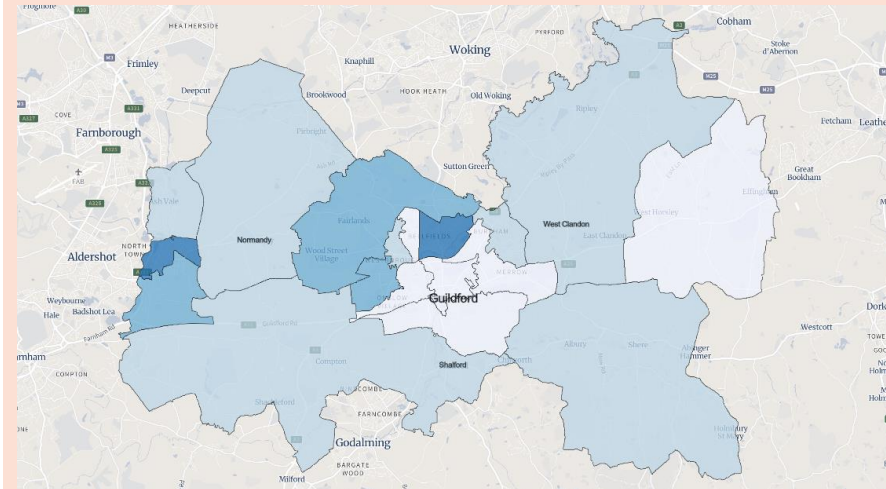
Guildford's residents are highly qualified...

Guildford's residents are highly qualified: 40% of residents hold National Vocational Qualification (NVQ) Level 4 (equivalent to degree level) or above compared to 30% of residents in the South East and 27% nationally.

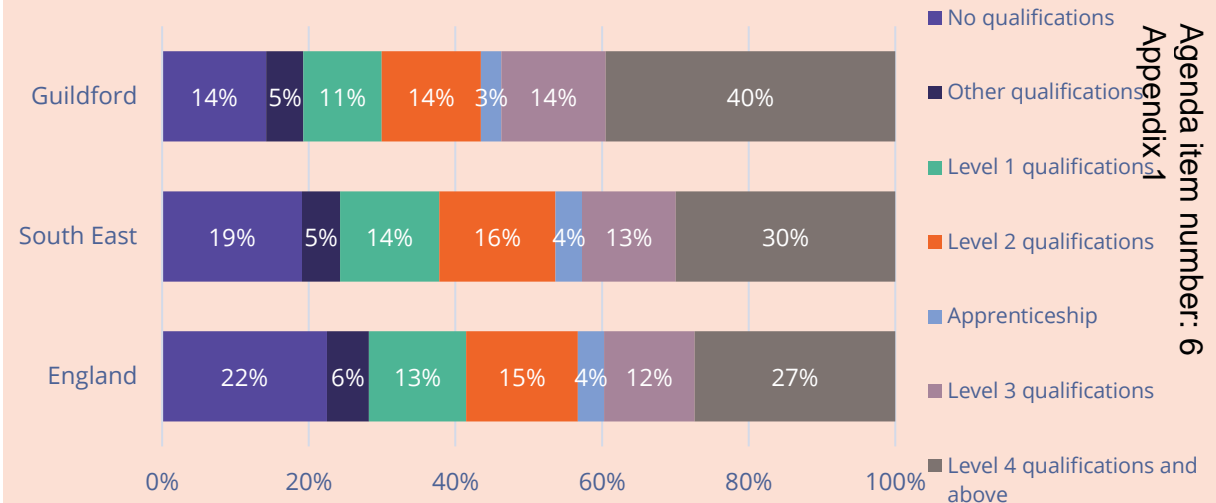
A lower proportion of residents have no formal qualifications: Only 14% of Guildford's residents have no formal qualifications which is lower than the South East (19%) and England (22%).

Lack of qualifications is concentrated in Guildford's towns: A higher proportion of residents (more than 20%) in the north of Guildford town and in Ash have no qualifications.

Proportion of the Population with No Qualifications, 2021



Qualifications Level, 2021



Source: ONS. Annual Population Survey, 2021

Professional occupations dominate Guildford's workforce profile...

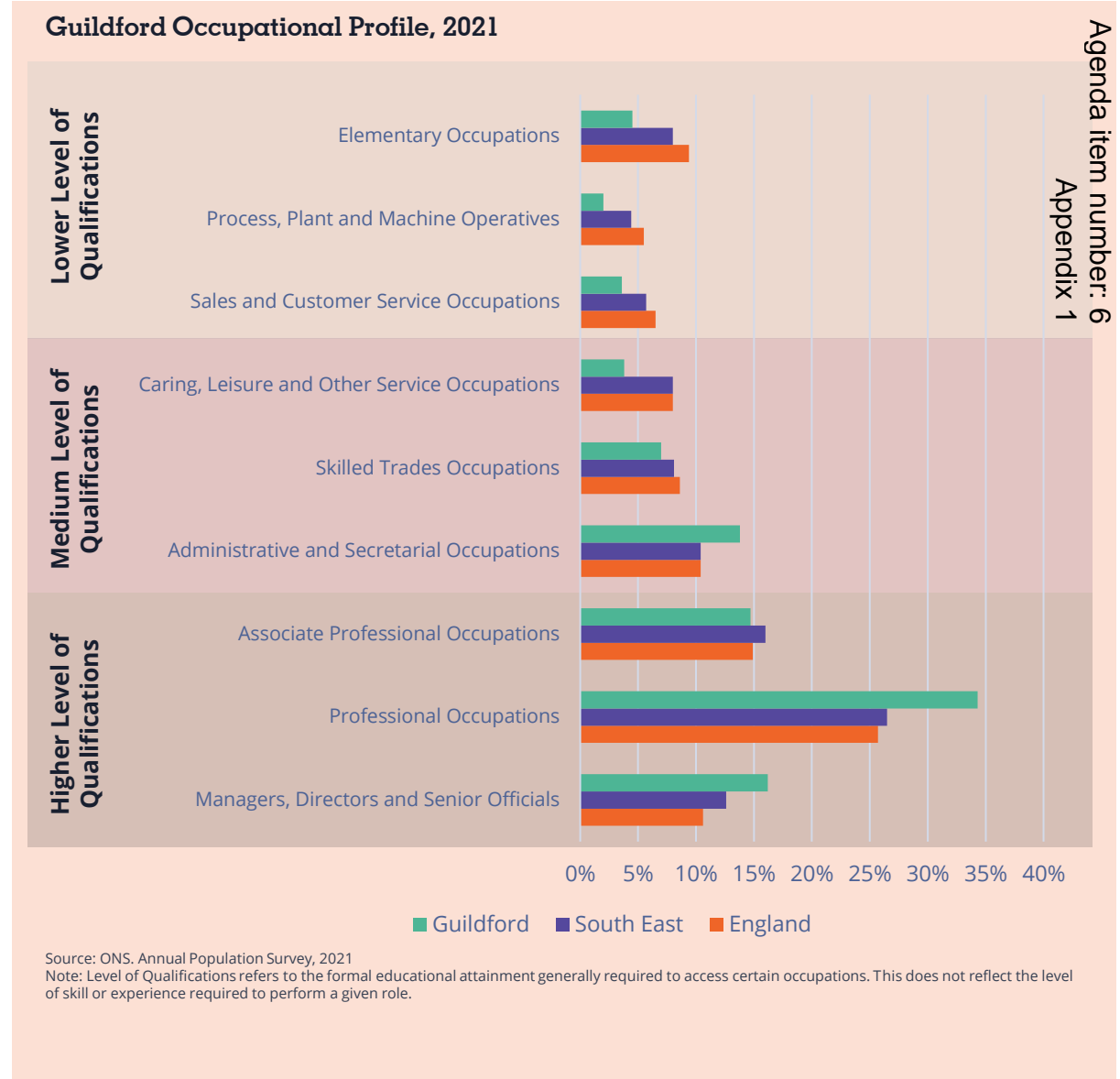
A large proportion of Guildford's residents work in professional occupations: Professional occupations account for 34% of total occupations in Guildford which is higher than the South East (27%) and England (26%) averages.

Occupations that typically require higher level qualifications are higher than average in Guildford: 65% of Guildford's residents are employed in managerial, professional and associate professional occupations which is higher than the South East (55%) and England (51%).

Occupations that typically require a lower level of qualifications are underrepresented: 10% of Guildford's residents are employed in elementary, operative and sales and customer service roles which is lower than the proportion in the South East (18%) and England (21%).

This has implications for the composition of Guildford's local workforce: A lower proportion of residents working in roles that require fewer formal qualifications likely means that everyday service roles in retail, care, utilities and similar are fulfilled by people that live outside of the borough.

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The largest skills gaps are in occupations less likely to be filled by Guildford's residents...

Some businesses in Guildford struggle to fill their vacancies: Hard-to-fill vacancies in Surrey are 2% which is in line with Oxfordshire and Cambridgeshire but higher than several comparator areas.

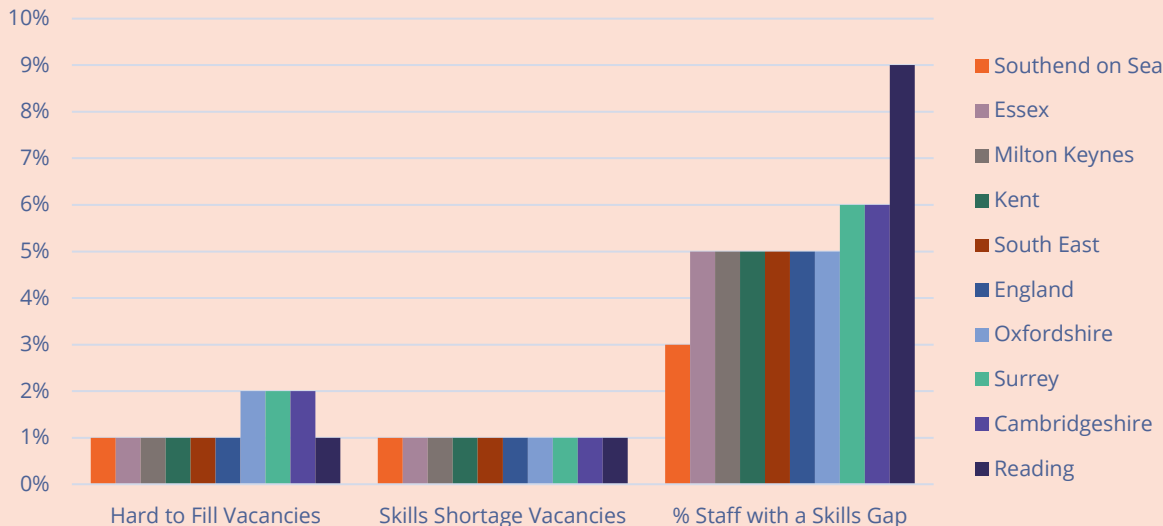
Vacancies that exist because of the need for applicants to have appropriate skills, qualifications or experience are in line with comparator areas: 1% of businesses reported skills-shortage vacancies across all areas.

Skills gaps are most common in the business and other services sector: Whilst 6% of all of Surrey's businesses report at least one member of staff having a skills gap, 7% of businesses within the business and other services sector report a skills gap.

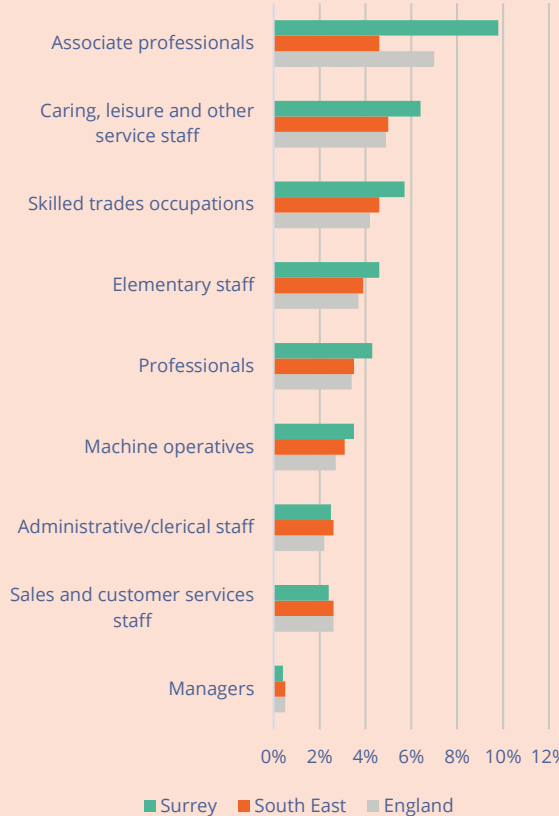
Occupations with the largest skills gaps are associate professionals and caring, leisure and other service staff: 10% of Surrey's businesses report skills gaps in associate professional roles and 6% in caring, leisure and other service roles. As demonstrated on the previous page the smaller share of Guildford's residents work in these roles which may indicate businesses facing challenges recruiting those with the appropriate skills locally.

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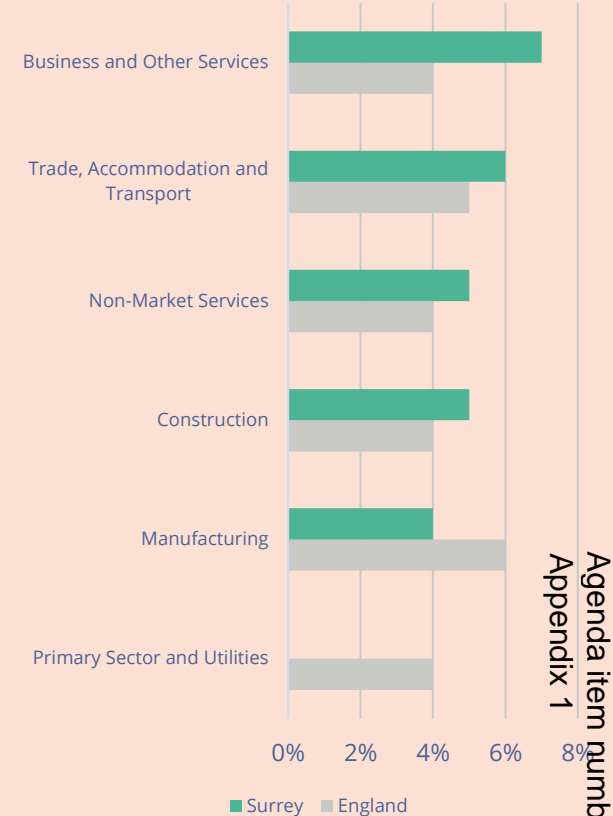
Skills Need, 2019



Skills Gaps by Occupation, 2019



Skills Gaps by Sector, 2019



Source: Department for Education. Employer Skills Survey, 2021

Note: Employer Skills Survey data is only available at the Local Education Authority (LEA) level in which Guildford is part of Surrey. Information concerning the Primary Sector and Utilities for Surrey is unknown.

Skills Need Definitions

Hard-to-fill vacancies: Vacancies which are proving difficult to fill as defined by businesses.

Skill-shortage vacancies (SSVs): Vacancies which are proving difficult to fill due businesses not being able to find applicants with the appropriate skills, qualifications, or experience.

Skills gaps: A "skills gap" exists where an employee is deemed by their employer to be not fully proficient, i.e., is not able to do their job to the required level.

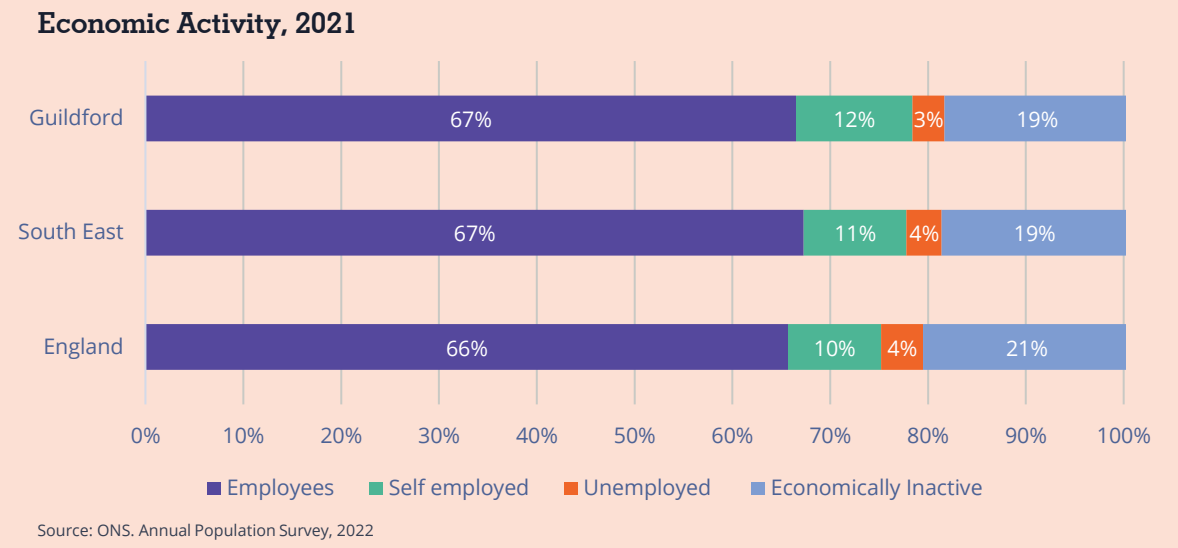
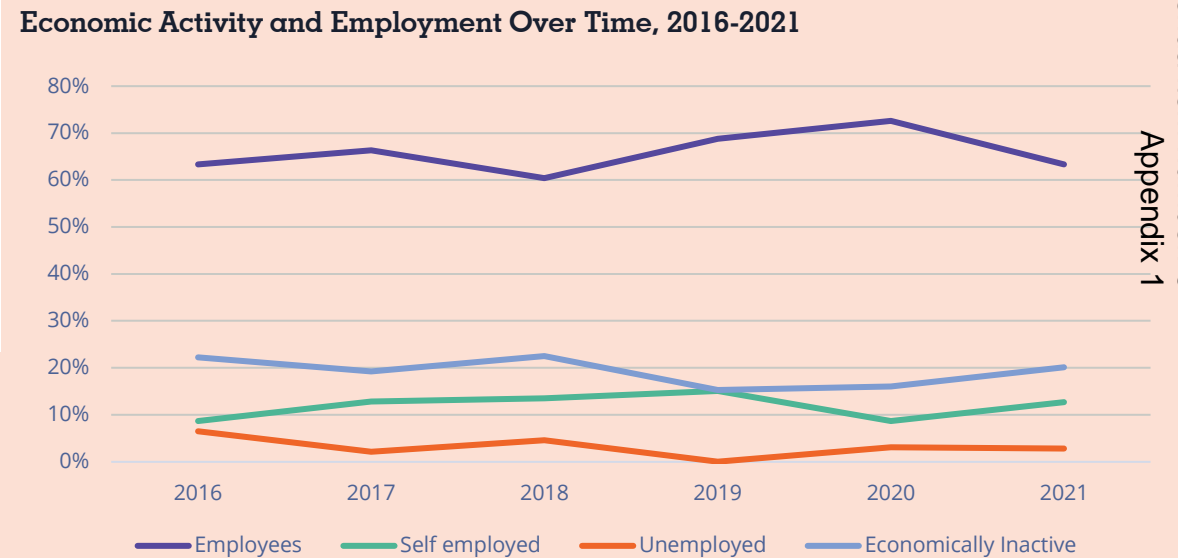
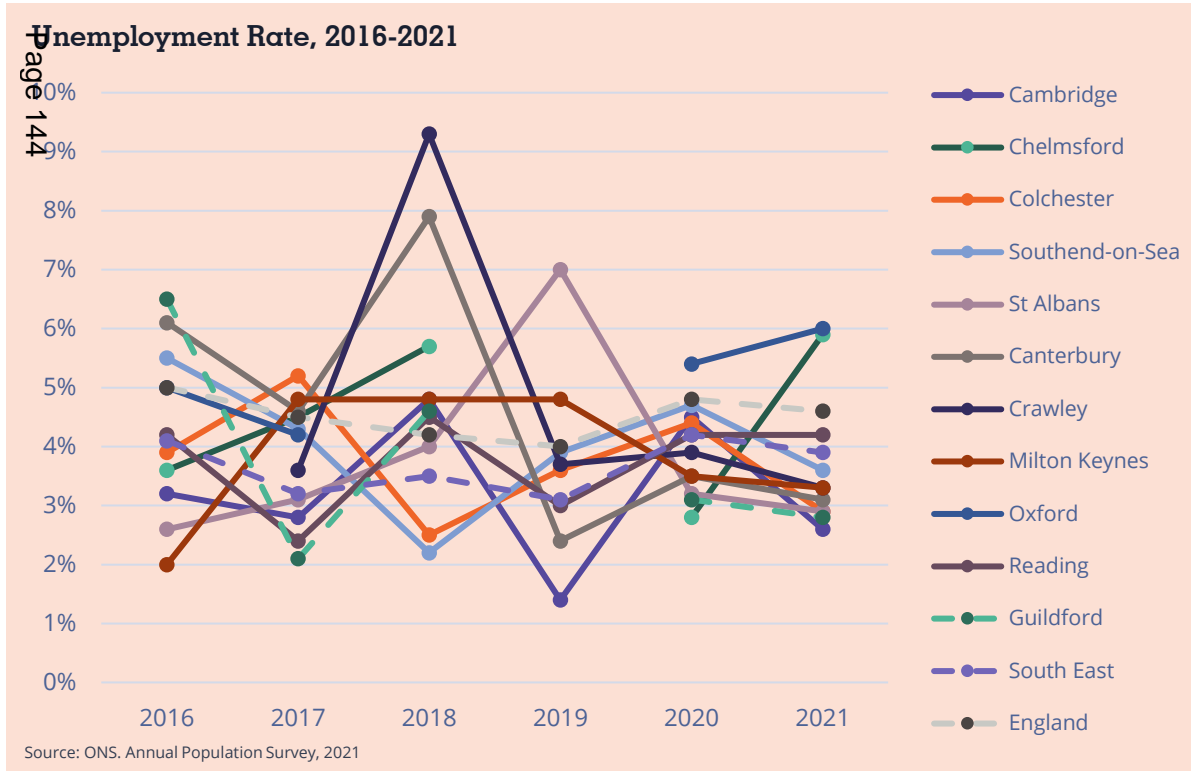
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Economic activity in Guildford is strong, with low levels of unemployment...

Guildford has low levels of unemployment: Only 3.1% of Guildford's population are unemployed which is lower than the South East (3.5%) and England (4.2%). This means that 75,100 of Guildford's 95,700 working-age residents (aged 16-64) are in employment.

A higher proportion of Guildford's residents are self-employed: 12.7% of Guildford's population are self-employed compared to 10.5% in the South East and 9.5% in England.

Economic inactivity in Guildford is lower than the national average: 18.9% are economically inactive (aged 16-64) which is in line with the South East (19.0%) and lower than England (21.2%).



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Guildford has higher levels of self-employment than elsewhere...

A higher proportion of Guildford's residents are self-employed than in other places:

Equivalent to 12.6% of the working age (aged 16-64) population, there are 12,200 self-employed residents in Guildford. This proportion is higher than the average for the South East (10.5%) and England (9.5%) and all comparator areas except from Reading and Southend-on-Sea. Higher levels likely reflect the dominance of professional occupations in Guildford's resident profile.

Self-employment in the UK has been increasing over the past two decades:

In Guildford, self-employment has increased from 8.7% in 2016 to 12.6% in 2021. This increase is greater than that seen in all comparator areas and has occurred at a time when levels of self-employment have fallen regionally (-2%) and nationally (-1%). Higher levels of self-employment in urban areas is associated with business creation and innovation whereas in rural areas this is more likely to be linked to a lack of employment opportunities.

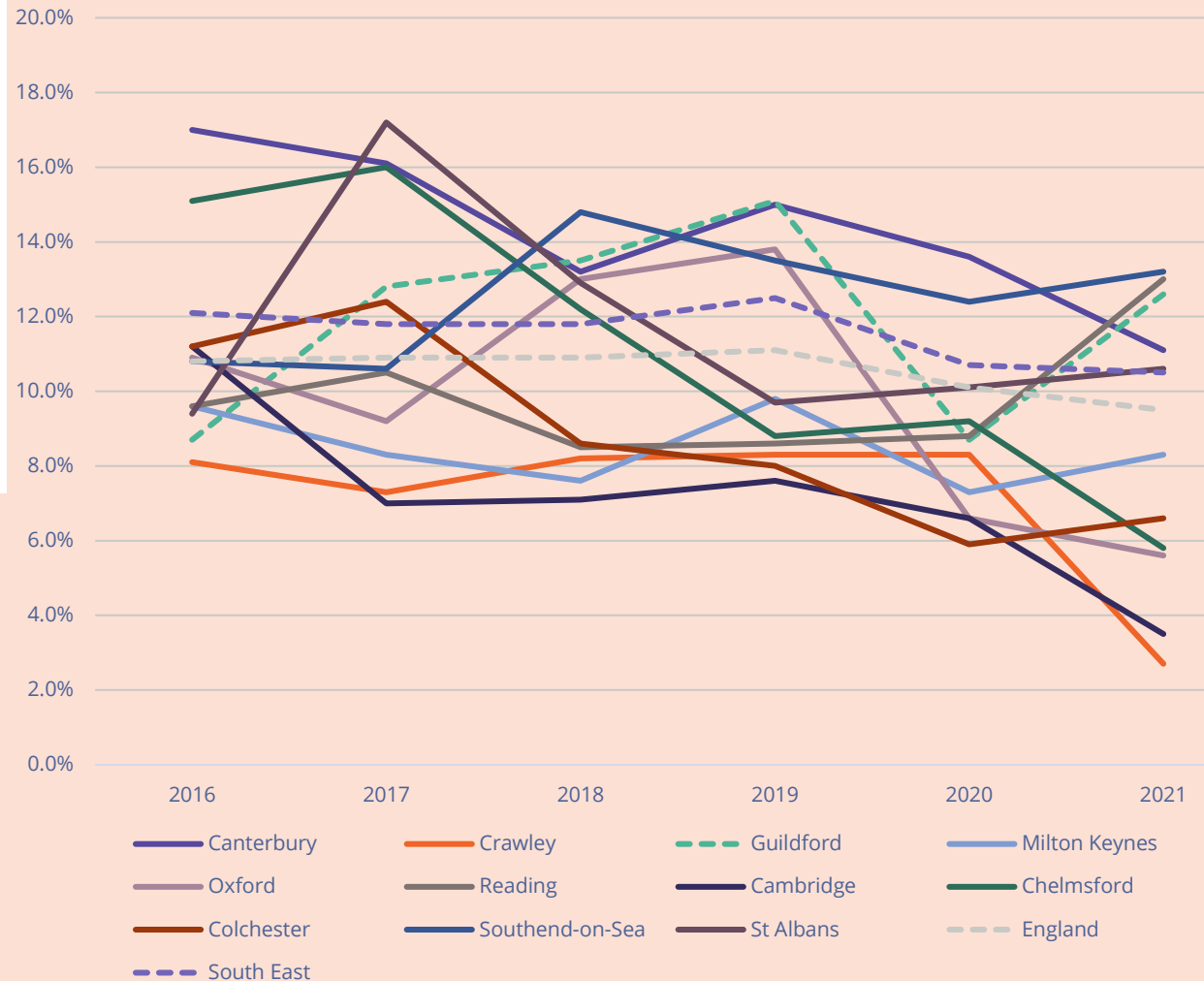
Despite this longer term growth, Guildford's self-employment rate did temporarily fall in 2020 at the onset of the COVID-19 pandemic: In 2020, Guildford's self-employment rate fell to 8.7%, ranking below that for the South East (10.7%) and England (10.1%). This is further explored on page 89.

Self Employment as a % of those aged 16-64, 2021



Source: ONS. Annual Population Survey, 2021

Self Employment as a % of those aged 16-64, 2016-2021



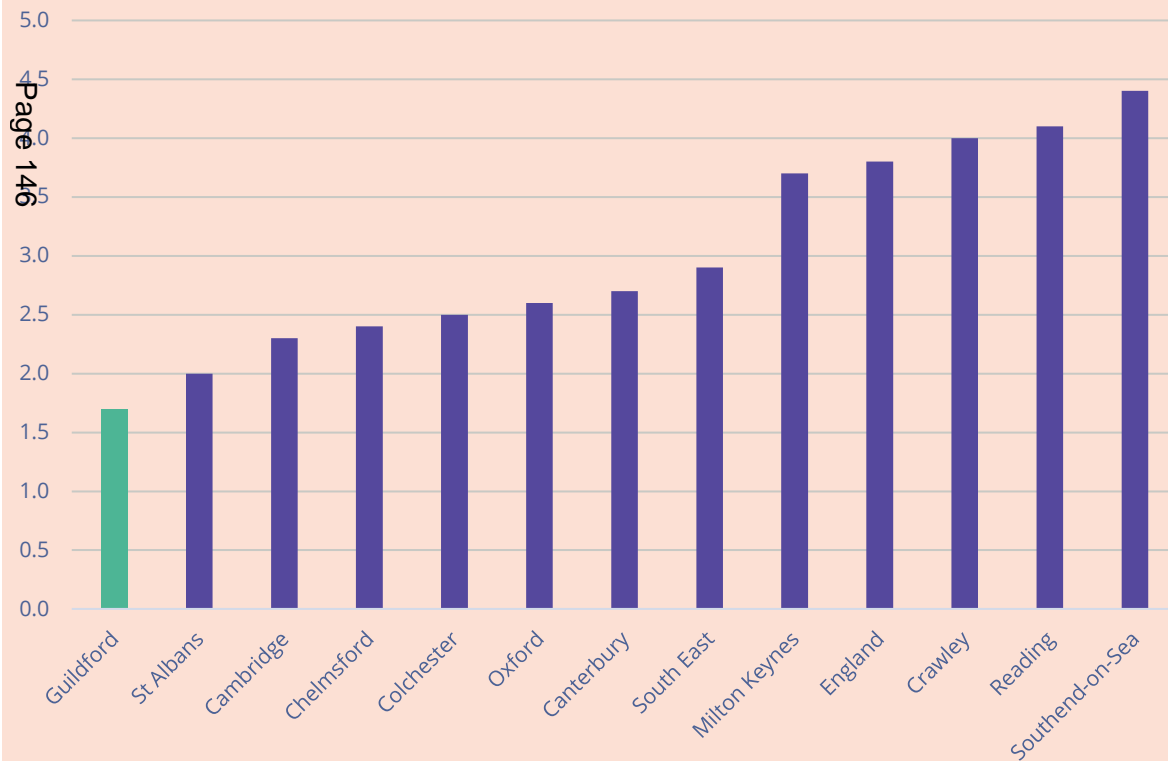
Source: ONS. Annual Population Survey, 2021

The claimant rate in Guildford is low, and residents were less reliant on support than elsewhere during COVID-19...

Guildford's claimant rate is the lowest of all comparators: Guildford's claimant count as a proportion of working-age residents (aged 16-64) is 1.7% in July 2022 which is lower than all comparators, the South East (2.9%) and England (3.8%).

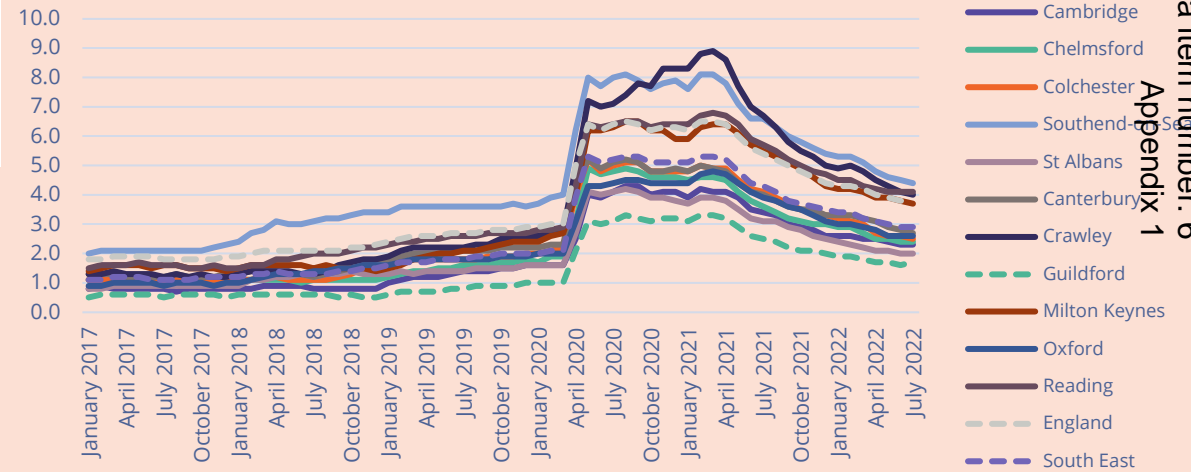
Claimant count is highest in Guildford and the north of the town: Claimant count is highest in Guildford town at 220 claimants in July 2022.

Claimant Count as a Proportion of Residents Aged 16-64, July 2022

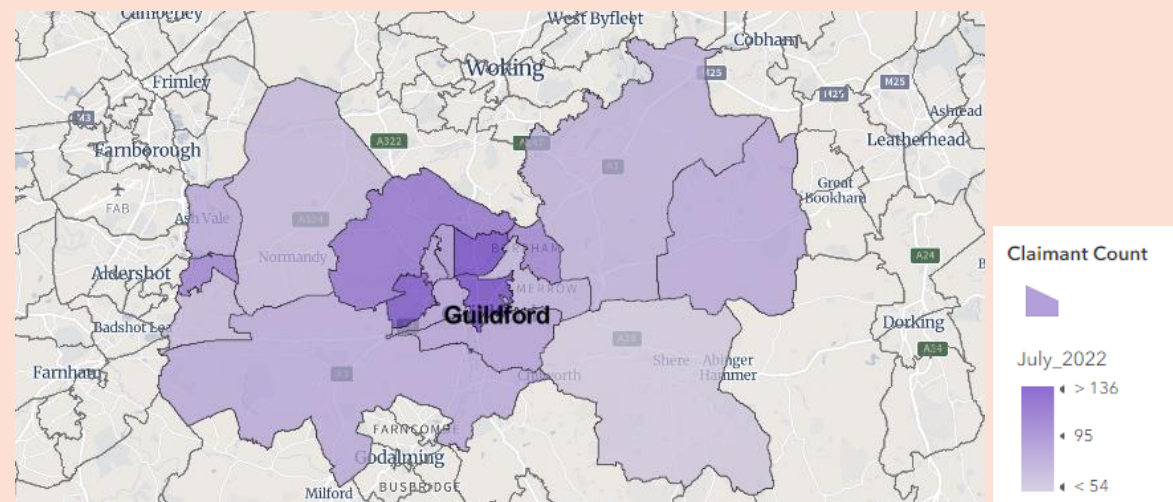


Source: ONS. Claimant Count, 2021

Claimant Count as a Proportion of Residents Aged 16-64, 2017 – 2022



Claimant Count Mapped, 2022



Source: ONS. Claimant Count, 2021

Workplace wages in Guildford are relatively high, though resident earnings are higher than workplace earnings...

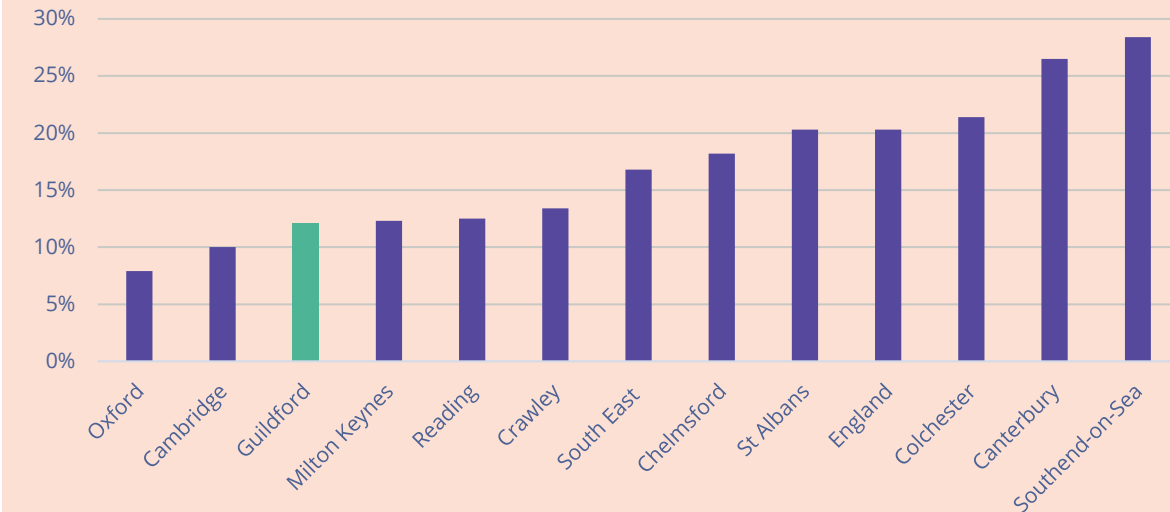
Resident earnings are higher than almost all comparators: Annual resident earnings in Guildford are £40,400 per annum in 2021 which is higher than all comparators except from St Albans (£45,700), and is higher than the South East (£34,000) and England (£31,500).

Workplace earnings are also higher than all comparators: Annual workplace earnings in Guildford are £36,800 in 2021 which is higher than all comparators, the South East (£32,800) and England (£31,500).

Resident earnings are 9% higher than workplace earnings: Residents in Guildford earn £40,400 per annum versus £36,800 per annum. This suggests a large proportion of residents are commuting to higher paid positions outside the borough.

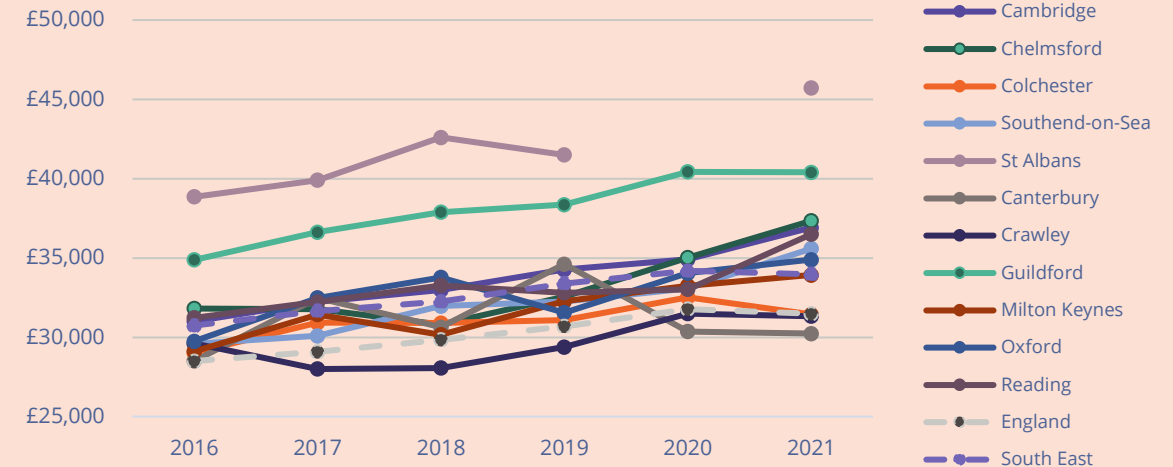
Workers earning below the Living Wage Foundation Rate are relatively low: 9,000 jobs or 12% of total jobs earn below the Living Wage Foundation rate of £9.30. This is lower than most comparators except from Oxford and Cambridge - though it is not an insignificant figure.

% of Workers Earning Below Living Wage Foundation Rates, 2020

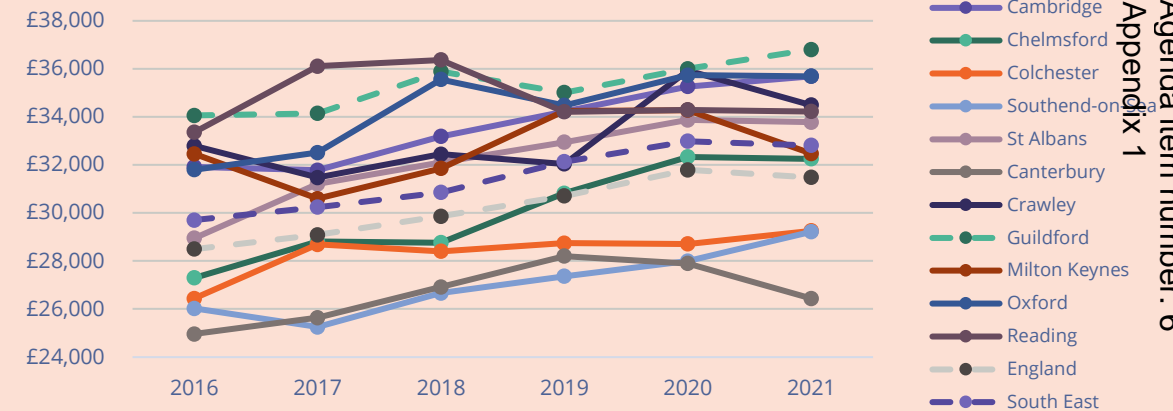


Source: ONS. Annual Survey of Hours and Earnings (ASHE), 2020

Annual Resident Earnings, 2016-2021



Annual Workplace Earnings, 2016-2021



Source: ONS. Annual Survey of Hours and Earnings, 2021

Note: Annual resident and workplace earnings refer to full-time workers only. Full-time workers are defined as those who work more than 30 paid hours per week or those in teaching professions working 25 paid hours or more per week. In ONS published reports, the standard practise for presenting earnings estimates is to use the figure for full-time workers rather than the total workers figure.

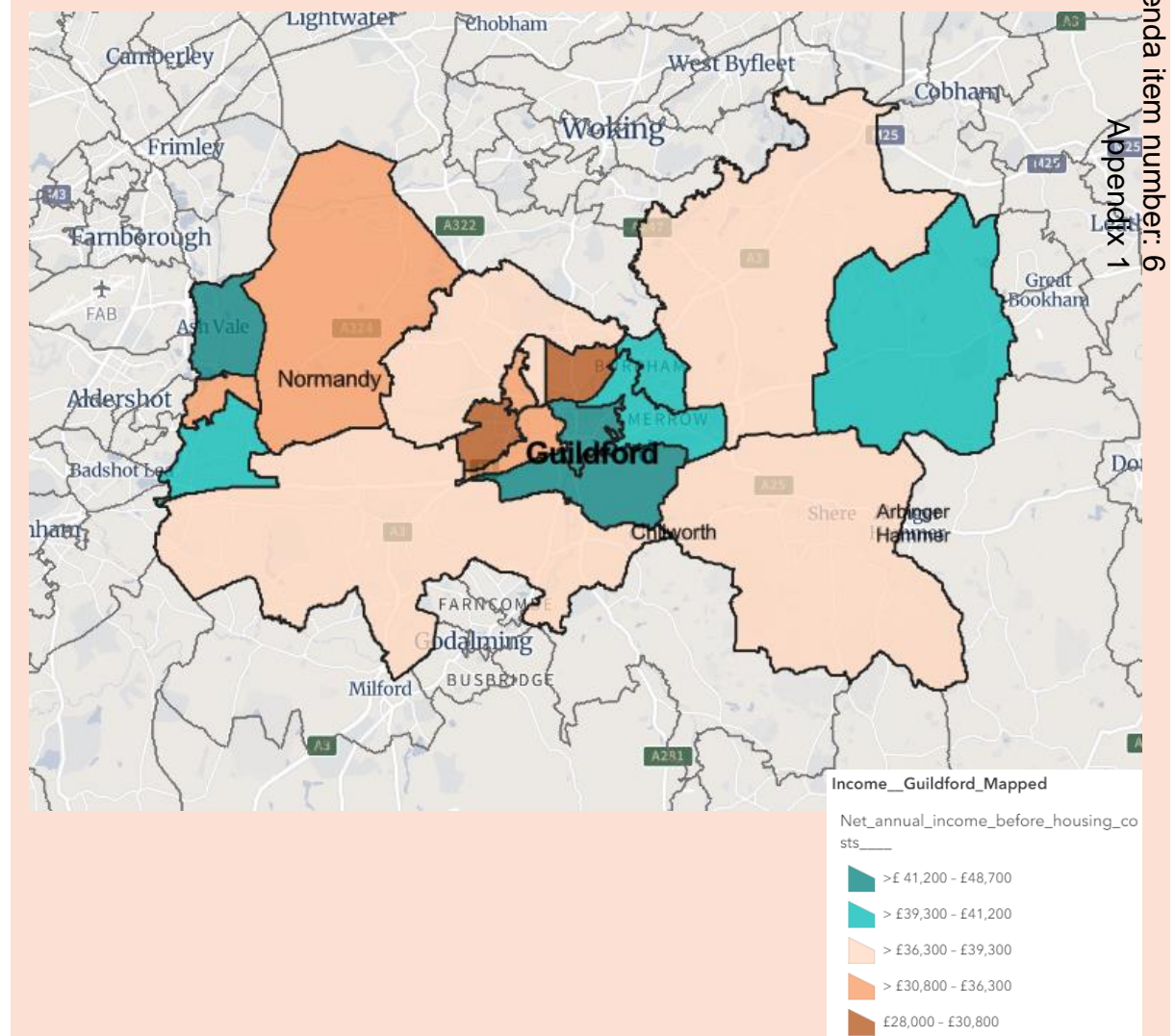
Household income is lowest in the periphery of Guildford's urban areas...

Household income is highest in Guildford's urban areas: Median household income ranges from £41,200 to £48,700 per annum in Guildford town and Ash Vale.

The north and west of Guildford town have the lowest average household income levels: Household income in these areas ranges from £28,000 to £30,800 per annum.

Household income is lower in some of Guildford's more rural locations: Some of the lowest household incomes are in Normandy at around £30,800 and £36,300 per annum.

Net Annual Household Income Before Housing Costs for Guildford, 2018



IN FOCUS: Talent

Guildford is home to a number of anchor institutions that educate a large population in a diverse and highly skilled range of careers and vocations. Beyond the borough, Guildford's proximity to London and the wider South East region provides a large pool of talent to support its key economic sectors.

Pairing skills need with skills and training provision locally is an important component of attracting and retaining talent to support Guildford's priority sectors. Several of Guildford's key anchor institutions for training and skills are explored in more detail below.

University of Surrey

Retaining students who have completed their studies is an important component of ensuring graduates work in local businesses and drive further economic growth. Top sectors for University of Surrey graduates include healthcare, education, finance, computing and engineering. These specialisms support Guildford's specialisms in information & communication, professional, scientific & technical, health and finance & insurance.

University of Surrey, 2022



Activate Learning: Guildford College

Guildford' College's newly redeveloped campus supports training in over 100 courses across Art, Design and Digital Creative; Beauty Therapy; Business and Enterprise; Construction Early Years; Engineering; Esports; Hairdressing; Health and Social Care; Hospitality; IT and Computing; Media; Media Makeup; Performing and Production Arts; Teaching and Education and Tourism. The College also works closely with local employers to provide relevant and tailored training.

Enterprise M3 Skills Action Plan & Local Skills Report 2020/21

As one of the most highly skilled areas in the UK, Enterprise M3 LEP identify priority projects that accelerate and expand education and training in:

- High level digital skills for workers in an increasingly digital economy and specialist roles – EM3's business innovators and knowledge and design-based economy create high demand for a strong supply of people with digital skills;
- The sustainable buildings construction industry – EM3 has large construction and housing developments that mean demand for construction skills is high; and
- Technical jobs in low carbon sectors – EM3 has strategic priorities to drive clean growth, to decarbonise transport and buildings, to pursue a green energy strategy and to protect natural capital.

The report also identifies that the appeal of semi-rural, less densely populated areas such as Surrey have grown during the pandemic, and that the creation of good jobs is among a combination of factors that will maintain the appeal of the area to the young and highly skilled needed to sustain a high growth economy.

Partnerships between Talent and the Economic Strategy

Providing an attractive environment to live and work is a key component of attracting and retaining talent within the borough. Part of this is ensuring that there is appropriate housing tenure mix in the right locations for learners, young professionals and other individuals looking to live and work within the borough. This is explored in more detail in housing need on page 56.

A second component is strengthening links between employers, educational institutions and individual learners. Guildford is home to some of the best performing schools in the country. From primary and secondary education through to university and vocational training, links between employers, educational institutions and individuals entering the workforce can be lifelong. Opportunities to strengthen these links can include work placements and internships, educational training sessions, insight days and graduate opportunities.

Skills Need

Based on Guildford's priority sectors and the skills gaps identified on page 40 it is therefore important to consider how the following sectors and occupations can be supported through talent attraction and retention. Two examples are outlined below:

- Health – a priority sector for retention with a local specialism in Digital Health, yet there is a larger than average skills gap in caring, leisure and other service staff within Surrey; and
- Information & Communication – a sector priority for growth, the University of Surrey offers a range of computing courses and Guildford is home to world-class gaming companies.

5. Property

What are the characteristics of Guildford's property market and how does it support key local industries?

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Property: Summary

Guildford is a desirable office location but has less space than elsewhere...



Guildford has a lower quantum office space than several of its comparators. This restricts the amount of professional office-based economic activity that can take place.

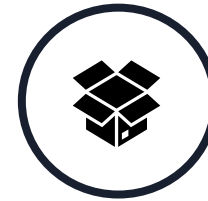
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Office quality and location are limitations and are influencing vacancy...



Take-up of new office space in Guildford indicates that occupiers favour town centre locations, and some persistent vacancies may link to a lack of high quality and flexible space near public transport nodes.

Small and flexible office space is in demand...



Since 2020 there has been an increase in the number of leases signed for smaller office spaces (less than 10,000 sq ft). This reflects wider macro-economic trends following the COVID-19 pandemic.

Guildford has a lower quantum of industrial space, and particularly smaller spaces...



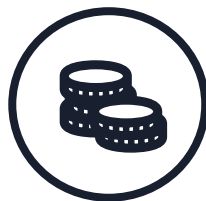
Guildford has less industrial space than several comparator areas. This is restricting industrial economic activity. High rental values also indicate that this space is in demand locally.

Smaller industrial spaces are increasingly in demand...



Smaller industrial units (less than 10,000 sq ft) are increasingly in demand whilst several larger industrial sites remain unoccupied. This reflects the Council's recent investment in Middleton Industrial Estate.

Housing affordability is low, with some areas less affordable than others...



House prices are 10.8x higher than average resident earnings and 13.2x higher than workplace earnings. House prices are highest in Guildford's rural areas.

Several large-scale housing developments are in the pipeline...



Guildford has high housing need, and developments in Guildford town centre such as the station redevelopment, Weyside Urban Village and North Street will meet some of this need.

Why is this important?

- Ensuring that commercial space meets the needs of existing and potential businesses and employers in the borough is important for supporting economic growth.
- Understanding which locations are more attractive for commercial occupiers can indicate where infrastructure investments should be focused.
- Housing affordability is important for retaining graduates and attracting.

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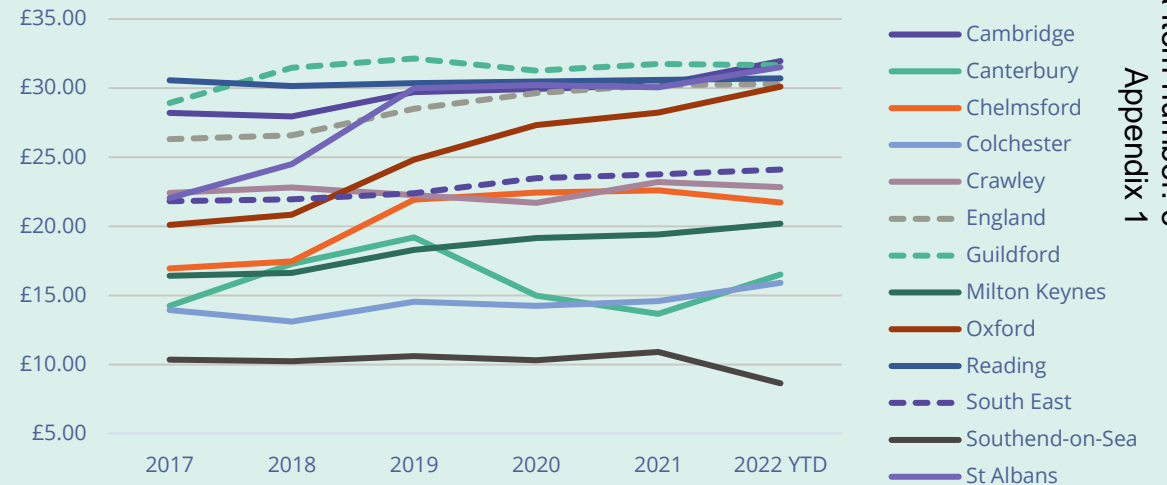
Guildford is a desirable office location but high rents and lack of quality premises may be limiting growth...

High rental values: Office space in Guildford is on average £31.70 per sq ft, which is second highest of all comparator areas (except from Cambridge) including several more productive cities and towns such as Oxford (£30.10), Reading (£30.70) and Milton Keynes (£20.20). Rents are also well above the average for the South East (£24.10) and England (£30.30). The overall price gap between Guildford and other place has, however, narrowed in recent years but this rate will be prohibitive to some smaller, start up businesses that require lower rates on flexible terms.

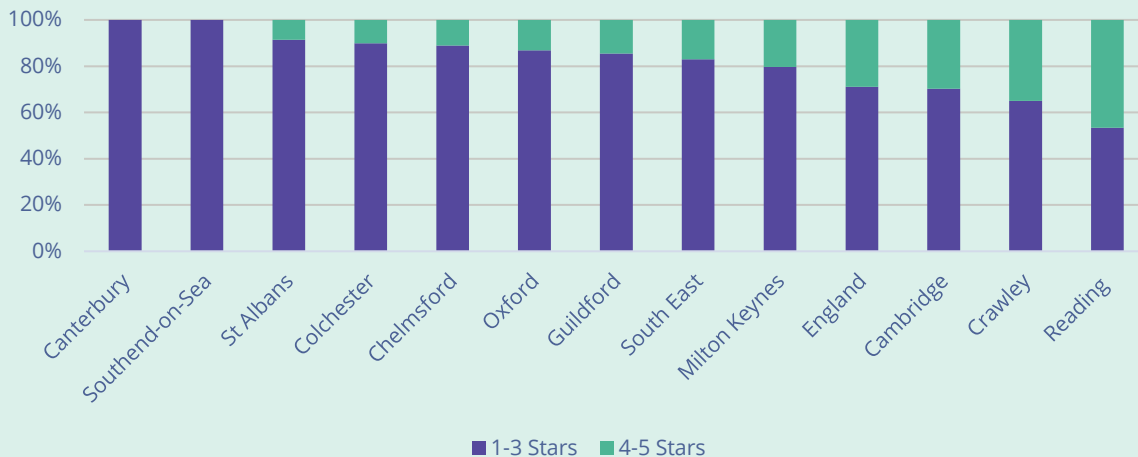
Comparatively low supply of office space: Guildford's mixture of town centre and out-of-town business parks provide 3.7 million sq ft of office floorspace for businesses across the borough. This quantum of floorspace is comparatively low, out-performing only St Albans, Colchester, Southend-on-Sea and Canterbury. This is likely to be impacting absolute economic output.

Comparatively lower quality: Only 15% of Guildford's office stock is considered to be rated 4-5 stars (equivalent to Grade A-B) which is lower than several comparator areas including Crawley (38%) which is Guildford's next closest comparator in terms of the quantity of office stock. The new space that is being delivered in Guildford is Grade A-B and take up of this space has been relatively rapid.

Office Rent per Sq Ft, 2017-2022

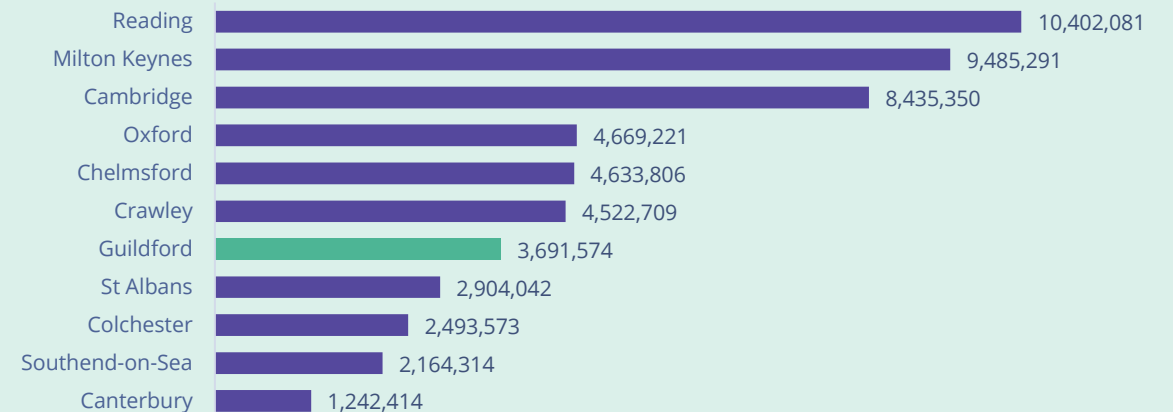


Office Quality By Floorspace, 2022



Source: Costar. Costar Analytics, 2022

Total Office Floorspace, Sq Ft (2022)



Source: Costar. Costar Analytics, 2022

Demand is increasing for smaller, high quality and well-located office space...

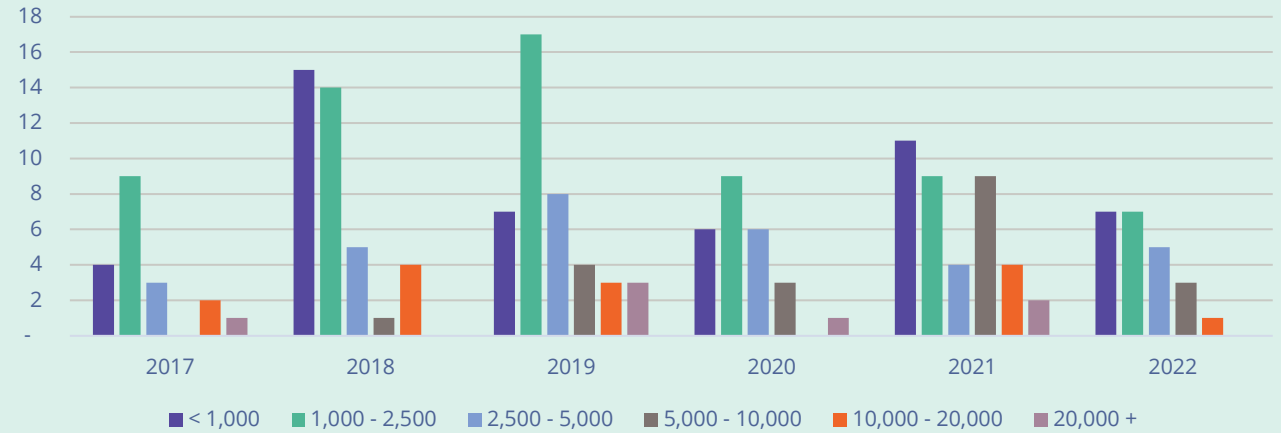
Guildford's leasing activity has picked up since the onset of the COVID-19 pandemic, with over 180,000 sq ft leased in 2021 and 75,000 sq ft leased in 2022 to date (August 2022). Key deals include:

- Several signed leases for larger office space (10,000 sq ft or more) by single occupiers across law, gaming and consumer goods – the majority of which are for periods of 10 years or more; and,
- There has been an increase in the number of leases for smaller sizes (sub-10,000 sq ft).

The number has remained steady, although there was a spike in 2020. The largest sale in recent years is Onslow House in Guildford town centre. As a majority let to EA Games, the property was sold to an investor for £38 million in 2020.

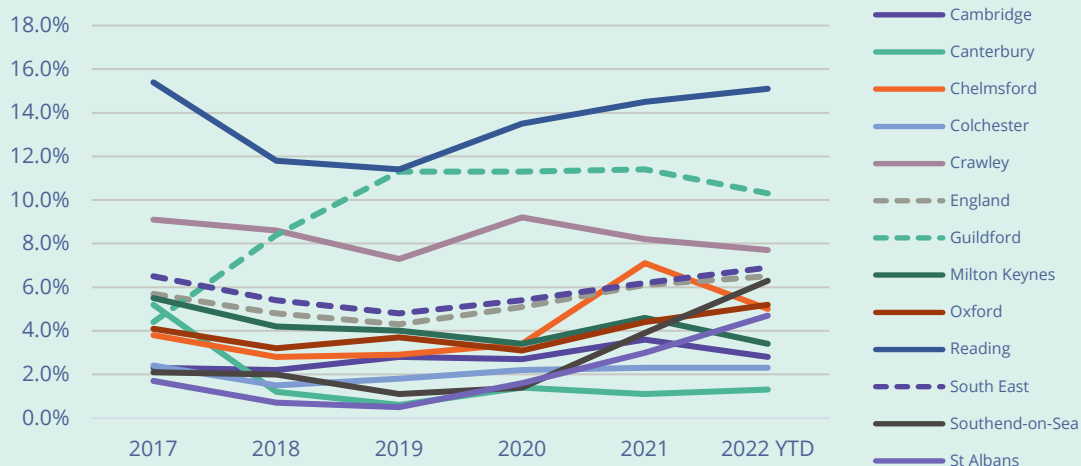
High vacancy rates: Vacancy rates in Guildford increased significantly between 2017 and 2019, with vacancy rates being second only to Reading in 2022 at 10.3%. Discussions with agents suggest that this is driven by vacancies in large, low quality spaces that are located outside of the town centre and further away from public transport connections. In a post-pandemic world occupiers are increasingly demanding flexible high quality space in town centre locations.

Lease Transactions by Size, 2017-2022



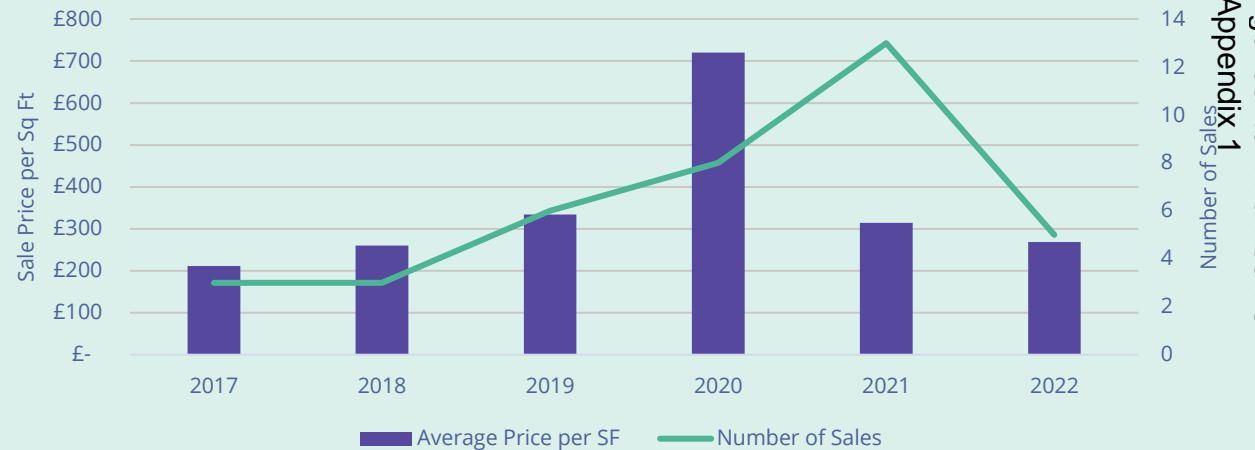
Source: Costar. Lease Comps, 2022

Vacancy Rates, 2017-2022



Source: Costar. Costar Analytics, 2022

Key Sales Transactions, 2020-2022



Source: Costar. Sales Comps, 2022

Guildford's Office Clusters

Guildford Town Centre Employment Core

- Floorspace: Unknown
- Vacancy: 9,555 sqm
- Quality of Environment: Very good
- Rental Value: £20-30/SF

Guildford Business Park

- Floorspace: 29,000 sqm
- Vacancy: 1,670 sqm
- Quality of Environment: Very good
- Rental Value: £30-37/SF

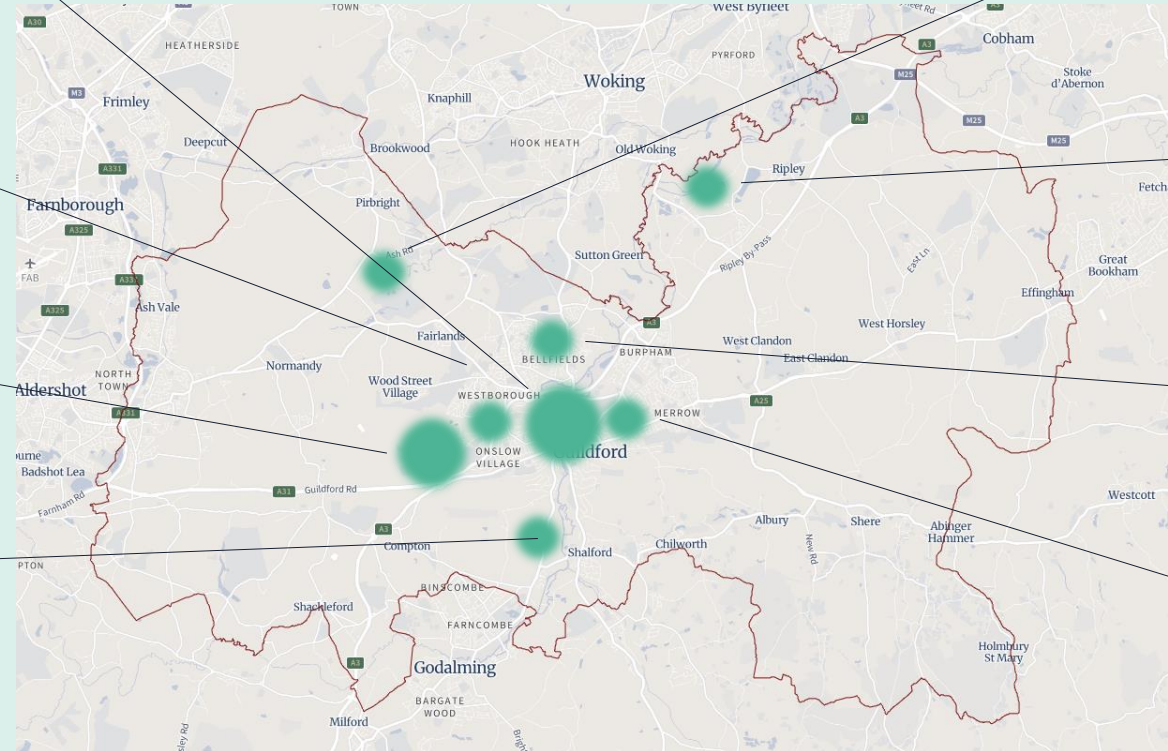
Surrey Research Park

- Floorspace: 65,000 sqm
- Vacancy: 307 sqm
- Quality of Environment: Very good
- Rental Value: £22-26/SF

The Guildway

- Floorspace: 12,500 sqm
- Vacancy: 488 sqm
- Quality of Environment: Very good
- Rental Value: ~£25

Office clusters map



The Pirbright Institute

- Floorspace: 41,800 sqm (+8,100 under construction)
- Vacancy: 0 sqm
- Quality of Environment: Very good
- Rental Value: N/A

Send Business Centre and Tanner Studios

- Floorspace: 7,800 sqm
- Vacancy: 0 sqm
- Quality of Environment: Very good
- Rental Value: ~£22.50

57 and Liongate Ladymead

- Floorspace: 15,665 sqm
- Vacancy: 0 sqm
- Quality of Environment: Good
- Rental Value: ~ £23

London Square, Cross Lanes

- Floorspace: 11,260 sqm
- Vacancy: 655 sqm
- Quality of Environment: Good
- Rental Value: ~£34

Guildford's industrial space is in demand and there is comparatively low levels of stock...

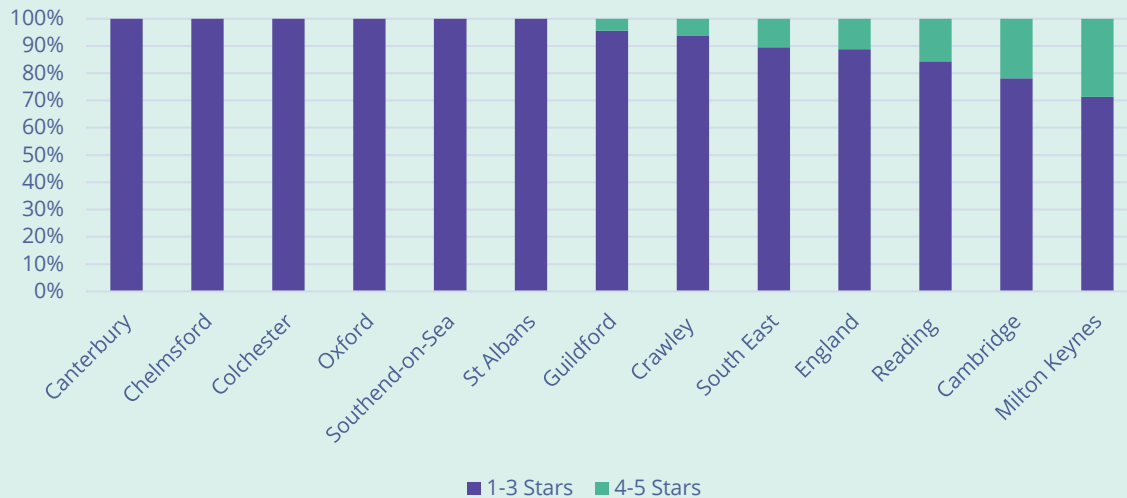
Comparatively low supply of industrial space: Guildford's 3.4 million sq ft of industrial stock is one of the lowest of all comparator areas with the exception of Cambridge, Canterbury and Southend-on-Sea. Of over 200 industrial properties in Guildford the largest proportion are 10,000 – 25,000 sq ft (29%) followed by 5,000 – 10,000 sq ft (19%) and less than 2,500 sq ft (18%).

Relatively low delivery of new industrial space: Guildford has seen +5% growth in industrial floorspace since 2017 which is lower than comparators such as Cambridge (+21%) and Crawley (+12%) but exceeds Reading, Oxford, St Albans and Southend-on-Sea.

High rental values: Rental values are £12.53 per sq ft in 2022 which is above all comparator areas (except from Crawley and St Albans) including Reading (£11.81) and Milton Keynes (£8.50). This is despite a lack of high quality stock.

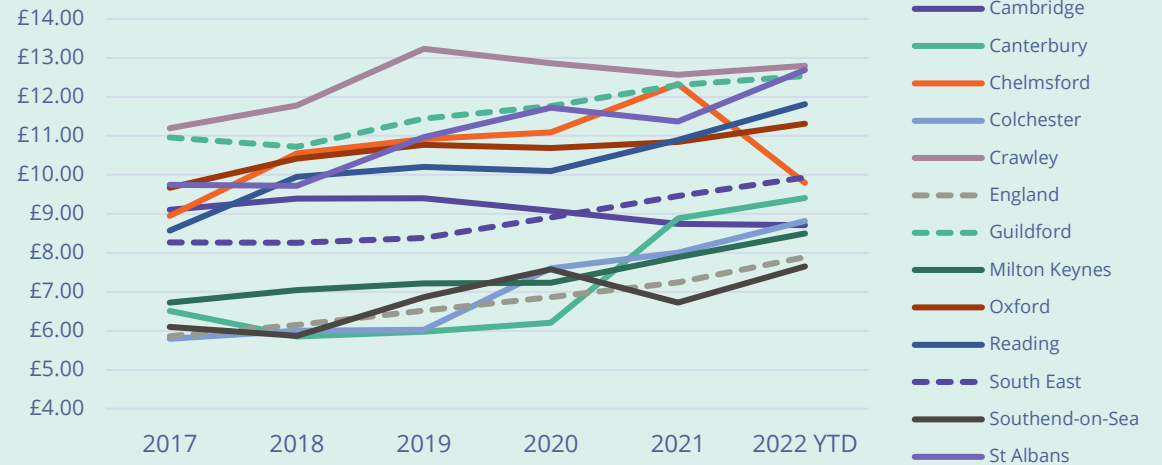
Lack of quality industrial stock: Only 4% of Guildford's industrial stock is rated 4-5 star (equivalent to Grade A-B) which is comparatively lower than several comparators including Milton Keynes and Cambridge. This may have changed following investment on Millmead Estate.

Quality by Floorspace, 2022

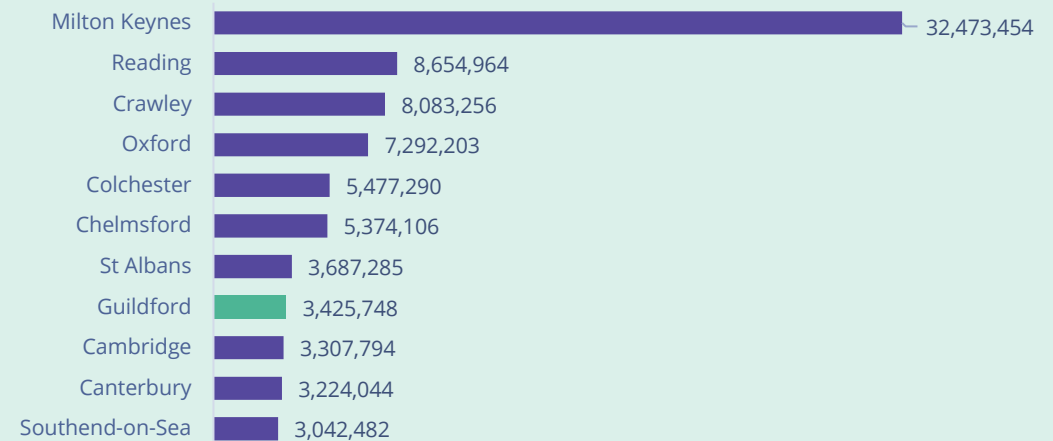


Source: Costar. Costar Analytics, 2022

Rent per Sq Ft, 2017-2022



Total Industrial Floorspace, Sq Ft (2022)



Source: Costar. Costar Analytics, 2022

Guildford's small and medium-sized industrial premises are popular...

Guildford's key leasing deals:

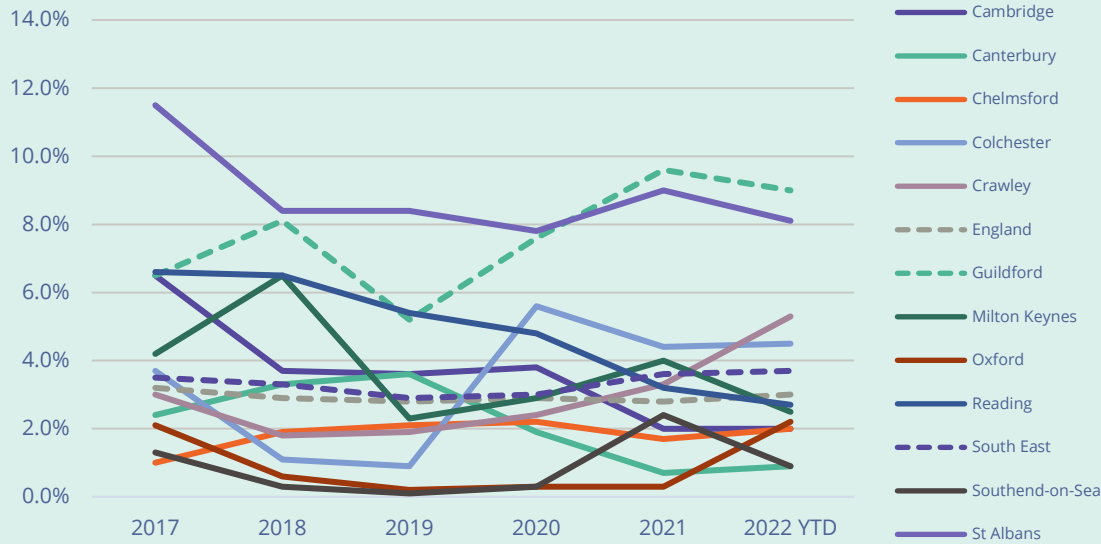
- Smaller premises (sub 2,500 SF) continue to be in very high demand;
- Medium-sized units (2,000 – 10,000 SF) are expected to continue to bounce back from the COVID-19 disruption.

Recent sales have taken place as part of portfolio purchases by investors on Wyvern Park and Henley Business Park in 2021, with a further multi-property sale on Riverside Business Centre and Riverway Industrial Estate in 2020.

High vacancy rates: Guildford's industrial vacancy rates are higher than all comparator areas at 9.0% in 2022. However, these vacancy rates are driven by unoccupied older and larger vacant units such as 2-3 Dennis Way (previously Alexander Dennis) and other vacant properties associated with redevelopment on Guildford and Midleton Industrial Estates.

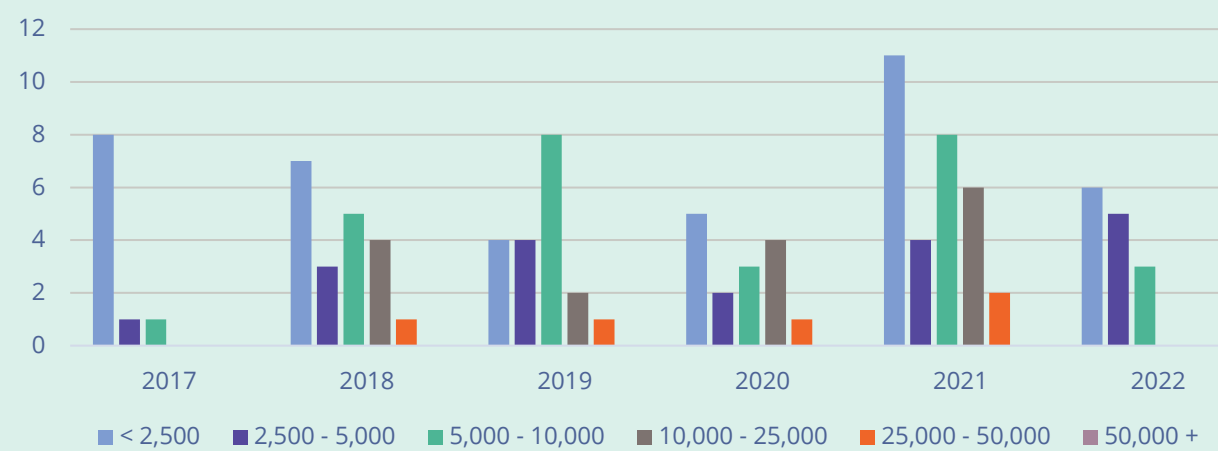
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Vacancy Rates, 2017-2022



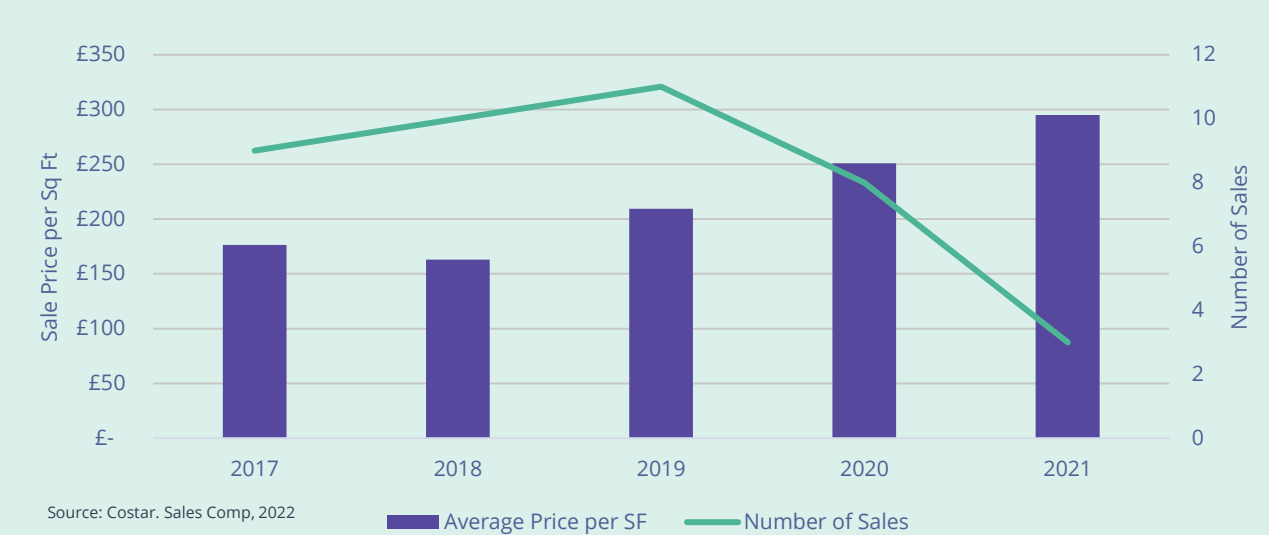
Source: Costar. Costar Analytics, 2022

Lease Transactions by Size, 2017-2022



Source: Costar. Lease Comp, 2022

Sales Transactions, 2017-2022



Source: Costar. Sales Comp, 2022

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Guildford's Industrial Clusters

Henley Business Park

- Floorspace: 19,627 sqm
- Vacancy: 3,175 sqm
- Quality of Environment: Very good
- Rental Value: £11-13/SF

Lysons Avenue, Ash Vale

- Floorspace: 32,000 sqm
- Vacancy: 478 sqm
- Quality of Environment: Poor
- Rental Value: £10-13/SF

Middleton Industrial Estate

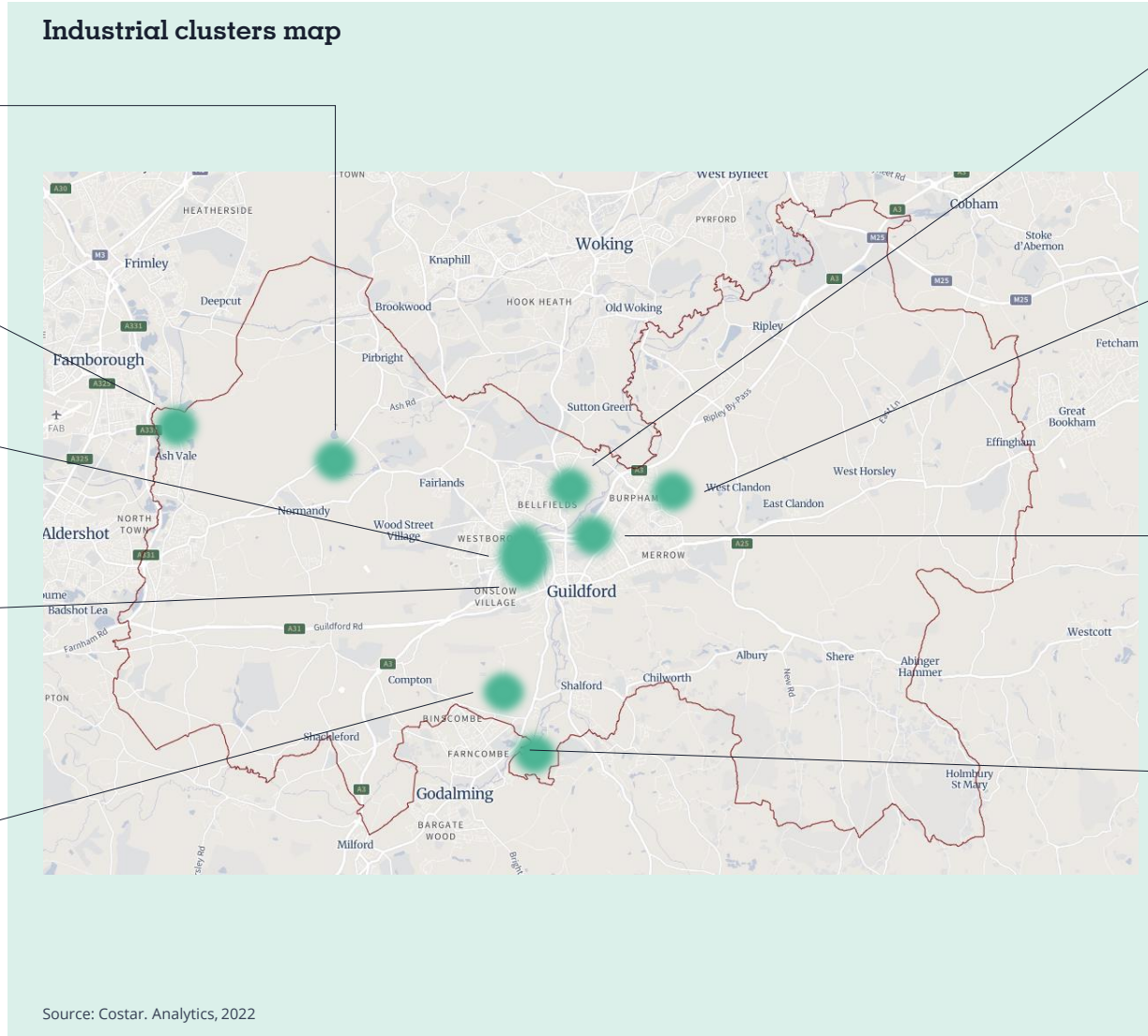
- Floorspace: 13,870 sqm
- Vacancy: 858 sqm (B1)
- Quality of Environment: Very good
- Rental Value: £7-10/SF

Cathedral Hill and Guildford Industrial Estate

- Floorspace: 45,300 sqm
- Vacancy: 956 sqm (B2) 2,333 sqm (B8)
- Quality of Environment: Very good
- Rental Value: £14-16/SF

Quandrum Park

- Floorspace: 9,800 sqm
- Vacancy: 466 sqm
- Quality of Environment: Very good
- Rental Value: £10-12/SF



Slyfield Industrial Estate

- Floorspace: 180,000 sqm
- Vacancy: 7,415 sqm
- Quality of Environment: Very good
- Rental Value: £6-12

Merrow Lane

- Floorspace: 31,960 sqm
- Vacancy: 1,024 sqm (B2)
- Quality of Environment: Very good
- Rental Value: £9.91-12/SF

Woodbridge Meadows Industrial Estate

- Floorspace: 31,000 sqm
- Vacancy: 0 sqm
- Quality of Environment: Very good
- Rental Value: N/A

Astolat, Peasmarsh and Riverway Industrial Estates

- Floorspace: 18,730 sqm
- Vacancy: 3,270 sqm
- Quality of Environment: Very good
- Rental Value: £10-16

House prices in Guildford are higher than average...

House prices in Guildford are relatively high: Median house prices in Guildford are around £485,000 which is higher than all comparator areas except from St Albans. This is 30% higher than the average house price in the South East (£374,000) and 63% higher than the England average (£297,000).

House price growth has been lower than other areas: Given house prices were already relatively high, house price growth over the past five years has been slower than other comparators. Guildford has seen +19% growth in the median house price between 2016 and 2021, which is lower than most comparators except from Reading, Oxford and Cambridge.

Median House Price, 2021

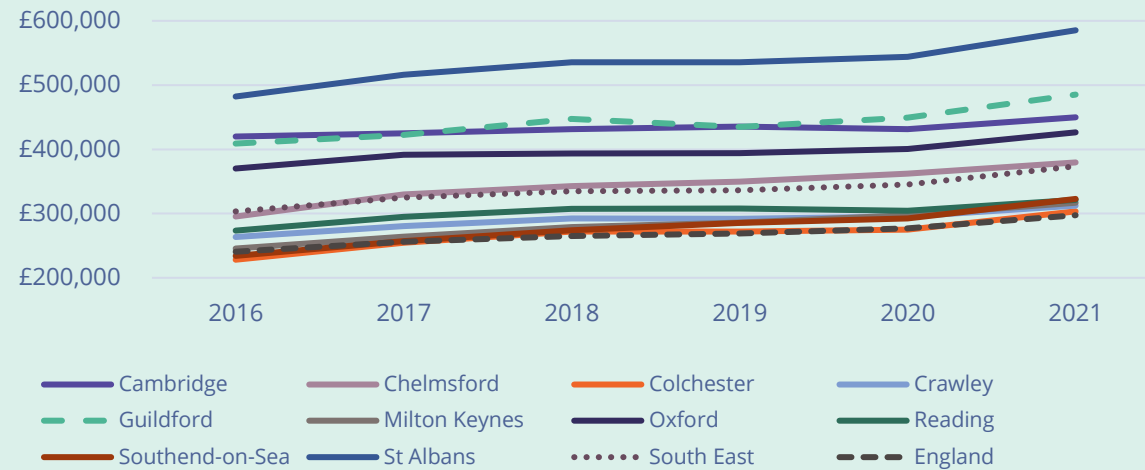


Source: House Price Statistics for Small Areas. Median Price Paid for Administrative Geographies, 2021

Median House Price Change, 2016-2021



Median House Price Change by Comparator, 2017-2021



Source: House Price Statistics for Small Areas. Median Price Paid for Administrative Geographies, 2021

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Housing affordability is a major issue, with some areas less affordable than others...

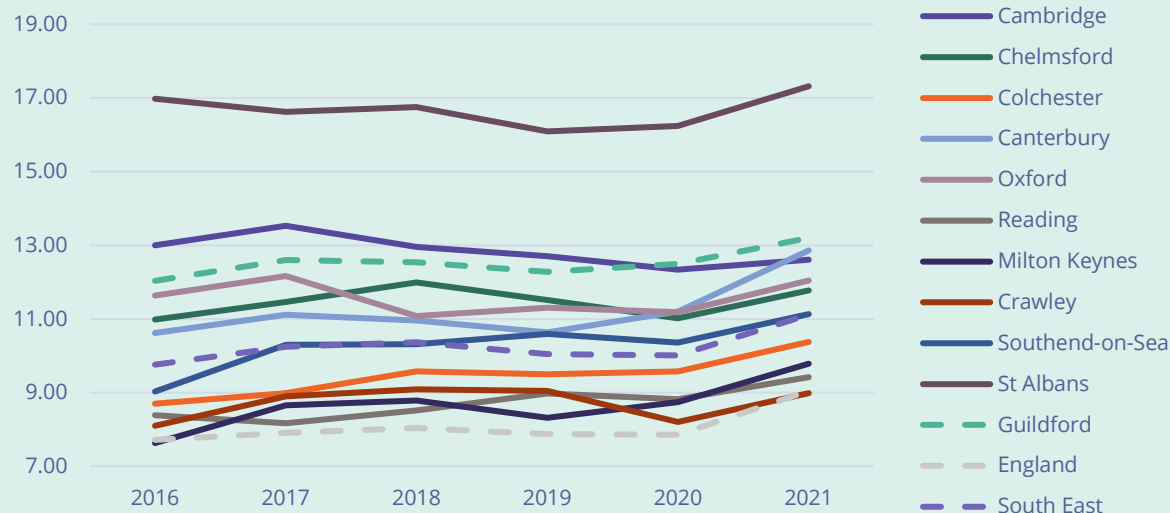
House price affordability is low: House prices in Guildford are 10.8x higher than average resident earnings. This is higher than most comparators except from St Albans, Cambridge and Oxford.

House prices are even more unaffordable for those that work in the borough: House prices are 13.2x higher than average workplace earnings which is higher than all comparators except from St Albans and suggests that house prices are therefore even more unaffordable for those who work in the borough.

House prices are highest in Guildford's rural areas: House prices are highest in Tillingbourne, Clandon and Horsley (approx. £908,000) and lowest in Guildford's urban areas (approx. £354,000). Even the lowest median house prices are above the England average (£297,000).

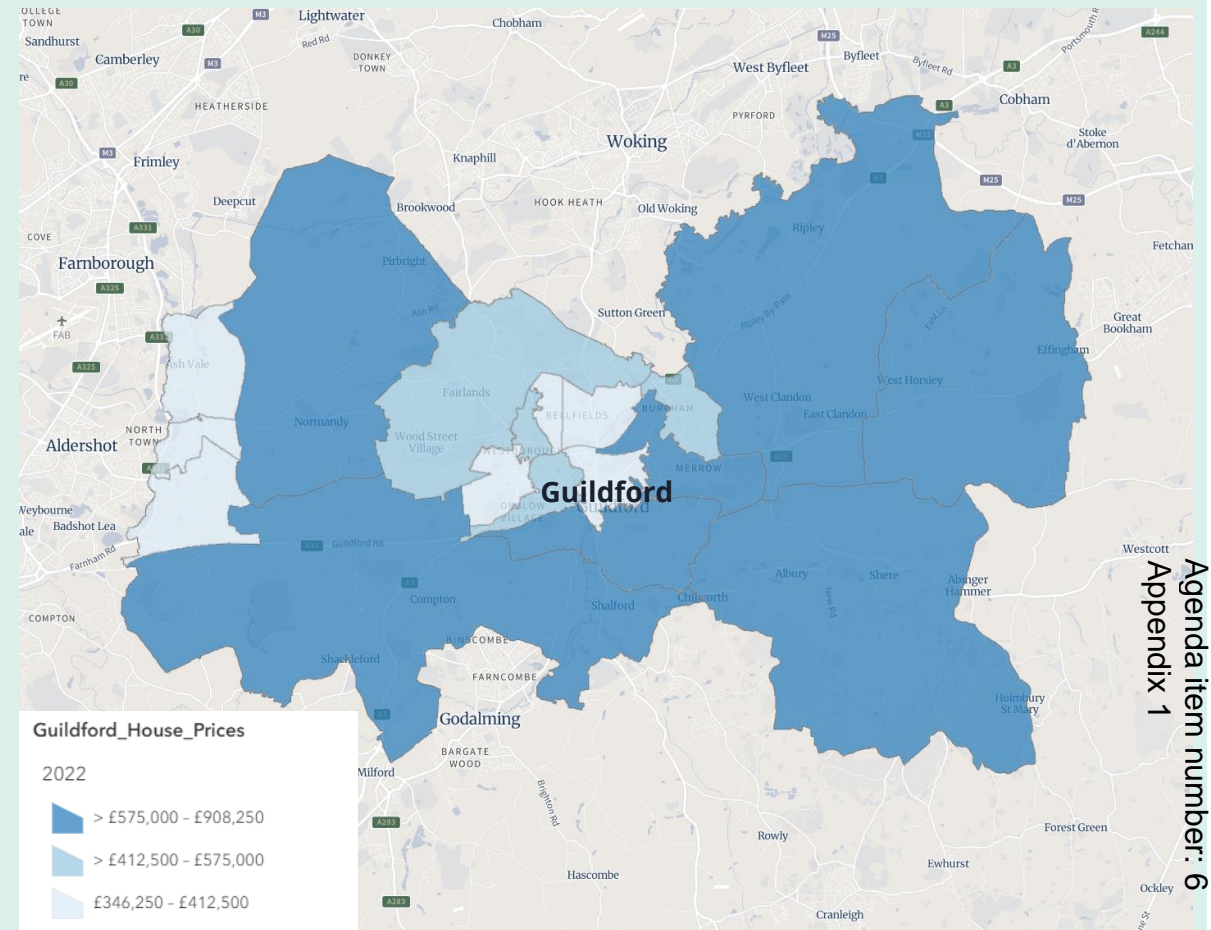
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House Price Affordability (House Price to Workplace Earnings Ratio), 2015-2020



Source: ONS, House Price to Workplace-Based Earnings Ratio (2021)

Median House Price by MSOA, March 2022



Guildford_House_Prices

2022

- > £575,000 - £908,250
- > £412,500 - £575,000
- £346,250 - £412,500

Source: ONS, House Price Statistics for Small Areas, 2022

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IN FOCUS: Housing Need

10,678 homes are to be delivered over the Guildford Local Plan period (2015-2034). This is equivalent to an annual housing delivery target of 562 units.

Larger dwelling sizes are required for market housing provision: Three bedrooms (40.4%) and two bedrooms (28.6%) are most in need.

Smaller dwelling sizes are required for affordable homes: One bedroom (40.9%) and two bedrooms (31.7%) are most in need.

Housing Need, 2015-2034

Types of homes	Market Housing	Affordable Housing
One bedroom	9.1%	40.9%
Two bedrooms	28.6%	31.7%
Three bedrooms	40.4%	23.9%
Four bedrooms or more	21.9%	3.5%

Source: Guildford Borough Council. Strategic Housing Market Assessment, 2013

Guildford is falling behind its housing delivery target: Between 2015/16 and 2020/21, the annual housing delivery target has only been exceeded in 2020/21 (609 units). Affordable housing delivery has accounted for 22% of all homes delivered over the same period, though the proportion of affordable homes has fallen in recent years.

Housing mix that is delivered may not be appropriate: The latest Annual Monitoring Report (2021) identifies that a historic lack of identification of a suitable range of both smaller and larger sites has contributed to the insufficient delivery of an appropriate mix in the types and tenures of homes (including affordable homes) that have been delivered.

There is an undersupply of medium-sized market homes: Provision of dwellings of four bedrooms or more exceeded need (31% vs 22% required) as did one bedroom properties (16% vs 9%).

Market Housing Delivered, 2014-2021



Source: Guildford Borough Council. Annual Monitoring Report, 2021

There is an undersupply of smaller affordable homes: One bedroom properties only accounted for 20% of homes delivered (vs 41% required). At the other end of the spectrum, no affordable housing was provided for properties with four bedrooms or more despite a need for 3.5% across Guildford.

Affordable Housing Delivered, 2014-2021



Source: Guildford Borough Council. Annual Monitoring Report, 2021

Larger sites in the pipeline are driving undelivered housing: The increasing significance of larger planning permissions within the borough has led to the outstanding capacity (i.e. sites with planning permission for new homes that have not been built) remaining reasonably high in 2019/20 at 3,169 (3,038 homes in 2018/19 and 2,522 in 2017/18).

Proportion of New Homes Approved by Site Size, 2014-2021

Year	Site Size (Net Number of Homes)				
	Fewer than 5	5-15	16-50	51-200	200+
2014/15	16%	18%	8%	8%	-
2015/16	34%	26%	40%	-	50%
2016/17	83%	11%	3%	3%	-
2017/18	12%	11%	6%	-	-
2018/19	11%	12%	-	23%	54%
2019/20	9%	7%	15%	69%	-
2020/21	27%	4%	27%	42%	-

Source: Guildford Borough Council. Housing Delivery Action Plan, 2021

IN FOCUS: Housing Pipeline

A number of residential developments are in the pipeline for delivery across Guildford to support the sustainable development of the borough over the coming years. Several of the largest schemes are summarised below.

Guildford Station Development

A £150m regeneration of the land surrounding Guildford Station secured planning permission in February 2018. This plan includes the transformation of Guildford's station car park into a new Station Quarter which will include:

- A new station plaza;
- 438 new homes;
- 3,427 sqm shops and eateries;
- 1,877 sqm of new offices; and,
- Enhancement of the station environment and gateway to the town centre.

Weyside Urban Village (formerly Slyfield Area Regeneration Project)

The redevelopment of part of the western bank of the River Wey in Guildford will deliver:

- Up to 1,550 homes (of which 40% affordable);
- A local centre comprising up to 1,800 sqm of retail, healthcare, community, nursery and flexible employment uses;
- Up to 500 sqm of flexible community facilities;
- Up to 6,600 sqm of flexible employment space;
- Up to 30,000 sqm of a new Council Depot Site;

- 6 Gypsy and Traveller pitches; and,
- Associated road infrastructure, landscape (including Sustainable Drainage Systems) and amenity space.

Other Developments

The Guildford Local Plan has identified a range of opportunities to be realised over the plan period (2015-2034). These include:

- North Street, Guildford (approx. 400 homes);
- Gosden Hill Farm, Guildford urban area (approx. 1,700 homes);
- Blackwell Farm, Guildford urban area (approx. 1,500 homes);
- Land to the south and east of Ash and Tongham (approx. 1,750 homes);
- Former Wisley Airfield, Ockham (approx. 2,000 homes); and,
- Land at Garlick's Arch, Send (approx. 550 homes).

Weyside Urban Village Illustrative Masterplan, 2020



6. Place

What is Guildford like as a place to live and how do its assets and infrastructure support the local economy?

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Place: Summary

Guildford has important road and rail connections...



The A3 and proximity to the M25 provides important road connections to London, Portsmouth and the rest of the country. Rail provides direct routes into central London in under 40 mins and to major airports.

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Public transport connections could be strengthened...



Some parts of Guildford are unreachable within a 45-minute journey of Guildford town centre by public transport. New rail stations in East and West Guildford are proposed to alleviate some accessibility issues.

Guildford faces significant traffic congestion issues that impact residents and business...



Guildford is the 7th most congested borough in the country. Traffic congestion is particularly a problem around Guildford town centre and the A3/M25 junction.

Guildford's businesses have relatively low access to the fastest broadband...



Only 65.3% of Guildford's premises have access to the fastest broadband speeds known as Gigabit broadband. The fastest speeds are particularly important for high value businesses.

Barriers to housing and services and education and skills drive pockets of deprivation...



There are some pockets of deprivation in the north of Guildford and north of Ash. Deprivation is driven by barriers to housing and services and education and skills.

Some rural areas lack access to retail and outdoor space...



Guildford has an attractive living environment but rural areas face challenges in access to suitable retail and outdoor space.

Energy demand and flood risk are key considerations for future development...



Potential development will need to be supported with additional energy generation and mitigation of flood risk in Guildford town centre.

Why is this important?

- Transport connectivity that is efficient and reliable to key economic centres is an important attractor of businesses and workers.
- Digital connectivity is increasingly important for businesses, with the fastest broadband speeds crucial to businesses within IT and related industries.
- Understanding which areas face greater challenges can indicate potential locations for investment in training and employment opportunities.

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Guildford has important road and rail connections, but public transport connections could be strengthened...

Guildford has important road connections: The A3 provides direct road links into central London and out towards Portsmouth and the coast. At only 20 minutes from the M25, residents and businesses in Guildford have easy access to the rest of the UK's road network.

The borough has strong links to major airports: The UK's two largest international airports, Heathrow and Gatwick, are only 40 minutes by road and Gatwick is only 40 minutes by rail from Guildford mainline station. The proximity of these airports creates access to global markets. However, there are growing problems with increased congestion and journey times on some routes.

Rail connections support regional commuter activity: The direct rail service to London Waterloo takes under 40 minutes. There is also good rail access to Reading, Portsmouth and Southampton. Some areas are less well-connected by rail, although new train stations are proposed at Guildford West (Park Barn) and Guildford East (Merrow).

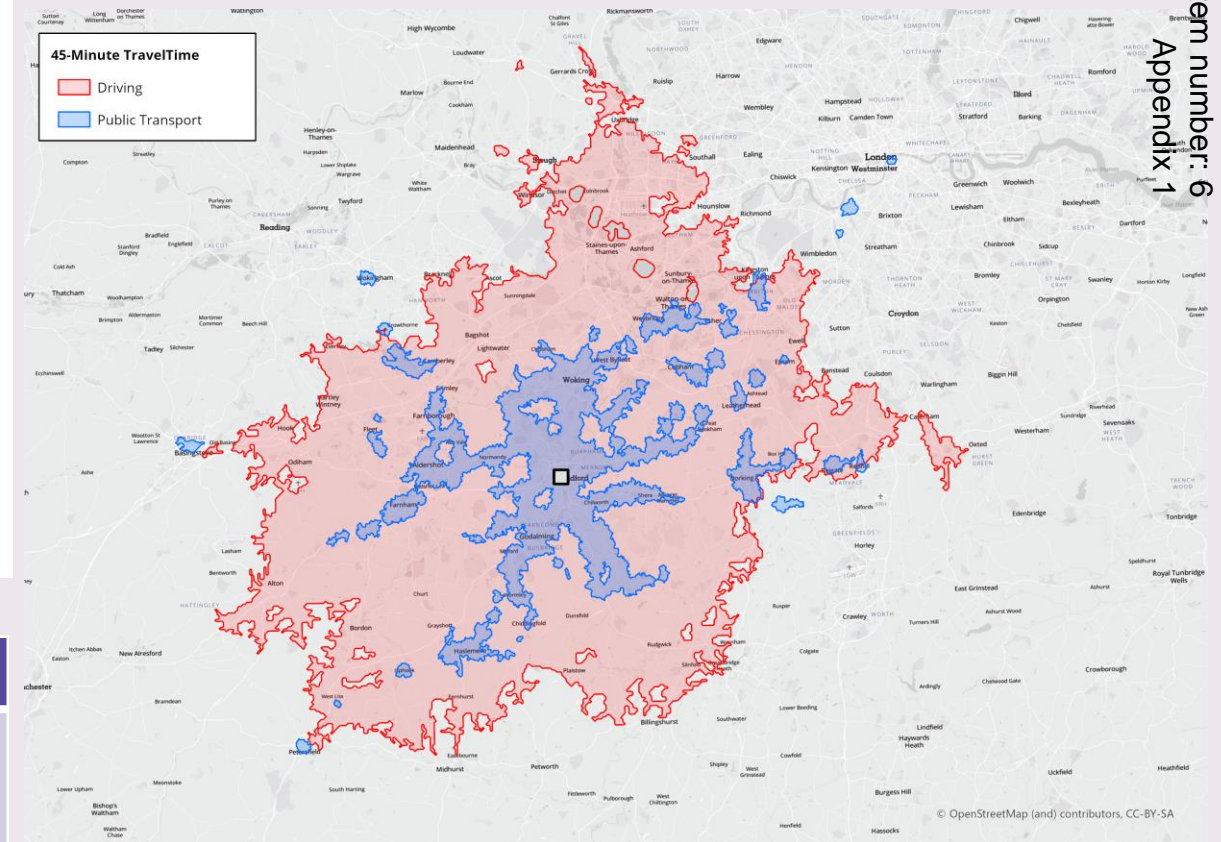
Intraborough connectivity is weak in rural areas: Some parts of Guildford are unreachable within a 45-minute journey of Guildford town centre by public transport. Bus services are a particular challenge Guildford's rural areas.

Population Catchments within a 45-Minute Journey of Guildford Railway Station

	Key Locations Accessible within 45 minutes	Total Population	Working Age Population (Aged 16-64)
Public Transport	London Waterloo, Clapham Junction, Woking, Weybridge, Dorking, Leatherhead, Wokingham, Basingstoke, Farnham, Farnborough, Godalming, Haslemere	601,469	382,324
Driving	Windsor, Slough, Heathrow Airport, Basingstoke, Woking, Weybridge, Dorking, Leatherhead, Basingstoke, Farnham, Farnborough, Godalming, Haslemere	1,821,010	1,129,725

Source: TravelTime Isochrone Analysis and ONS Population Estimates for Small Areas (2020).

Guildford's 45-Minute Catchment by Mode of Transport



This map demonstrates Guildford's connectivity by public transport and car-based travel on a departure time from Guildford Railway Station at 9am on a Wednesday morning.

Source: TravelTime Isochrone Analysis. 09:00 departure from Guildford Railway Station on 14-09-2022 (60 minute range).

IN FOCUS: Congestion

Guildford's Traffic Congestion

Guildford is the 7th most congested borough in the country¹. It is a particular challenge around Guildford town centre and impacts town centre experience, journey times around the borough and the attractiveness of the borough for businesses that depend on the road network for their workforce or business.

Guildford's Road Network

Car dependency is particularly high in Guildford and Surrey: Surrey's existing road network is heavily used, with motorways carrying 80% more traffic than the average for the South East, and A-Roads carrying 66% more traffic than the national average². There is serious congestion on the A3 trunk road between the Ripley Junction and the A3/M25 Junction 10 Wisley interchange junction and in Guildford town centre.

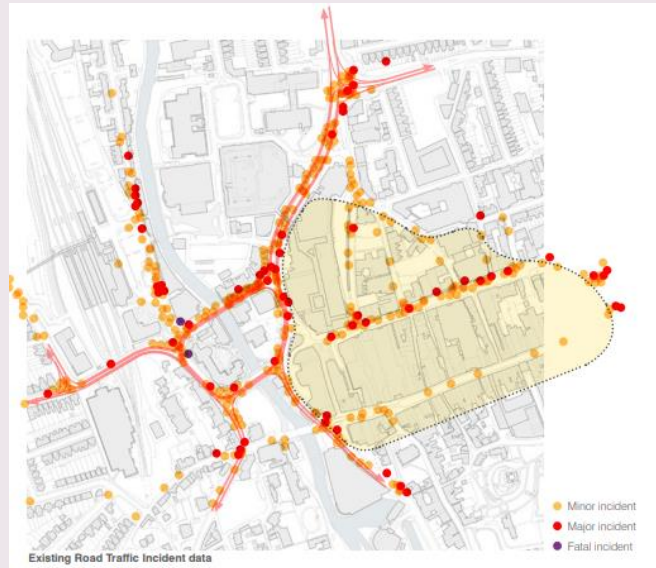
Guildford's congestion challenges are directly related to infrastructure challenges in the town centre. These include:

- Limited number and capacity of crossings over the railway and River Wey;
- Higher pollution levels, traffic accidents, disjointed cycle routes and unpredictable bus service;
- Housing issues;
- Lower-wage service roles are located in the town centre (such as retail and hospitality) which require commuting due to unaffordability of housing in the area; and
- High levels of car ownership.

Impacts of Guildford's Traffic Congestion

Guildford's previous Economic Strategy (2013) identifies congestion as a key issue affecting Guildford's future economic development. Cars put pressure on key points of the road network in peak hours, leading to delays and unreliability for visitors and businesses in the area. There are also consequences for non-car users including pedestrians and cyclists. The map below demonstrates road traffic incidents across Guildford town centre.

Existing Road Traffic Incident Data, Guildford Town Centre



Source: Guildford Borough Council. Stage 1 Strategic Spatial Masterplan (2021).

Adapting Guildford's Road Network

The Gyratory system in Guildford town centre is a key congestion point that constrains growth, limits pedestrian and cycle links to the riverside. Modifications to the road network are in development as part of the Guildford Strategic Spatial Masterplan³.

Alternative Modes of Transport

Congestion in Guildford Town Centre increases pressure on the whole road network, impacting public transport and active travel modes. Several initiatives are being developed to promote active travel in Guildford including:

- Guildford Sustainable Movement Corridor linking key sites around the town centre such as the rail station; Royal Surrey County Hospital, Surrey Research Park, University of Surrey, Slyfield Industrial Estate and existing urban communities;
- Four Park and Ride sites at Spectrum, Merrow, Artington and Onslow linking to Guildford town centre; and
- Cycle parking and Brompton Bike Hire at Guildford Rail Station.

Cycle Hire and Parking Provision at Guildford Station, 2022



¹ University of Surrey. Regrowing Guildford (2021).

² University of Surrey. Regrowing Guildford (2021).

³ Guildford Borough Council. Stage 1 Strategic Spatial Masterplan (2021).

Guildford's digital connectivity trails behind most comparators, with connectivity lower in rural areas...

Digital speeds are a priority for Guildford's residents and businesses. With specialisms across gaming, AI, space and cybersecurity, digital infrastructure is important for unlocking Guildford's potential across digital industries.

The majority of Guildford's premises have broadband speeds capable of working from home: 96.3% of Guildford's premises have Superfast broadband compared to 96.0% nationally.

A lower proportion of Guildford's premises have the faster broadband speeds that meet business requirements compared to the England average: 71.8% of Guildford's premises have Ultrafast broadband compared to 86.0% nationally.

A lower proportion of Guildford's premises have access to the fastest broadband speeds: Only 65.3% of Guildford's premises have Gigabit availability which is higher than 46.0% nationally but lower than most comparators except from Canterbury, Chelmsford and Colchester. The ability to access the fastest broadband speeds are particularly important for the productivity of Guildford's high value businesses, and the attractiveness of the area to modern occupiers.

A lower proportion of Guildford's premises do not have access to minimum broadband speeds: 2.0% of Guildford's premises have broadband speeds below the Universal Service Obligation (USO) compared to 0.2% nationally. This is equivalent to 102 premises across the borough.

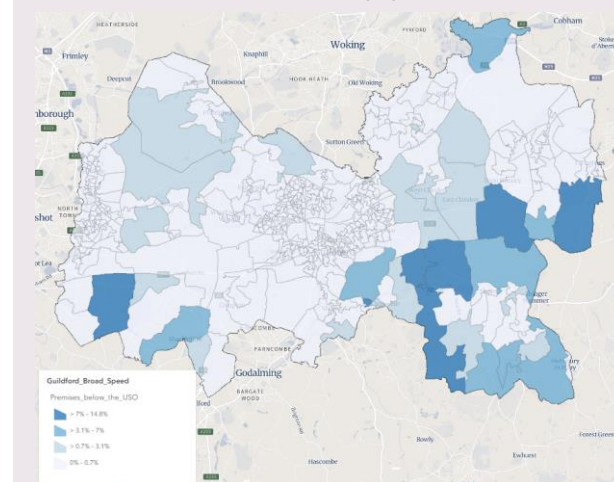
*Gigabit-capable broadband means download speeds of at least 1 gigabit-per-second (1 Gbps or 1000 megabits per second, Mbps)



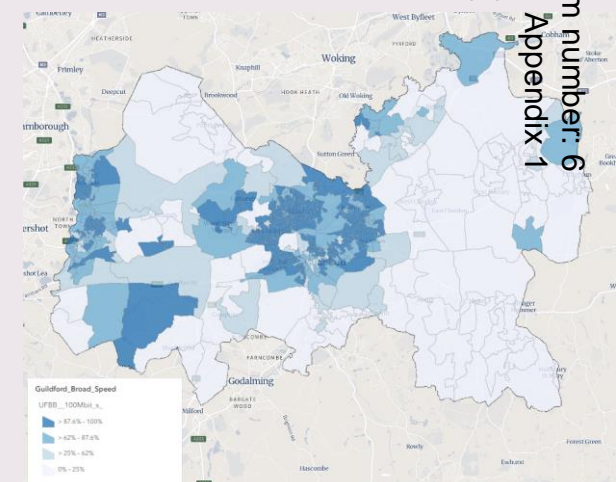
Source: Ofcom. Connected Nations, 2021

Digital Connectivity in Guildford, 2021

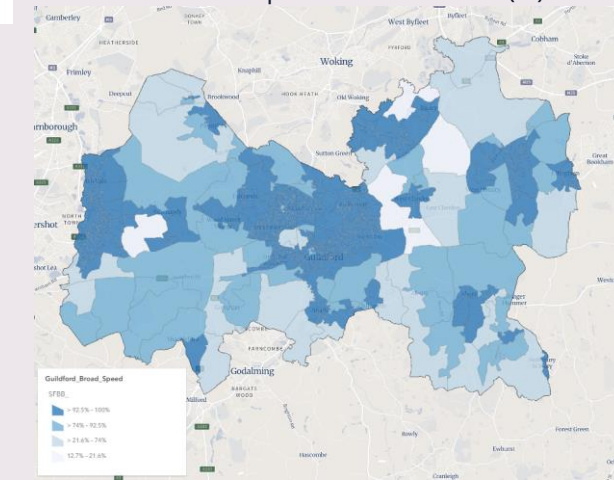
Premises Below the USO (%)



Premises with Ultrafast Broadband (%)



Premises with Superfast Broadband (%)



Definitions: Broadband Connectivity

% of premises below the USO: Percentage of premises that do not have access to download speeds at or above 10Mbit/s and upload speeds at or above 1Mbit/s.

Ultrafast availability % premises: Percentage of premises that have Ultrafast Broadband (300Mbits/s or greater) coverage from fixed broadband.

Superfast availability % premises: Percentage of premises that have Superfast Broadband (30Mbit/s or greater) coverage from fixed broadband.

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Guildford has some pockets of deprivation with particular challenges around housing/services and education/skills...

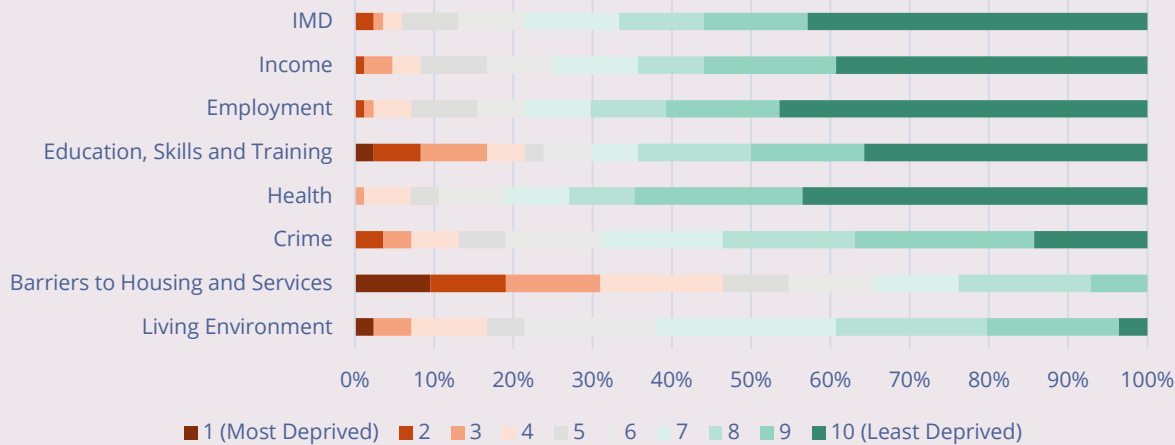
Guildford performs relatively well in terms of levels of deprivation: Only three out of eighty four neighbourhoods (LSOAs) within Guildford rank within the top 30% most deprived nationally.

There are however some pockets of deprivation north of Guildford town and north of Ash: The most deprived neighbourhoods in Guildford are located in Guildford town centre, Wood Street Village and Ash.

Barriers to housing and services drives deprivation in Guildford: 26 out of 84 neighbourhoods rank within the top 30% most deprived neighbourhoods nationally for this domain. This is likely to link to the cost of housing relative to wages, and the accessibility of local services to people living in areas without strong public transport connectivity. Earlier analysis shows that average house prices are 13.2x higher than annual wages for workers and 10.8x higher for residents demonstrating the scale of the challenge.

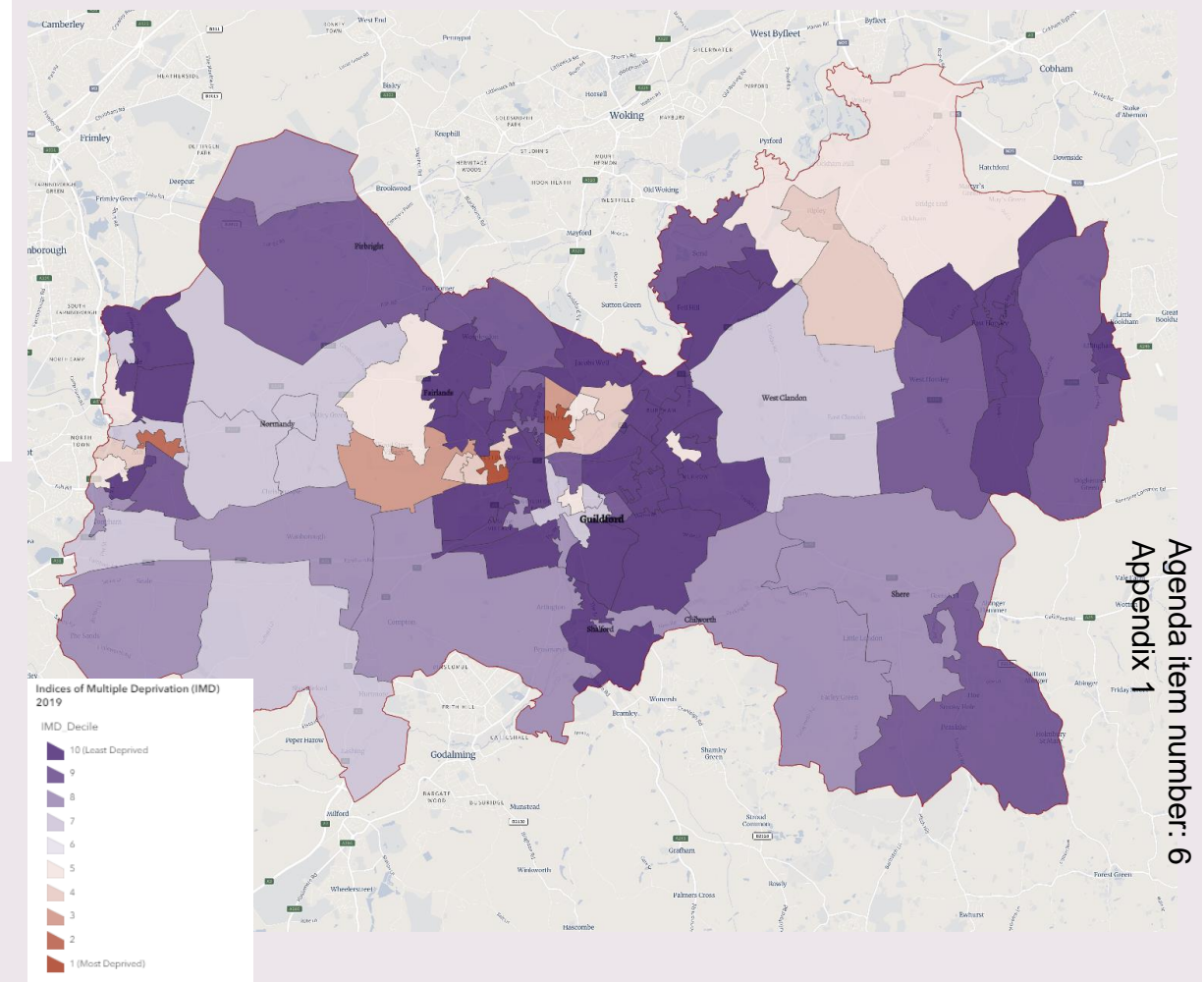
Education, skills and training is the second highest driver of deprivation in the borough: 14 out of 84 neighbourhoods rank within the top 30% most deprived neighbourhoods nationally for the education domain. This measure reflects attainment and skills of the local population, and suggests that some neighbourhoods have lower levels of skills and training to access quality employment.

Drivers of Deprivation, 2019



Source: Ministry of Housing, Communities and Local Government, Index of Multiple Deprivation (2019)

Index of Multiple Deprivation in Guildford, 2019



Source: Ministry of Housing, Communities and Local Government, Index of Multiple Deprivation (2019)

Guildford's living environment is attractive but rural areas face challenges accessing suitable retail and outdoor space...

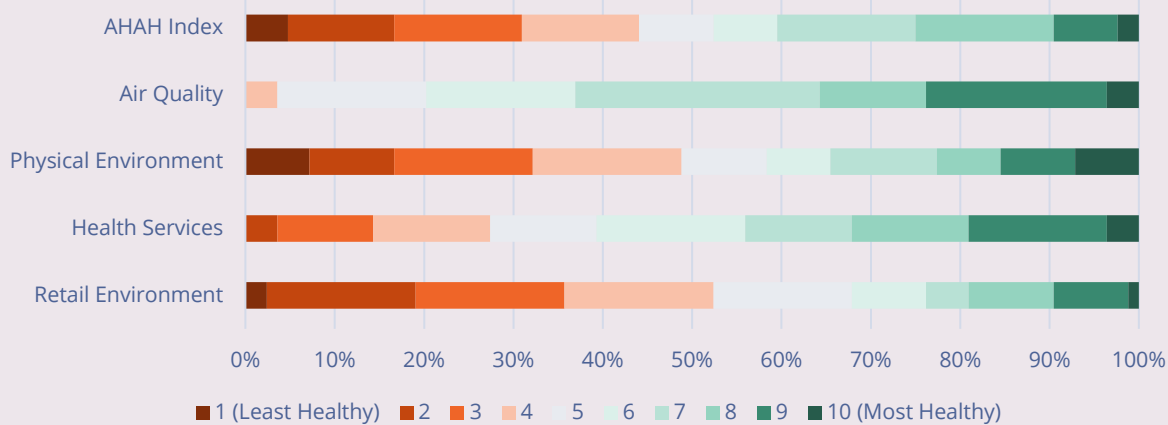
The map and chart display data from the national Access to Healthy Assets and Hazards (AHAH) index, which is a multi-dimensional index for Great Britain measuring how "healthy" neighbourhoods are derived from data on access to retail outlets, health services, good air quality and the natural environment.

Guildford has a high quality living environment but some areas perform better than others: 26 of Guildford's 84 neighbourhoods rank within the top 30% least healthy in the AHAH Index. Neighbourhoods that are lower scoring include Guildford town centre, Pirbright, Puttenham, West Clandon and East Clandon. This is primarily driven by the quality of retail and the physical environment.

Quality of the retail environment is driving 'unhealthy' score in the AHAH Index: 30 out of 84 neighbourhoods rank within the top 30% least healthy in the retail environment domain. This domain measures the level of access to fast food outlets, pubs, off-licenses, tobacconists and gambling outlets.

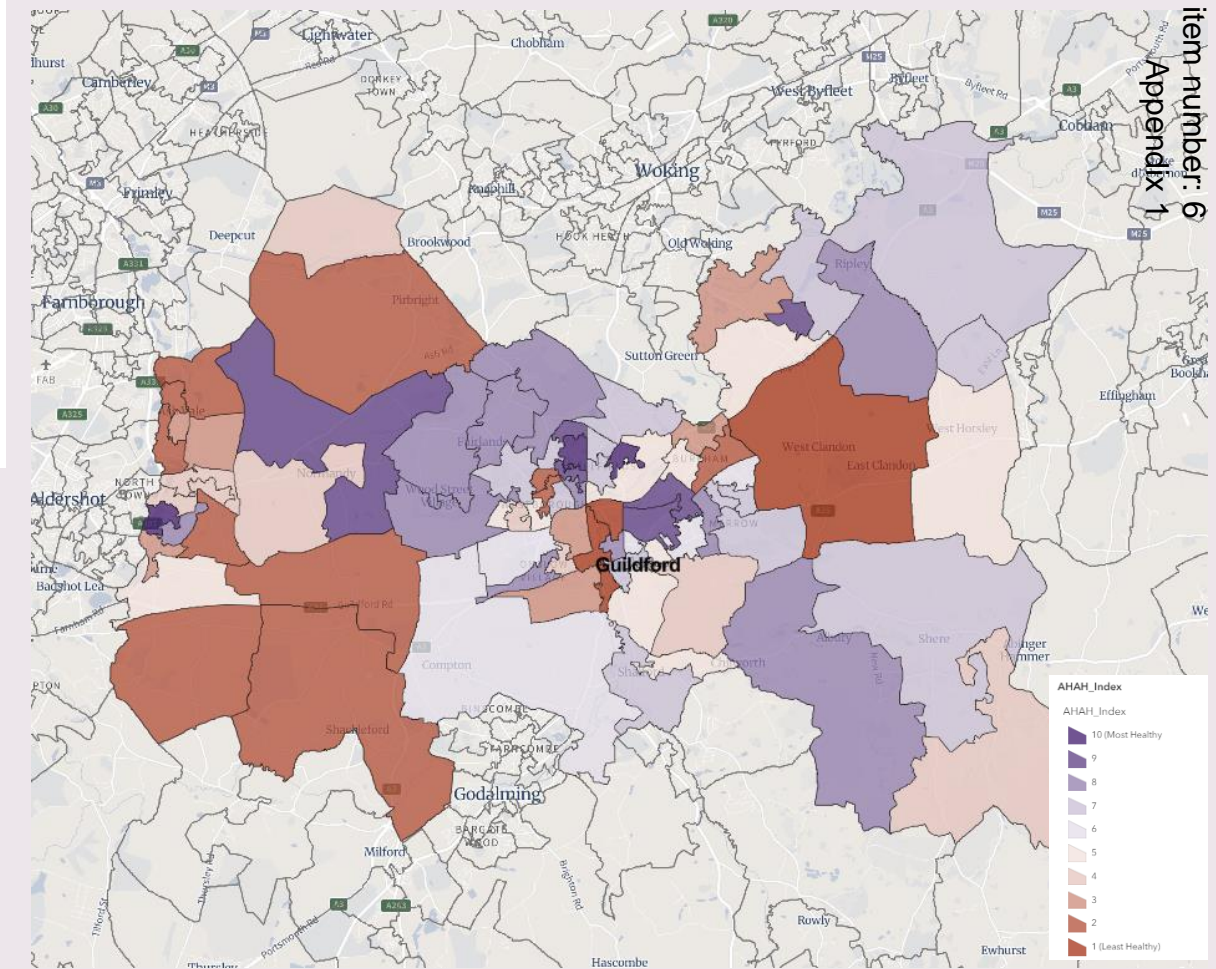
Physical environment is the secondary driver: 27 out of 84 neighbourhoods rank within the top 30% least healthy in terms of access to green/blue space. Whilst many parts of Guildford are rural, this measure considers the level of community access to usable blue and green space.

Drivers of Guildford's Living Environment Quality, 2019



Source: Consumer Data Research Centre. Access to Healthy Assets and Hazards Index (2019)

Access to Healthy Assets and Hazards Index in Guildford, 2019



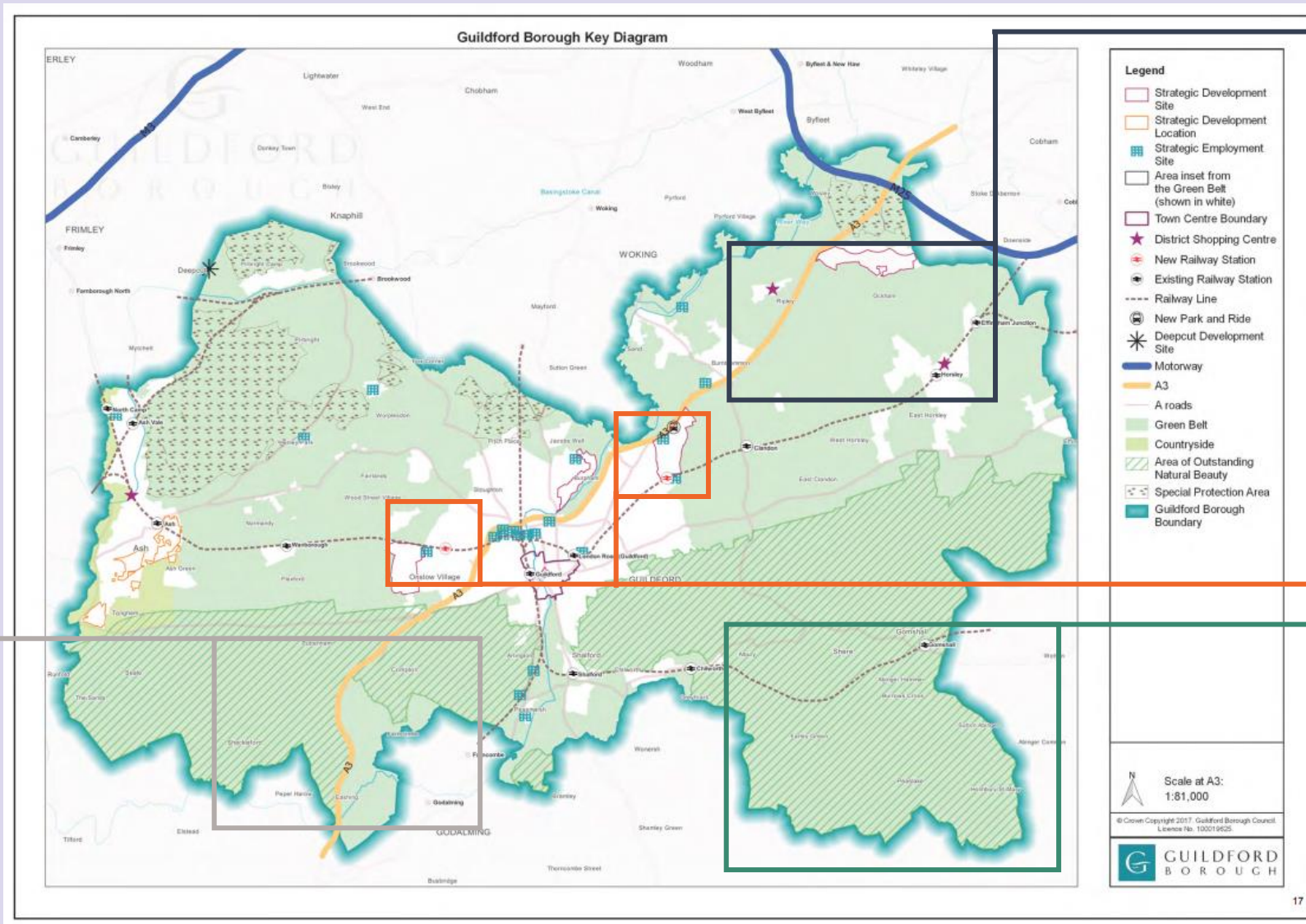
Source: Consumer Data Research Centre. Access to Healthy Assets and Hazards Index (2019)

IN FOCUS: Guildford's Key Infrastructure

The Guildford Local Plan (2015) provides a comprehensive overview of Guildford's key infrastructure across:

- Strategic Development Sites;
- Strategic Employment Sites;
- District Shopping and Town Centres;
- Road Network;
- New Public Transport; and
- Special land designations.

Guildford's infrastructure provides a critical role in enabling and supporting the development and growth of the local economy and population. Some of the non-residential developments are further explored on this page.



Road Network

- The A3 provides direct road links into central London and out towards Portsmouth and the coast.

District Centres

- District Centres at Ripley, Horsley and Ash provide important local centres for community facilities, education and retail services.

Shopping Centres

- Shopping Centres at Ripley, Horsley and Ash provide important local centres for community facilities, education and retail services.

Public Transport

- New train stations are proposed at Guildford West (Park Barn) and Guildford East (Merrow).
- A new Park and Ride is in operation at Merrow.

Green Infrastructure

- Surrey Hills Area of Outstanding Natural Beauty and other green space provide opportunities for leisure, sports and recreation across the borough.

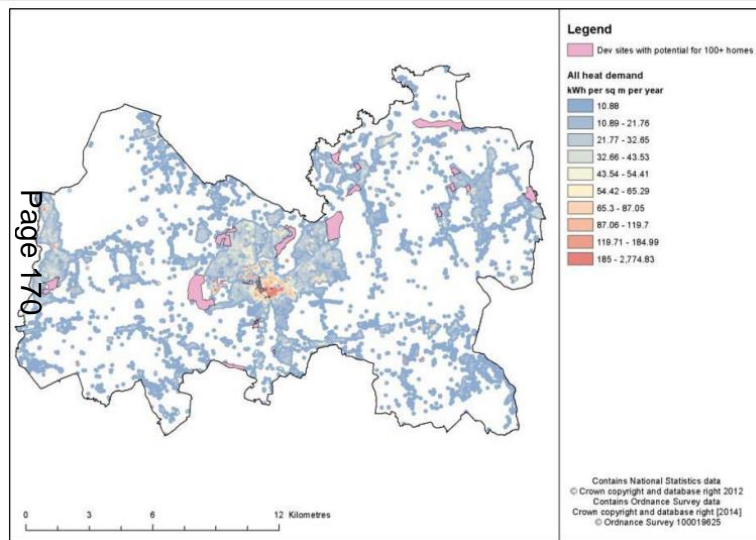
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IN FOCUS: Power

Energy Demand in Guildford

The Guildford Renewable Energy Mapping Study (2015) estimated that energy demands in Guildford were estimated to be 3,416 GWh in 2012. The heatmap below shows areas and buildings with the highest heat demands (energy consumption for heating) across the borough – including both residential and non-residential buildings.

Large Development Areas With Existing Heat Demand



Potential future development sites as identified in what was at the time the draft Local Plan (2014) are overlaid to assess their proximity to existing heat demands and therefore potential for district heating. The study finds that the following sites are considered as heat ‘priority areas’ likely to have the most potential for viable district heating networks:

- Central Guildford
- Royal Surrey County Hospital and surrounding area
- University of Surrey Stag Hill Campus and adjacent industrial sites

The study considers the potential for low and zero carbon energy generation across Guildford in terms of large and medium scale wind, solar photovoltaics (PV), hydro power and water source heat pumps. Designations such as Areas of Outstanding Natural Beauty (AONB) and the Green Belt are identified as potential planning constraints on the delivery of renewable energy across the borough, though the study recommends that the deployment of renewable technology in a given location should be considered on a case-by-case basis.

Surrey’s Climate Change Strategy 2020

In terms of energy generation, Surrey’s Climate Change Strategy identifies an ambition “to support the national decarbonisation ambition by leading renewable energy generation expansion and bringing low carbon heating into Surrey homes through smart, decentralised systems.”

The South East region is identified as having the potential to expand its energy generation capacity to generate 36% more electricity from PV schemes than other areas of the UK due to greater sunlight hours amongst other factors. The region also ranks third in the country for wind energy generation potential, and the level of development seen across the county presents opportunity for the potential integration of new decentralized energy system models. As a result, the Strategy identifies a target of 15% of energy to be generated from solar PV by 2032 which will save 69,000 tonnes of CO2 per annum by 2050 on public and commercial buildings.

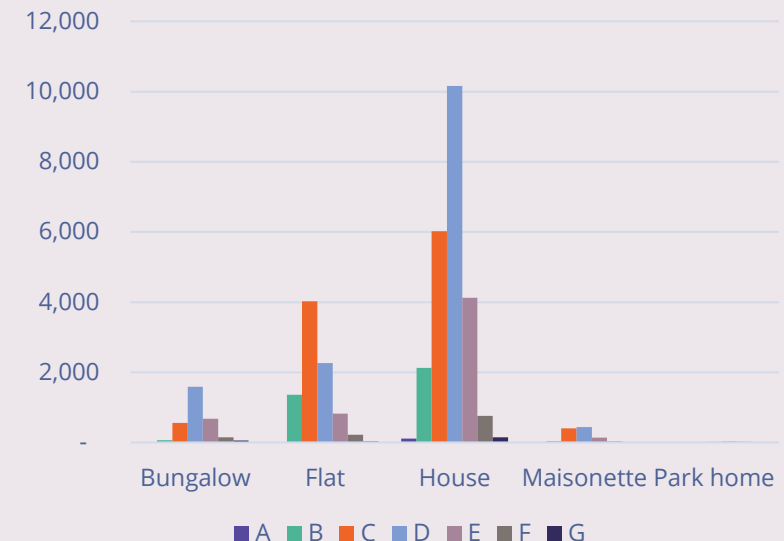
Energy Performance

Energy Performance Certificates (EPCs) indicate the potential energy efficiency of domestic and non-domestic buildings across England and Wales. As a result of the UK government’s 2050 net zero goals, changes in government policy and building regulations will put significant pressure on owners of real estate to improve the sustainability of their buildings. Additionally, the embodied carbon held in existing properties is considerable, and retrofitting often presents a considerable carbon saving relative to demolishing and rebuilding.

Legislation introduced in 2018 set a minimum energy efficiency standard (MEES) for non-domestic buildings to achieve a set level of energy efficiency. Benchmarked through EPCs (energy performance certificates), properties must hold an EPC grade of E or above in order to be let or sold. By 2030, all non-domestic properties will need an EPC grade B or above unless holding an exemption. Based on properties with EPC lodgements since 2012, this will require in excess of 1,835 properties or 83% of industrial properties in Guildford to improve their energy performance.

A similar bill for the letting of residential buildings is currently in progress as the Minimum Energy Performance of Buildings Bill, in which all residential buildings to let will need to be grade C or above to be let by 2028. Based on properties with EPC lodgements since 2012, 60% of domestic dwellings are rated as EPC band D or below, which is equivalent to 21,701 properties. Guildford’s flats are most efficient with 62% rated C or above, followed by maisonettes (42%), houses (35%), bungalows (20%) and park homes (2%).

Number of Domestic EPC Lodgements by Performance Band



Source: DLUHC. Energy Performance of Buildings Data: England and Wales, 2022.

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IN FOCUS: Flood Risk

Flooding is a major issue for Guildford Town Centre. The map below shows that much of the river corridor is in Flood Zone 3B which means that the area is at higher risk of fluvial flooding, the primary cause of flooding in Guildford.

As a result, flood risk management is a key element of Guildford's plans and strategies. A partnership between Guildford Borough Council, Surrey County Council, the Environment Agency, Thames Water and M3 Local Enterprise Partnership has been developed to consider strategies towards flood management.

The strategies outlined in the Strategic Spatial Masterplan Report (2021) for the flood zone are summarised below:

- A green linear park with flood storage and water detention ponds;
- Multiple drainage channels running back to the green linear park and river;
- New flood defences to enable development plots to come forwards;
- Buildings raised above the floodplain;
- Greening throughout the public realm and roofscapes;
- All hard landscaping and street furniture within flood zones resilient to inundation;
- A combination of hard and soft landscaping used in the town centre specifically Bedford Wharf, train station and Town Wharf for flood storage, attenuation and prevention; and
- The rebuilt Town Bridge will be slightly raised to clear the flood risk zone and connect riverside walks on both banks.

Vulnerable Areas

According to the Guildford Infrastructure Delivery Plan (2017), approximately 720 properties in the borough's hotspot areas are at risk of flooding.

The Guildford Infrastructure Delivery Plan Baseline (2013) provides detailed information on the impacts and opportunities of flood risk management. It notes that further development in the more urbanised areas could potentially increase surface water.

Whilst flooding is limited to open spaces and rural and semi rural areas, Guildford town centre on both banks of the River Wey, parts of Ash within the Blackwater Valley and some properties in villages along the River Tillingbourne especially are at high risk. Approximately 1,000 properties within the borough are at a 1% risk of flooding from rivers.

Major infrastructure within Guildford is also at risk during a flood event such as routes between Ladymead and Parkway (the A25), Guildford Fire Station and the Royal Surrey County Hospital potentially being blocked.

Requirements for Developments

Developers will be required to fund suitable measures to minimise surface water run-off produced from their development proposals which should also include the development of Sustainable Drainage Systems (SuDS).

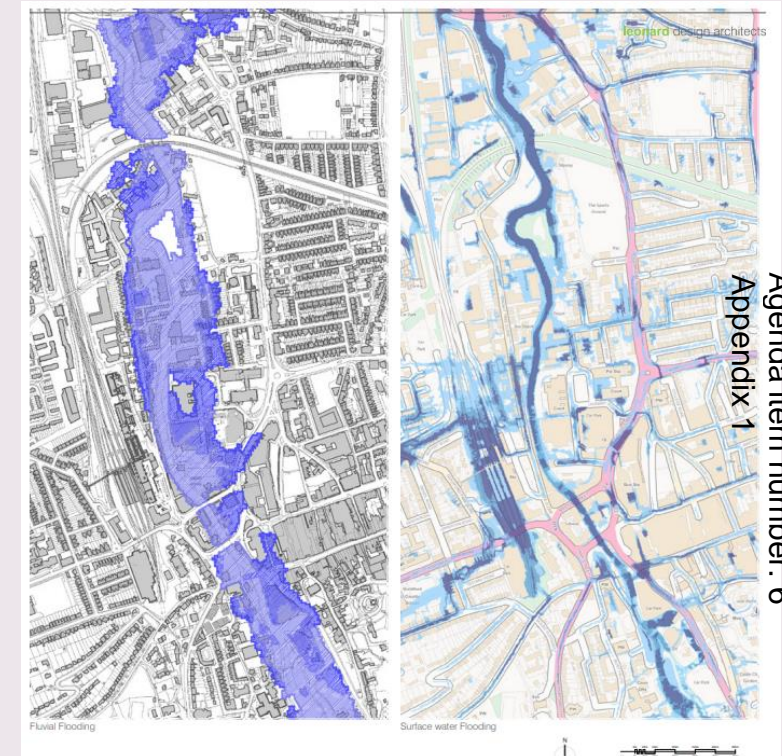
National Planning Policy Guidance:

Zone 2- Medium risk (Parts of the Friary and Woodbridge Meadows is in Zone 2).

Flood Zone 3a- Land having a 1 in 100 or greater annual probability of river flooding or land having a 1 in 200 or greater annual probability of sea flooding. (The outer river corridor is in Flood Zone 3a).

Flood Zone 3b- Highest risk. The functional flood plain. This is where water has to flow or be stored in times of flood and has a 5% probability of flooding or a 1:20 chance. (Much of the river corridor is in Flood Zone 3B).

Flood Risk in Guildford Town Centre



7. Play

How is Guildford's town centre performing as a culture, leisure and retail destination?



Play: Summary

Guildford has important town centre anchors...



The Friary, Guildford Castle, G Live, Stoke Park, Electric Theatre, Tunsgate Quarter and Guildford Station are all important anchors in the town centre.

Guildford's town centre is a important retail destination for the region...



43% of shops sell comparison goods which is second highest of all comparators. Major anchors include Marks and Spencer, Primark and House of Fraser.

Rental values are high in Guildford and there is a high proportion of national chains...



National chains dominate Guildford's retail offer. Some are important anchors but it leaves the town centre highly vulnerable to macro-economic shifts in the retail market.

Guildford's town centre is in need of diversification to increase resilience and meet consumer needs...



Only 6% of Guildford's retail units are convenience stores such as corner shops, supermarkets and other essential goods store such as pharmacies.

Retail vacancy in the town centre is relatively high...



Retail vacancy rates of 18% are higher than several comparator areas. High rental values or inadequate space may be deterring other retailers from take on space.

Leisure uses account for a smaller share of town centre uses...



A lower proportion of Guildford's retail space is used for leisure activities such as restaurants, cafes and bars. These uses are important for extending time spent in the town centre and increasing vibrancy.

Regeneration provides the opportunity for addressing some of Guildford's key challenges...



Regeneration in Guildford town centre provides the opportunity for the delivery of leisure, F&B and employment space as well as addressing key issues around placemaking and flood risk.

Why is this important?

- Guildford's retail position is an important attractor of visitors to the town centre who may also spend in other leisure venues.
- JLL's recent report identifies the need to diversify the high street to meet changing consumer needs. This may have implications for the demand for retail employment.
- The availability and variety of leisure uses are increasingly important for town centre vitality.

Town Centre Anchors

University of Surrey

A public research university with three main faculties: Faculty of Arts and Social Sciences, Engineering and Physical Sciences and Health and Medical Sciences. Surrey Sports Park is situated close to the main University campus, on its Manor Park site.

Guildford County Court

Guildford County Court is a judicial court for civil cases.

Guildford Station

Guildford Railway Station is the main station that serves the town and is roughly an hour away from London Waterloo via Woking. The other station serving the town centre is London Road station on the New Guildford Line.

Electric Theatre

The community arts venue for Guildford which promotes musical arts at all levels from community workshops to concerts by internationally well-known artists.

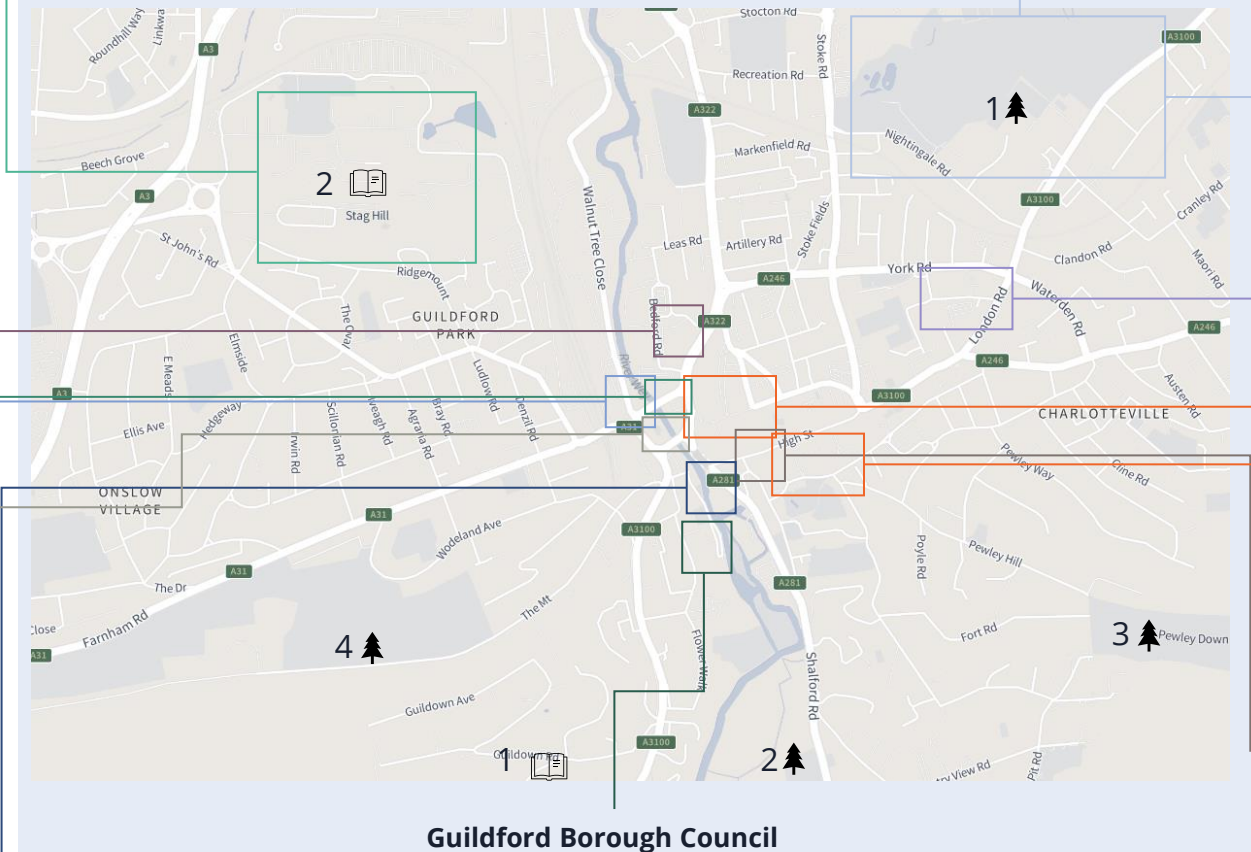
Academy of Contemporary Music

Offers specialist programmes in Music Performance, Song writing, Production, Business, Games Development and more.

Guildford Museum

A local history and archaeology museum with a specialist needlework collection.

Key Anchors in the town centre



Libraries:

1. Guildford Library and 2. University of Surrey Library



Parks:

1. Stoke Park 2. Shalford Park, 3. Chantray Wood and 4. Loseley Park



Guildford Spectrum

Guildford Spectrum is a leisure Complex offering ice skating, ten pin bowling, swimming and a whole range of sporting activities.

Stoke Park

Stoke Park is a 52-hectare park on the edge of the town centre and is the largest and most popular park in Guildford. It is described as the 'lung of the town'.

The Friary Guildford

The Friary Guildford is the town's largest shopping centre and is located in the heart of Guildford alongside the High Street. The shopping mall contains over 50 stores, including contemporary fashion shops and high-street brands.

Guildford also has the Tunsgate Quarter, a modern upscale mall with designer label fashions alongside home and lifestyle stores.

Guildford Live

G Live is Guildford's premier entertainment venue 1,700 standing or 1,031 seated auditorium that hosts a range of brilliant nights out

Guildford Castle

The castle dates back to 1066. The gardens are very popular and features a statue of Alice Through the Looking Glass. The keep now contains a visitor centre, open between April and September. The castle's old gatehouse now houses part of Guildford Museum.

Guildford's town centre is an important retail destination within the region...

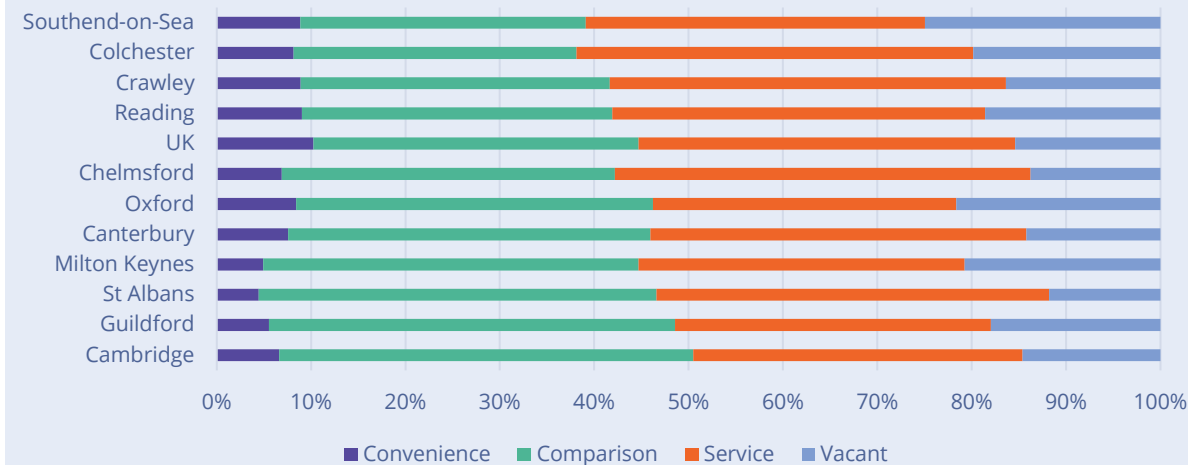
There has been a national decline in chain-led comparison retail in town centres in recent years. At the same time, consumer demand for services, entertainment, leisure, culture and independent retail has increased.

Guildford has the second highest proportion of comparison retail: 43% of shops in Guildford are comparison retail which is second only to Cambridge. This leaves it highly vulnerable to macro-economic shifts in the retail sector.

Guildford has a smaller proportion of in-demand services, leisure and experiential activities compared to comparator locations: 33% of Guildford's retail outlets provide services which include leisure and recreational uses such as cafes, bars and restaurants. These uses are high in demand from consumers.

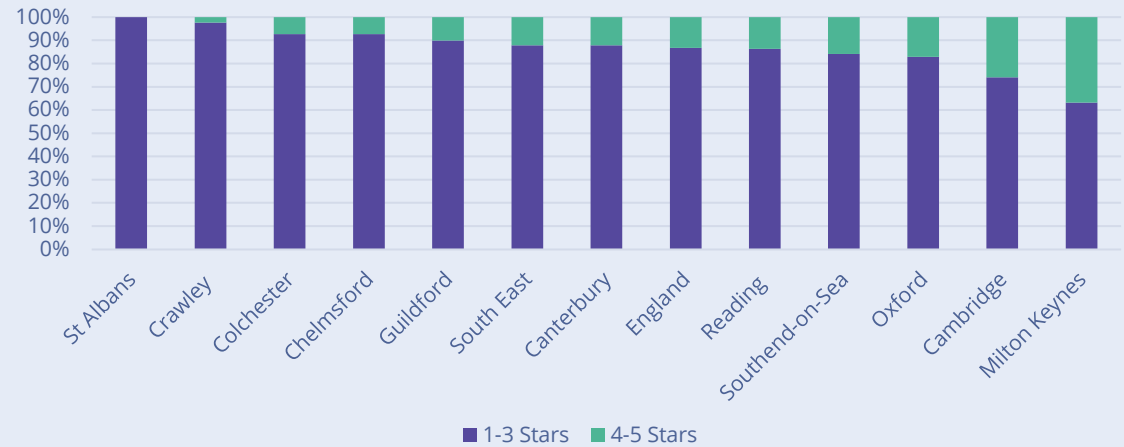
Retail vacancy in Guildford is relatively high: 18% of retail space in Guildford is vacant which is higher than several comparators including St Albans, Chelmsford, Canterbury, Cambridge and Crawley.

Retail Units by Type, 2022

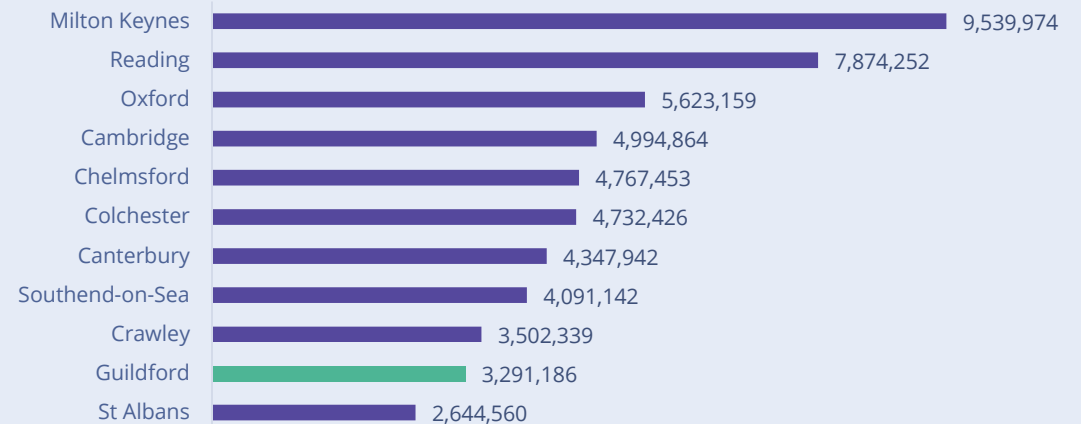


Source: Goad Experian. Retail Composition, 2022

Quality, 2022



Retail Floorspace, 2022



Source: Costar. Data Analytics, 2022

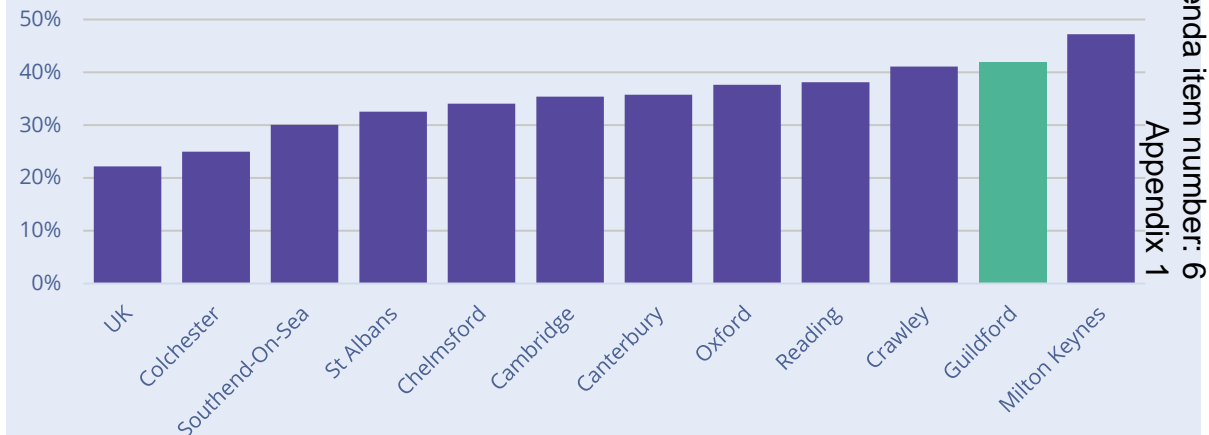
Guildford's town centre is a popular location but is at risk of decline...

Retail space in Guildford is more expensive than all comparator areas: Rent reached £55.45 per sq ft in Guildford in 2021 which is higher than all comparator areas, the South East (£23.09) and England (£22.30).

Guildford has the second highest proportion of retail units occupied by national chains: 42% of Guildford's retail offer is provided by chain stores which is second highest of all comparator areas after Milton Keynes, and is almost double the UK average (22%). Major retailers are attractive anchors in town centres, though their often large store requirement presents a risk of large empty units as has been seen with the closure of Debenhams, House of Fraser and British Home Stores in recent years. Chain retailers are also highly vulnerable from collapse, and demand is now higher for independent than national retailers.

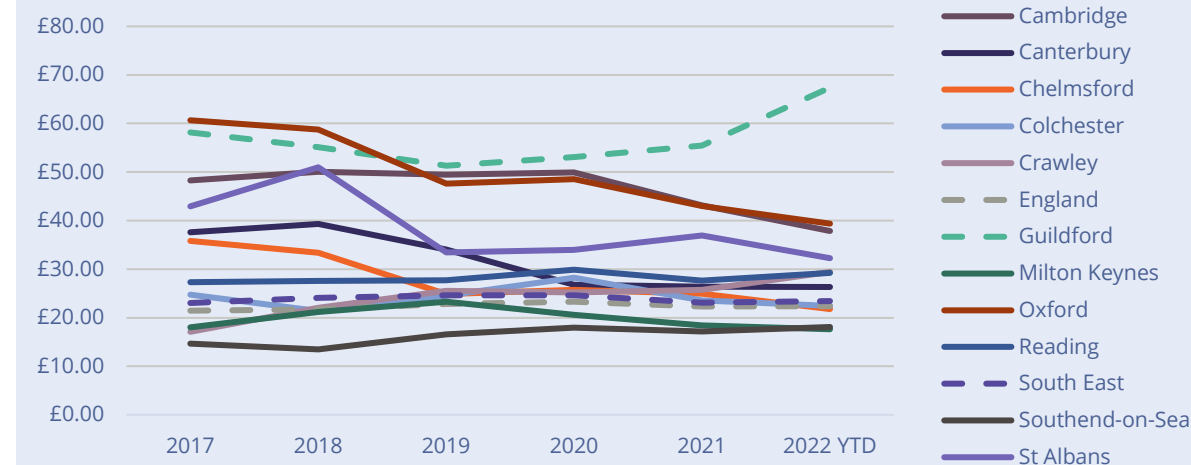
Use of retail and leisure destinations in Guildford remains below the UK average: Compared to a February 2020 baseline (just before the onset of the COVID-19 pandemic) the level of activity in Guildford's retail and recreational spaces - including restaurants, cafes, shopping centres, theme parks, museums, libraries and cinemas - is below the UK average. Lower usage combined with a high proportion of chains leaves the town centre at risk.

Proportion of National Chain Stores Occupying Units in Guildford Town Centre, 2022



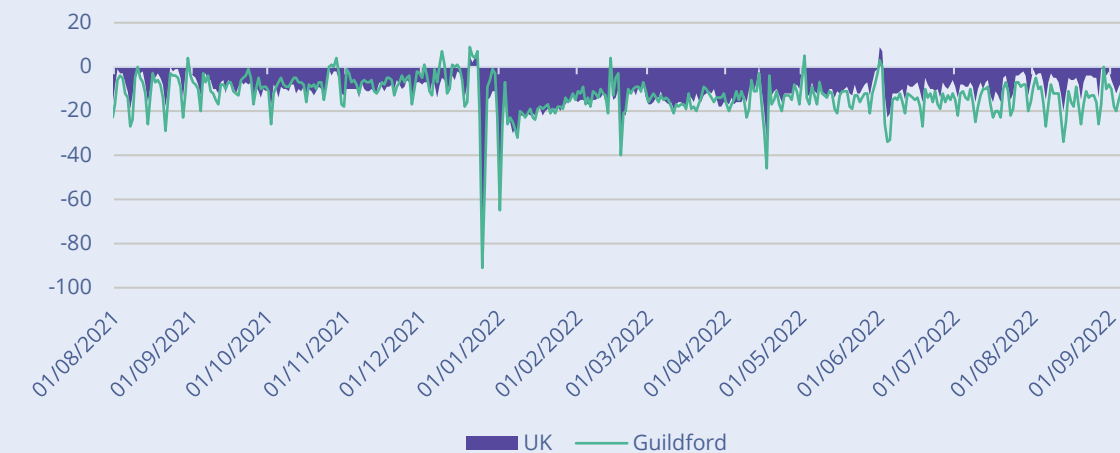
Source: Goad Experian. Retail Composition, 2022

Rent per Sq Ft, 2017-2022



Source: Costar. Data Analytics, 2022

Activity in Retail & Leisure Destinations, August 2021-September 2022



Source: Google. Google Mobility, 2022

Note: Activity measurement is relative to the February 2020 baseline as developed at the onset of the COVID-19 pandemic. Values above 0 indicate increased activity relative to February 2020, whilst values below 0 indicate reduced activity in these spaces relative to February 2020.

Agenda item number: 6
Appendix 1

Competitive Position: Guildford (JLL, 2022)

An updated *Competitive Positioning* report (2022) produced as part of the development of the *Stage 2 Guildford Town Centre Masterplan* provides analysis of Guildford's 'competitive position' identifying strengths, weaknesses and opportunities for the town and borough. The report is to help inform future placemaking and regeneration opportunities in Guildford.

National Trends

- Independent and local businesses are increasing in popularity.
- Independent restaurants are also increasingly entering the food sector and seeking smaller premises for restaurants.
- Demand for smaller restaurant space has also led to the emergence of food market halls, collections of small food stalls in a large market arrangement.
- The COVID-19 pandemic has increased the shift to online retail at the expense of physical stores, with major retailers such as Topshop and Debenhams now unavailable on the high street.

Guildford Market Review

- The High Street is the main shopping area in Guildford and is characterised as a strong traditional high street with upper/mid market fashion retailers to support its affluent population. There are three other shopping centres in Guildford, equating to 294,000 sq ft of retail space.
- Vacancy increased have increased by 17.8% since the end of 2021, reflecting national trends.
- The shift to online retail is reflected in the closure of Guildford's Debenhams store. This property is now proposed as a mixed-use development named St Mary's Wharf.

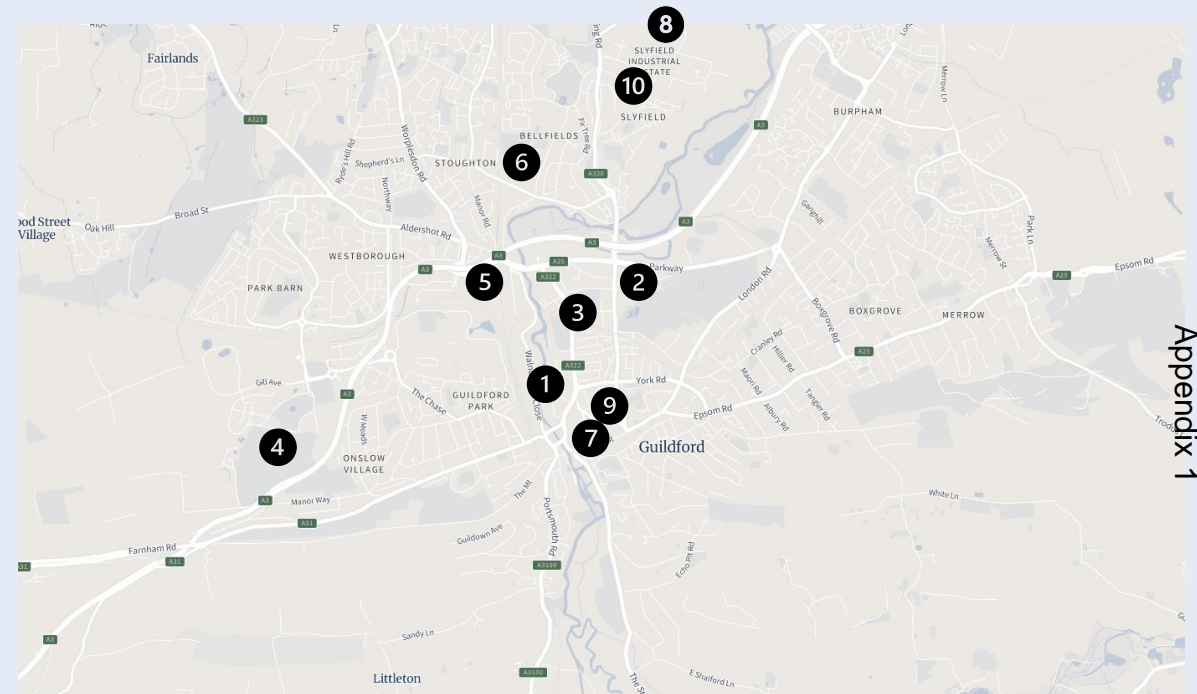
Retail and F&B

- The majority of F&B in Guildford is located in the town centre with clusters around the High Street and North Street. Friary Street is also F&B focused and boasts a range of chain restaurants. However, independent F&B tends to be located on the outskirts of the town centre.
- Overall, there is a good provision of F&B that includes a range of both chain operators and independent establishments.

Future Assessment

The report finds that the future of Guildford's street relies on its ability to bring physical retail and leisure closer together to increase the number of daytime occupiers and address the undersupply of F&B and the threat of changing retail habits.

Therefore, when considering the provision of new spaces in the town centre, there is a need to move away from the traditional standard high street which Guildford has a reputation for, to spaces that can be transformed into multiples spaces. By diversifying the high street, the changing needs of consumers can be met and the vitality of the high street restored. Otherwise, it is likely that Guildford would be left behind in comparison to surrounding competitors.



1. Odeon Cinema Guildford
2. Guildford Lido
3. Woodbridge Road Sports Ground
4. Surrey Sports Park
5. Air Hop
6. Guildford Ski Slope
7. Unplug and Play (board games café)
8. Madhatter's Soft Play
9. Castle Green Bowling Club
10. Blue Spider Climbing (formerly Craggy Island)

IN FOCUS: Town Centre Masterplan

Delivering Change

Guildford Borough Council is currently developing a new vision for Guildford town centre. As part of this process, two Strategic Masterplan studies have been published to inform the direction on how the future Guildford Masterplan will be developed. Published in September 2022, *Guildford Town Centre Masterplan Stage 2* informs the range and extent of uses within the Concept Masterplan which, along with consideration of movement routes, greening, community space and placemaking principles. A Concept Masterplan outlines what will be delivered as part of this redevelopment.

Creating a Sustainable Guildford

The vision for the masterplan is to create a new heart of Guildford along its waterfront, and provide new homes, jobs and community facilities to support the sustainable development of Guildford. Strategies the report aims to address are:

- Flooding;
- Transportation; and
- Infrastructure.

The Development Zones

The masterplan has led to the creation of linked Development Zones along the Greenway to allow for flexibility in the phasing and the timetable of delivery. The key proposals for each are set out on the remainder of the page.

1. Millbrook / Millmead

- Enhancement South of Town Bridge to provide improved pedestrian and cycling routes into the town centre.
- Redevelopment of Millbrook Car Park to provide key flood defences, new green space along the water's edge as well as an increased number of public parking spaces and waterfront homes.
- Conversion of concrete into green space at Millmead Car Park with flood defences to protect existing homes and businesses.
- Conversion of Millmead House into new homes.

2. Town Wharf

- Regeneration of the existing Legal & General managed scheme on Friary street, and, the creation of two brand new Town Squares on Town Wharf East and West.
- Creation of links between Friary Street, High Street and North Street to the waterfront.
- Mixed use development including experiential retail, leisure, culture, arts, commercial and residential, with events in the squares and on the waterfront.

3. Bedford Wharf

- Relocation of both courts into a new multi level facility and better site utilisation for a cinema.
- Creation of new employment space, leisure, hotel, community uses and homes to create a vibrant mixed use district as an example of a modern 15 minute neighbourhood.

4. Woodbridge Meadows

- Re-provision of the existing employment space on the site.
- Creation of residential uses above employment spaces.
- Creation of a mixed use urban village at Woodbridge Meadows.
- Develop a self-sufficient village for the local community, providing the necessary amenities.

Town Centre Development Zones



8. Perspectives

What do stakeholders perceive to be Guildford's greatest economic strengths, weaknesses, opportunities and threats?



The Engagement Process

Qualitative consultations and roundtables were held with over 50 stakeholders and businesses across Guildford between September and November 2022 to explore their perceptions of the borough, understand their challenges, and discuss their plans.

Groups consulted, among others, include: Guildford Borough Council; Enterprise M3 LEP; Surrey County Council; University of Surrey; Aspire College; Experience Guildford; Royal Surrey Hospital; Allianz; Surrey Satellite Technology; DiscoverIE; Naturemetrics; Supermassive Games; Watts Gallery; Harbour Hotel; Surrey Hill Enterprises; Bigmouth Group; Hampton Estate; Broadband for Surrey Hills; Clutton; Surrey Research Park; Hogs Back Brewery; LC Energy; and, Surrey Community Action.

These roundtables and consultations were structured around six key questions:

1. **ASSETS:** What are Guildford's main economic assets (e.g. its population, the research park, university, college, hospital, sports centre etc)? What value to they bring to the local economy?
2. **EMPLOYERS:** Who are Guildford's most important employers? Do you know if they are committed to remaining in Guildford over the long-term?
3. **CONSTRAINTS:** What factors do you think are constraining Guildford's economy (e.g. skills, energy, house prices, digital infrastructure)? Do you expect any to become more acute over time?
4. **COMPETITORS:** Which towns and cities do you consider to be competitors for inward investment? How do you think your economy performs against these?
5. **AMBITIONS:** What is your ambition for Guildford's future economy? Are there any themes you think the economic strategy should consider?

6. **GAMECHANGERS:** Are there any planned or in-train proposals that you think could make a significant difference to the local economy? Do you have any other policy or project ideas that you think could also make a positive impact?

A summary of the key messages arising from these discussions are set out below, structured around the borough's strengths, weaknesses, opportunities and threats.

Strengths

- Guildford has enviable green and blue assets which are highly attractive to businesses and workers alike.
- The borough is well-located and well-connected to other towns and cities, and major international airports.
- Guildford has a large number of important economic anchor that drive both the borough and regional economy. Examples include Surrey Research Park, Surrey University, Royal Surrey Hospital, The Surrey Hills Area of Outstanding Natural Beauty, Surrey Business Park, London Square and Tannery Studios.
- The borough's residents are highly-skilled, well-educated and largely of working age.
- Guildford Town Centre has traditionally attracted visitors from a wide catchment due to its character and offer.
- Guildford Borough Council and its partners are pursuing a large number of projects that will support the borough's economic growth (e.g. Weyside Urban Village, Friary Quarter, Guildford Park Road, Guildford Sustainable Movement Corridor, and Wisley Interchange Highways Upgrades).

- The borough has a strong and valuable visitor economy which supports a significant number and types of roles.

Weaknesses

- Guildford is becoming less attractive to businesses than neighbouring locations as it lacks modern office stock on flexible terms in the right locations.
- Guildford is not perceived as a dynamic and innovative place by businesses and workers, partly due to a recent lack of development. This is impacting the borough's ability to attract businesses and workers in modern, highly-productive sectors.
- Traffic and congestion are very high impacting business productivity and the attractiveness of the borough for inward investment.
- The borough has infrastructure constraints limiting development and economic growth (e.g broadband, active travel connectivity, and mobile connectivity) – notably in rural areas.
- Exceptionally high house prices make it difficult for those with lower skills and wage levels to live locally, which makes it hard for businesses to attract and retain employees working in foundational roles that are essential to the day-to-day functioning of the economy.
- High housing costs are also a barrier to attracting and retaining the highly skilled staff high value businesses require – this is particularly the case for skilled graduates who often prefer to live in London for a similar cost.
- The borough currently lacks a clear brand and identity meaning investors and visitors struggle to understand what Guildford is and stands for. There are a wide range of views, and former campaigns, which focus on very different aspects of the borough from its heritage and green space offer to its industrial and cutting-edge research strengths.

Strengths and Opportunities

- Guildford's town centre offer is no longer as attractive as it could be for visitors and workers – in particular due to its lack of independents and Food & Beverage outlets.
- The town is highly zoned, with most high-value economic activity taking place outside the town centre. This leaves the town as a whole disjointed, it encourages car usage, and it means there is lack of interaction between businesses, workers and town centre activities.
- There are pockets of poverty and deprivation across the borough which need to be addressed.
- There is a lack of visitor accommodation across the borough, particularly in rural areas. This is restricting the potential of the visitor economy as overnight trips contribute more to the local economy than daytrips.
- Poor wayfinding and a lack of joined-up place marketing means many of the borough's attractions remain hidden. There is also no co-ordinated events calendar meaning businesses, visitors, and residents are not aware of what is happening across the borough.

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Opportunities

- The borough has a number of high-growth, knowledge intensive and productive sectors that present an opportunity for future economic growth. These include Professional Services, Information Technology and Health, as well as niche sub-sectors such as Space & Satellite Technology, Video Gaming, Digital, Pharmaceuticals, and Medical Technology.
- Guildford Borough Council own a lot of industrial land which provides opportunities for the intensification and expansion of industrial premises and associated economic sectors.

- Guildford is part of two High Potential Opportunities (HPOs) related to Satellite Technology and Video Games. The borough can leverage these to attract more inward investment and Foreign Direct Investment.
- Surrey University is considering expanding outside of its existing campus which presents opportunities to diversify the town centre if partners can work collaboratively to find suitable opportunities.
- Residents, visitors and investors are often not aware of the borough's economic specialisms, influencing perceptions and inward investment. There is an opportunity to better communicate and celebrate local economic strengths.
- The Shaping Guildford's Future Masterplan presents a major opportunity to strengthen and diversify Guildford Town Centre.
- Guildford Town Centre has opportunity sites that can be used to support economic development and housing growth.
- The borough has a number of opportunity sites that present opportunities for commercial expansion, not least Burnt Common, Blackwell Farm and Wisely Air Field.
- Proposals for a new train station to the west of the town would unlock opportunities for new homes and commercial space, and should help reduce traffic.
- Surrey County Council, Enterprise M3 and Surrey University offer a wide range of initiatives and programmes that the borough and its businesses can better leverage to support economic growth.
- Partners believe that match funding from Guildford Borough Council for a range of economic development initiatives could increase the depth and breadth of their impact locally.
- Guildford has a valuable and diverse rural economy linked, in part, to its productive landscape. This should be supported given its contribution to the visitor economy, local employment, and local supply chains.

Threats

- Guildford has lost a significant number of valuable businesses to competitor towns (e.g. Reading and Woking) and this is likely to continue without investment in business accommodation and the town centre.
- Higher-level skills are essential to support high-growth and knowledge intensive industries, but Brexit has made it harder to attract people with these skills impacting some of the borough's most important sectors.
- There has been a loss of office space to student accommodation around the station via Permitted Development Rights. This may continue without tighter planning controls.
- The borough's housing challenges may see the private sector put more pressure on our public bodies to convert productive employment space or green field sites to residential uses.
- Planning constraints, entrenched by local opposition are holding back local development – including for commercial property which is essential for economic development.
- Guildford Town Centre is slowly adapting to macro-economic retail trends, but the high number of chain retailers versus independent chains and services leaves it highly vulnerable to future fluctuations. The number of vacant units in prominent locations is also rising.
- Issues relating to housing costs are likely to be exacerbated over time if supply-side issues are not addressed across the borough, including in rural areas.

Asks

During the consultations and roundtables we discussed stakeholders' main asks from Guildford Borough Council and other organisations involved in economic development. Those that were mentioned most frequently are set out below.

- Stronger **relationships** between the Council and business community;
- Better **marketing** and communication of local economic strengths;
- Improved **digital connectivity** across both rural and urban areas;
- Provision of more flexible, high-quality and accessible **business space**;
- Introduction of new commercial uses into the **town centre** and around the **station**;
- Funding to support **business growth and expansion** (like LEADER);
- Focus on tackling **deprivation** and supporting less prosperous communities;
- More '**pro-business**' approach to planning policy decision making;
- A more **diverse, experiential, modern** and **independent** town centre experience;
- Provision of a more diverse **housing mix**, including for young professionals and those with lower incomes;
- Improved **physical connectivity** between different 'nodes' across the borough (inc rural areas);

- Improved **active travel** connectivity;
- Reduced **congestion** in and around the town of Guildford;
- Development of a clear **place brand** and **identity** that is marketed to attract tourists and visitors;
- Increased overnight **visitor accommodation** across the borough, particularly in rural areas;
- Better **wayfinding** and promotion of **heritage, cultural and natural** assets within the borough; and,
- Closer working with **Visit Surrey** platform to 'get the basics right' r.e. the visitor economy (promotion, events calendar, signage, directory, tourist information etc).



9. Precedents

How do other borough councils approach Economic Development?



Breckland Council

Breckland is located in Norfolk, to the west of Norwich. The area comes under the jurisdiction of Norfolk County Council (Conservative) and Breckland Council (Conservative). Its most well-known towns include Thetford, Swaffham and Dereham.

The Leader of Breckland Council is Cllr Sam Chapman Allen (Conservative) who is also the chair of the District Councils Network. He has a clear view that district and borough councils are best placed to bring positive change to their areas given they are closest to their residents and places.

Reflecting this, Breckland Council has a prominent Economy and Growth directorate. Led by an Assistant Director, the directorate is broken down into three teams:

1. **Strategic Growth:** This team has a strategic regeneration remit, focused on bringing forward employment and housing development. They are involved in direct delivery, as well as supporting development through unlocking sites, assembling land, and delivering enabling infrastructure.
2. **Business Development:** This team has an economic development remit, focused on supporting businesses and attracting investment into the area. They also provide relationship management function and an interface between the Council and its business base.
3. **Place Making:** This team is focused on improving the area's five market towns to make them better places to live, work and visit. This involves a lot of partnership working with town councils, the County Council and Local Enterprise Partnership.

Each team is led by a service manager, accompanied by at least two permanent supporting officers. The teams expand via temporary staff on a project-by-project basis when funding is secured.

The view of the Assistant Director is that having a permanent core team is essential to ensure that funding and project opportunities are pursued as and when they arise. The team has specific resource focused on tracking and monitoring funding and partnering opportunities to support this.

Over the last five years the team has been highly successful in delivering economic development and regeneration projects that have led to a range of positive outcomes for the area's residents and places. Examples include:

- Securing grant funding for a new electricity sub-station near the Snetterton Business Park to support its expansion;
- Re-development of a former community centre into a homeless shelter in Thetford; and,
- Securing of Heritage Acton Zone status for Swaffham and implementing a wide range of conservation and restoration projects using associated funding.

The team has drawn on a wide range of sources to fund its staff and projects, all of which have been secured by the permanent core team. These include Heritage Action Zone Funding, Housing Delivery Funding, Pooled Business Rates Income and significant income via S106 and CIL for economic development. They have also been highly successful in working with other organisations (such as town councils and the County Council) to part-fund temporary posts and projects.

For example, the team are currently developing action-oriented delivery plans for each of the district's five market towns. These will set the direction for regeneration and economic development projects in each for the next decade. These were co-funded by Breckland Council and the area's respective town councils.

To ensure that the team delivers tangible and concrete outcomes for its residents and taxpayers, they keep a set of stringent and stretching Key Performance Indicators (KPIs) which are reviewed on a bi-annual basis with Members. These focus on a wide range of areas, such as jobs created, jobs safeguarded, houses delivered, employment space created and income generated.

Maidstone Borough Council

Maidstone is the County Town of Kent and brands itself as the 'Business Capital of Kent'. It comes under the jurisdiction of Kent County Council (Conservative) and Maidstone Borough Council (Liberal Democrat).

Economic development is Maidstone Borough Council's number one priority, and is identified as the *first* priority in the organisation's Strategic Plan (2019-2045):

"Embracing Growth and Infrastructure: We want Maidstone Borough to work for the people who live, visit and work; now and in the future. We want a Borough where there is a variety of jobs, housing need is met and infrastructure is in place to meet the growing needs of our residents and economy. We also want to ensure we lead and shape our place as it grows, including leading master planning and investing to bring about high quality housing and jobs in the Borough".

Work in this area is delivered by the Council's Economic Development and Regeneration team. Led by a Head of Regeneration and Economic Development, the team consists of a Regeneration and Economic Development Manager, Economic Development Officer, Assistant Economic Development Officer and a Business Centre Co-Ordinator. The team is funded by a combination of European Funding, Business Rates Pool Funding and core funding.

The team's role is to deliver the [Maidstone Economic Strategy](#) which was recently produced and published. The remit of the team includes: increasing business start-up, enterprise and entrepreneurship; supporting business expansion, access to finance and exports; supporting innovation and enterprise; encouraging businesses to reduce their carbon footprint; skills development; supporting town centre diversification; inward investment; and, placemaking initiatives.

Most notably the Council has recently directly delivered two important workspace projects:

1. **Maidstone Business Terrace:** This is a high-quality 7,000 sq ft flexible workspace in a former Council office in Maidstone town centre that provides space to support the acceleration of start-ups and small businesses. Tenants have access to office space, meeting space and a range of amenities alongside intense business support to enable them to grow and prosper. The space is oversubscribed and primarily used by small businesses in professional sectors.
2. **Maidstone Innovation Centre:** This is a brand-new hub for med-tech, life science and health care businesses adjacent to the Kent Institute of Medicine and Surgery. It focuses on helping start-ups and small businesses in these fields through support programmes and flexible accommodation that allows businesses to grow and scale. This was funded by European Funding and Government.

These projects not only support the objectives of the team around start-ups, enterprise and innovation, but they also generate an income stream for the Council to fund the team and their wider activities.

The team also plays an important role in supporting Maidstone Town Centre to adapt and diversify to changing macro-economic conditions in the retail market. This involves tactical placemaking investments but also larger scale regeneration initiatives that make a tangible impact on residents and the town centre. Two key projects include:

1. **Bus Station:** This is a £1m investment project to improve the town centre's ageing bus station. It will focus on improving the look, feel and function of the station to make the area feel more welcoming.
2. **Skills Centre:** The Council are working with a local college to open a Community Skills Centre. This will fulfil dual ambitions of enhancing skills provision and increasing footfall in the town centre.

Like Breckland Council, the team have a series of KPIs in place to measure and monitor performance and ensure they are delivering value for money.

Westminster City Council

Westminster City Council is one of the most high-profile local authorities in the country given its links to politics, business and royalty. It has been Conservative-led since its creation in 1964, but is now Labour-led following the recent local elections.

The Council has a very prominent Economic Development Team that has evolved significantly over the last decade. The team originally had four team members, funded by the Council, that primarily focused on delivering affordable workspace to support micro and small enterprises. This is because (a) these businesses were being pushed out of the city by rising commercial property prices, (b) start-up rates were falling and (c) the market was not delivering suitable affordable space to meet their needs.

The team has successfully catalysed over 12 affordable workspaces. High profile examples include:

- **Great Western Studios**
81,000 sq. ft. studio space for creative industry businesses in Westbourne. The current site opened in 2010 and supports over 150 businesses. The council was an investment partner in this highly successful project.
- **Paddington Works**
16,250 sq. ft. affordable business space and enterprise training centre for 160 start-up businesses, particularly those run by local residents. Opportunity arose via section 106 obligations for a new housing development. The council is a co-founder and investment partner in this project which launched in October 2018.

- **Somerset House Studios**
44,000 sq. ft. affordable studio space in Somerset House for 100 businesses in the creative industries (primarily artists and designers). The project turned unused former Government offices into space for start-up businesses. The council provided financial support for this and it opened in 2016.

Since then the team, which is now a full directorate, has expanded to over 75 officers with plans to reach 80 in the coming year. There are six key activities that are now undertaken by the team:

1. **Street Markets:** running six high-profile markets in the borough.
2. **Employment and Skills:** involves coaches, brokerage and employer engagement (30 officers).
3. **Responsible Economy:** six officers focused on providing business and sectoral support.
4. **High Streets:** support for high streets not within strategic regeneration areas.
5. **Business and Enterprise:** provision of workspaces targeted at small businesses to support the local economy and provide a commercial income stream to the Council.
6. **Investment Service:** three officers focused on attracting businesses and investment into the borough.

Following a forthcoming restructure, the directorate will be led by a Director of Economy, Head of Economic Development and Head of Employment and Skills.

Outside the four core members of staff, the entire directorate is funded from section 106 funds, CIL income, corporate social responsibility funds from anchor businesses (responsible economy/markets/high streets), and/or from external funding (employment and skills programmes). Some of the workspace projects also provide an income stream to support the activities of the team.

When pursuing a new project the team have agreed with Members that they should focus on:

1. Addressing a market failure; and,
2. Delivering a positive economic and/or financial return on investment.

The team has full cross-party support and expects to continue operating in a similar way despite the recent administration changes.

Ashford Borough Council

Ashford is a large town in East Kent which brands itself as 'the' place for business and 'London without the cost, the congestion, the hassle'. It comes under the jurisdiction of Kent County Council (Conservative) and Ashford Borough Council (Conservative).

Economic Development is one of the borough's number one priorities and is identified as a priority in their Corporate Plan (2022-2024). The overarching ambition of the Council is for Ashford to be *"a thriving, productive and inclusive borough in 2030 and beyond; a vital part of Kent and the South East where local business, social enterprises, communities and the public sector provide collective leadership to promote shared prosperity, happiness and wellbeing"*.

One of the three main pillars of the Corporate Plan is Targeted Growth. The long-term aim of this pillar is to create a *"thriving, productive local economy supporting a range of businesses and industry offering good work to local people and is recognised as a high quality visitor destination"*. The other pillars are Green Pioneer and Caring Ashford.

Work in this area is led by the Council's Economic Development team, which is broken down into three sub-teams: Business and Inward Investment (3x officers), Town Centre Regeneration (3x officers) and Culture & Tourism (2x officers). The team is funded centrally by the Council with staff costs of c.£300k p/a.

The Economic Development team has a very broad remit ranging from traditional economic development activities through to physical regeneration. Example activities undertaken by

The team include:

- Attracting and supporting inward investment (e.g. via the [Ashford For Website and Campaign](#)).
- Providing bespoke and dedicated business support services (e.g. via [Kent Invicta Chamber of Commerce](#)).
- Attracting people to visit Ashford and providing visitor support services (e.g. via [Love Ashford](#) or [Visit Ashford and Tenderden](#)).
- Using planning policy mechanisms to help deliver new employment opportunities across the borough (e.g. via [Local Plan policies](#)).
- Co-ordinating and facilitating the roll out of faster broadband across the district.

Over the last few years the team has delivered and enabled several high-profile projects that have significantly changed the reputation of Ashford as a place to do businesses. The most prominent examples include:

- **Ashford International Film Studios:** Ashford Borough Council recently granted planning permission to Quinn Estates, U+I and The Creative District Improvement Company to deliver [Newton Works](#), a £250m mixed-use regeneration project on the site of Ashford's former Victorian railway works. Centred around state-of-the-art [TV and film production space](#), the development is set to support 2,000 new jobs and will create a new hub for the creative industries, which will benefit from Ashford's connectivity to London and Europe. The

Council's Economic Development team has played a key role in the project by helping secure £14.7m from the Levelling Up Fund to fill the viability gap faced by the TV and film production aspect of the scheme.

- **Brompton Factory:** Brompton, the UK's largest bicycle manufacturer, has recently announced its intention to submit a planning application to develop a new [global headquarters](#) in Ashford. Once fully operational, the proposed development will result in around 4,000 jobs being supported locally, including direct, indirect and induced employment. Ashford Borough Council also plans to transform 60 acres of the site into a rewilded public nature reserve with a community cycle path and a network of trails. The Economic Development played a crucial role in this through its inward investment campaigning and beat the likes of Birmingham, Manchester and Nottingham to the investment.
- **Elwick Place Regeneration:** [Elwick Place](#) is a 100,000 square foot leisure and restaurant development in the heart of Ashford Town Centre which opened in December 2018. It includes the first ever newly built Picturehouse cinema, nine retail and restaurant units and a Travelodge hotel. It is located on a former Brownfield site and the project was led by Ashford Borough Council who funded the £75m project through its capital programme and financed from the Public Works Loan Board. The scheme was delivered by Stanhope and Lendlease and opened in December 2018. Despite the pandemic the units are now fully occupied and the development has transformed the town centre.

London Borough of Bexley

The London Borough of Bexley (LBB) is one of Bromley's closest neighbours. It is a conservative-led authority with the party holding a strong majority.

The Council has had a prominent Economic Development team for over a decade. It is currently overseen by a Head of Economic Development who reports into an Assistant Director for Housing and Strategic Planning.

The team undertakes three broad functions as set out below: Employment and Skills; Town Centre Management; and, Engine House. There is a core group of employees paid for by the Council (totaling c.£250k) with the rest funded by external grants, contracts and income.

The activities of the team are valued by the Council given the positive press they generate and the practical outcomes they deliver. Progress and success is measured against a series of metrics such as jobs created, business supported, positive feedback received and positive PR generated.

Employment and Skills

Bexley's Employment and Skills function has around 30 staff, overseen by two managers. They are based in a standalone unit in Erith to be closer to residents and businesses in the borough's most deprived wards.

The function currently runs nine programmes, only one of which is part funded by the Council. All others are externally funded including devolved programmes.

The team is predominantly client based and provides specialist advice to individuals and businesses. Their work predominantly involves training, recruitment and addressing skills gaps. Six staff work on supporting employers, including SMEs and sole traders.

Town Centre Management

The Town Centre Management function has one town centre manager and two officers. They collectively offer a business account management function and operate as the front door to the Council. They also oversee two business improvement districts (BIDs) in Bexley and Sidcup.

The Engine House

The Engine House is a Council-owned innovation centre and flexible workspace between Abbey Wood and Belvedere. It offers over 50,000 sq ft of flexible studio and office space for creative businesses and has more than 50 modern studios and fixed desk spaces. Specialist 3D printing, laser cutting, and engraving is also available for production-based businesses.

The centre benefits from an in-house business development team to support entrepreneurs set up, scale and grow their businesses. Support packages are also available to give local businesses and entrepreneurs free co-working space for up to six months.

The centre operates as a standalone limited company, but the build was funded by the Council and was a conversion of the previous Thames Innovation Centre. It makes a modest surplus and it is anticipated that this will rise as the business model evolves and is refined.

The space is run by four staff covering people, finance, facilities, reception and outreach. Staff wages are paid for by the asset income and there is no dependency on the Council.

10. Pandemic

How has Guildford's economy, population and property been impacted by the COVID-19 pandemic over the last two years?

Pandemic: Summary

Guildford's commercial property market is rebounding from the impacts of COVID-19...



Page 190 Leasing and sales activity across office, industrial and retail has increased since disruption in 2020.

Guildford's office stock may be less attractive than pre-2020...



Rental values have declined and several larger occupiers have not renewed leases in the town.

Guildford's residents received support from the Coronavirus Job Retention Scheme...



At its peak in July 2020, 10,800 employees or 16% of Guildford's eligible workforce received financial support via Coronavirus Job Retention Scheme (also known as furlough).

Guildford's residents were less likely to require financial support than elsewhere...



Guildford's claimant count remained below regional and national averages throughout the pandemic – likely due to the occupational and industrial profile of the borough's residents.

Economic inactivity remains above pre-COVID levels...



Lockdown restrictions reduced levels of commuting as more residents worked from home, and activity in retail and leisure destinations suffered heavily.

Guildford's urban areas were most likely to seek financial assistance...



Claimant counts increased by the largest amounts in Guildford and Ash, with Ash Vale, Albury, Shere and Wood Street Village also experiencing increases.

Commuting in and around Guildford significantly reduced during the pandemic...



Passenger levels at Guildford Railway Station fell from 6.9 million in 2019-20 to 1.5 million in 2020-21. Decline in rail usage was sharpest in some of Guildford's commuter towns and villages such as Horsley, Clandon and Shalford.

Why is this important?

- Understanding ongoing demand for commercial premises can help inform property investment decisions.
- Impact on residents can highlight areas and residents more vulnerable to future economic shocks.
- Commuting patterns indicate the scale of the opportunity for Guildford to better provide amenities and workspace that support residents that choose to work remotely.

Guildford's commercial property market is rebounding from the impacts of COVID-19, with industrial property increasingly in demand...

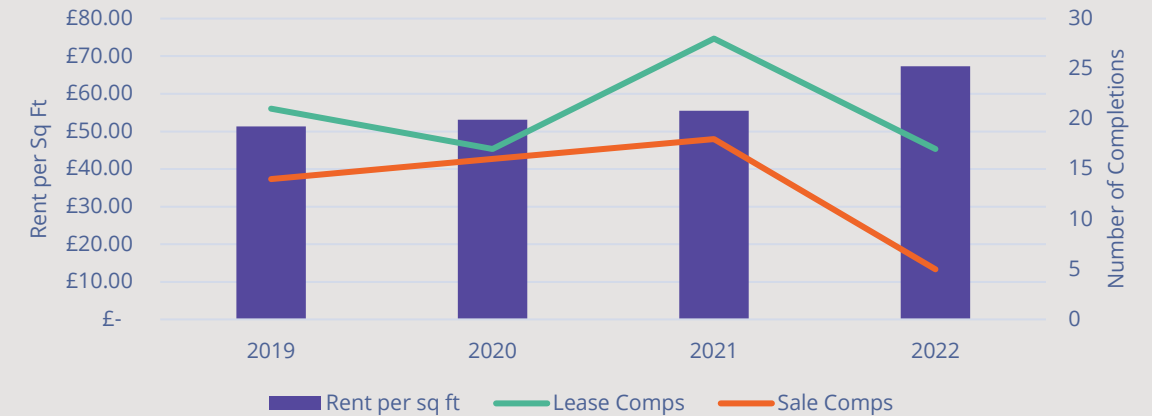
While it is too early to draw full conclusions from the commercial property in 2022, Guildford's property market seems to reflect national trends in increasing demand for industrial space and in some cases the consolidation or re-thinking of corporate office space. Guildford's reputation as an important retail destination continues to be reflected in its commercial property position.

Industrial property is in demand: Industrial rental values have increased since the onset of COVID-19.

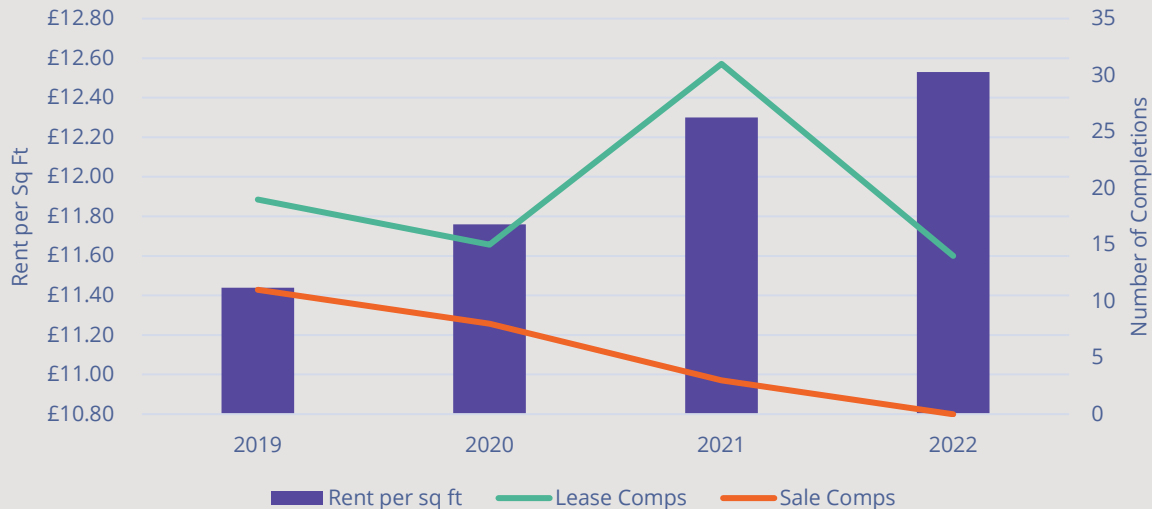
Retail property is remains attractive: Rental values in Guildford have increased from £51.29 per sq ft in 2019 to £67.34 per sq ft in 2022.

Guildford's office stock may be less attractive than pre-2020: Office leasing and rental values have declined from £35.15 per sq ft in 2019 to £31.66 in 2022.

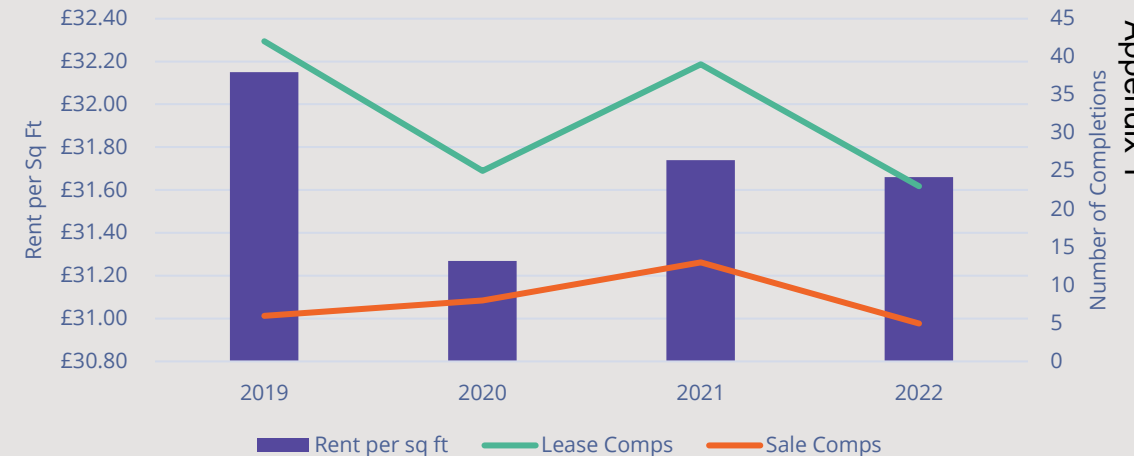
Retail Activity in Guildford, 2019-2022



Industrial Activity in Guildford, 2019-2022



Office Activity in Guildford, 2019-2022



Source: CoStar, 2022

Source: CoStar, 2022

Guildford's labour market shows signs of recovery post-COVID, but economic inactivity remains above pre-COVID levels...

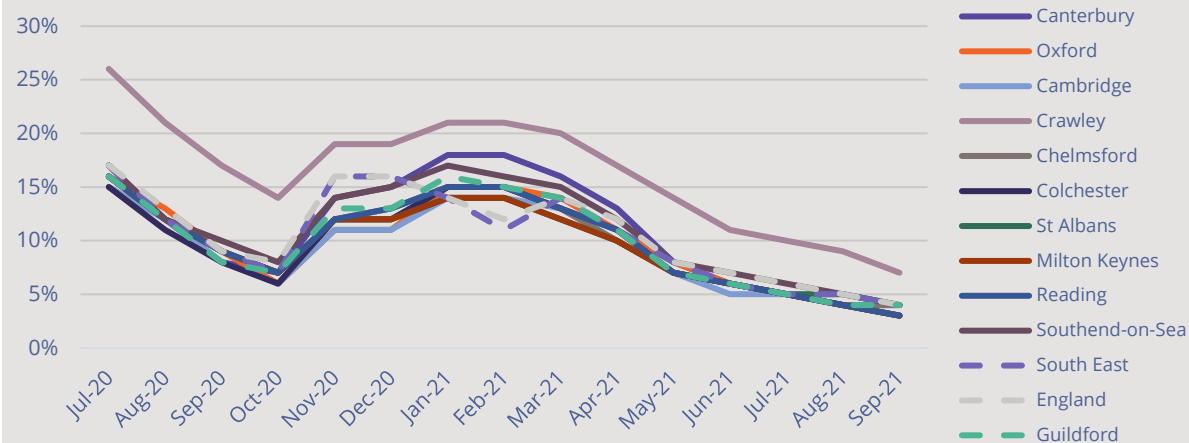
Guildford's workforce benefitted from the Government's furlough scheme: At its peak in July 2020, 10,800 employees or 16% of Guildford's eligible workforce received financial support via Coronavirus Job Retention Scheme (also known as furlough).

Unemployment reached its highest levels during COVID-19: In 2021, Guildford's unemployment rate reached 4.6% in September 2020.

Guildford's self-employment rate temporarily fell in 2020 at the onset of the COVID-19 pandemic: In 2020, Guildford's self-employment rate fell to 8.7%, ranking below that for the South East (10.7%) and England (10.1%). Nationally this trend is likely due to a large increase in workers moving from self-employment to employee status (but remaining in the same job) between April and September 2020. This is particularly true for those in the most highly skilled occupations - and partly explains Guildford's fast recovery to a rate of 12.7% self-employment in 2021¹.

Guildford's economic inactivity rate remains slightly higher than pre-COVID: Guildford's economic inactivity rate has increased from 17.4% in March 2020 to 18.9% in March 2022. This represents an additional 800 residents not involved in the labour market.

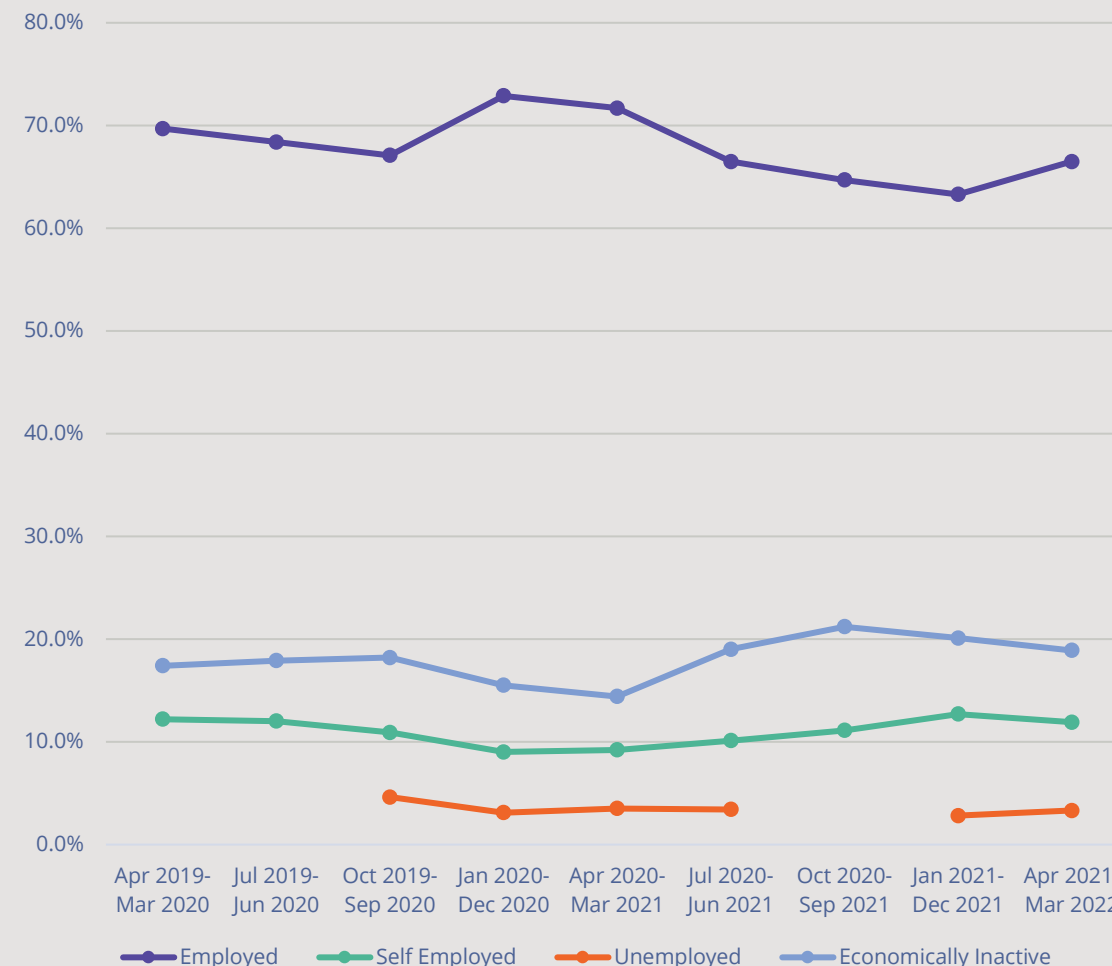
Coronavirus Job Retention Scheme Take-Up as a % of Eligible Employment, July 2020 – Sept 2021



Source: ONS. Annual Population Survey, 2022

¹ ONS. Understanding changes in self-employment in the UK: January 2019 to March 2022 (2022).

Guildford's Economic Activity, 2019-2022



Source: ONS. Coronavirus Job Retention Statistics, 2021

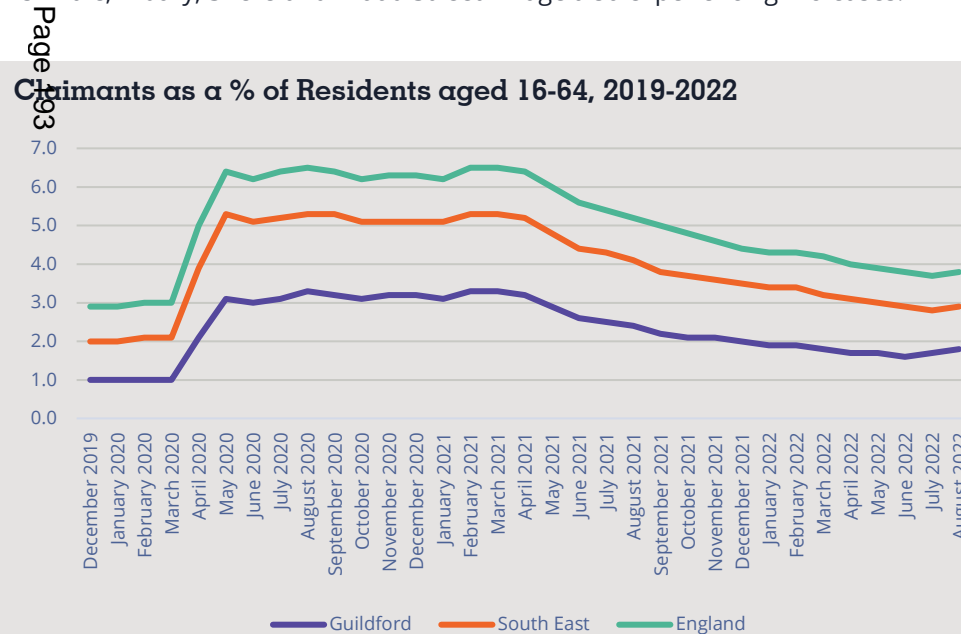
Note: Due to a small sample size the unemployment rate at the Guildford level is unavailable for March 2020, June 2020 and Sept 2021.

Guildford's residents were less likely to require financial support, but some residents were more in need than others...

Guildford's claimant count increased at the onset of the COVID-19 pandemic: The number of claimants in Guildford increased from 1,015 people in February 2020 to 3,110 people in July 2020. This represented an additional 2,095 claimants at the height of the COVID-19 pandemic.

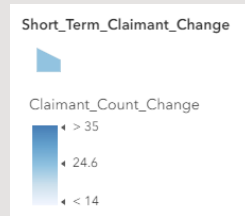
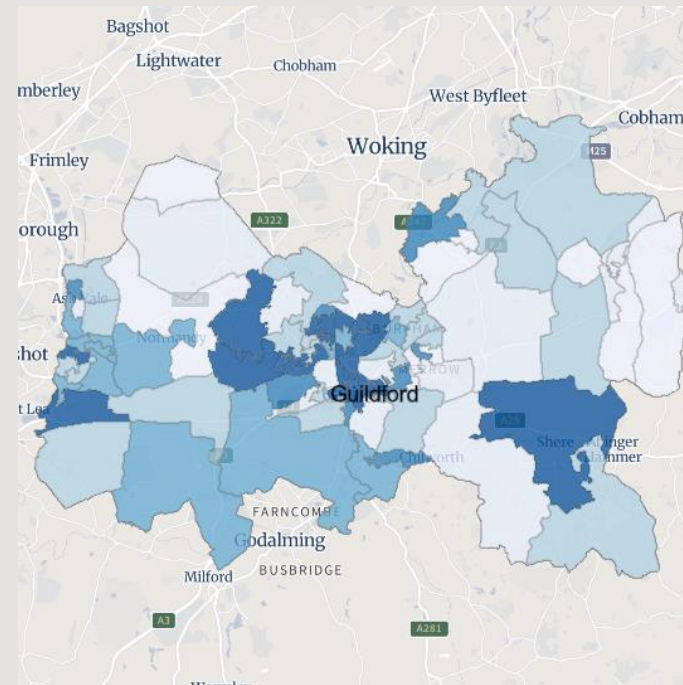
Guildford's claimant count remained lower than regional and national averages throughout the pandemic: Guildford's claimant count as a proportion of working-age residents (aged 16-64) peaked at 3.3% in August 2020 which was lower than the South East (5.3%) and England (6.4%).

Guildford's urban areas were most likely to seek financial assistance: Claimant counts increased by the largest amounts in Guildford and Ash, with Ash Vale, Albury, Shere and Wood Street Village also experiencing increases.



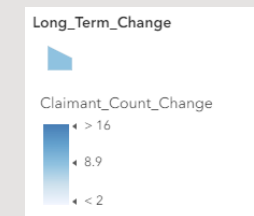
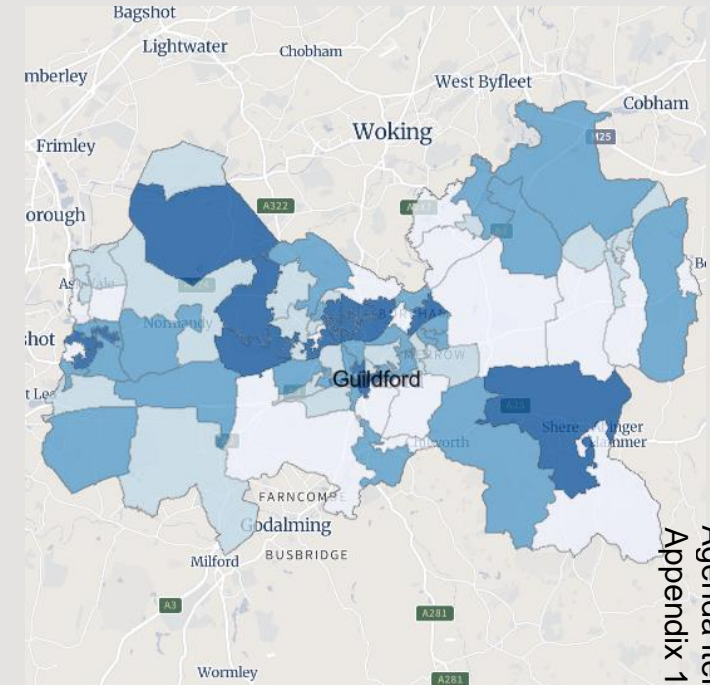
Source: ONS. Claimant Count, 2022

Claimant Count Short-Term Impact (Feb 2020 – July 2020)



Source: ONS. Claimant Count, 2022

Claimant Count Long-Term Impact (Feb 2020 – June 2022)



Source: ONS. Claimant Count, 2022

Retail, leisure and commuting were all impacted by the COVID-19 pandemic...

Retail and leisure destinations were heavily impacted by COVID-19: Activity in Guildford's retail and leisure destinations fell by 87% in April 2020 compared to February 2020 levels. Lockdown restrictions during 2020 and into 2021 are reflected in reduced usage of restaurants, cafes, shops and other leisure destinations over this period.

Usage of retail and leisure destinations remains below pre-pandemic levels: Mobility in Guildford's retail and leisure destinations remained 16% below February 2020 levels in the week ending Wednesday 7th September 2022 which is lower than the level seen nationally (9%).

Activity in transit hubs remained low throughout 2020 and 2021: Lockdown restrictions, increased working from home and increased use of private methods of travel all contributed to lower usage of public transport during the 2020 and 2021.

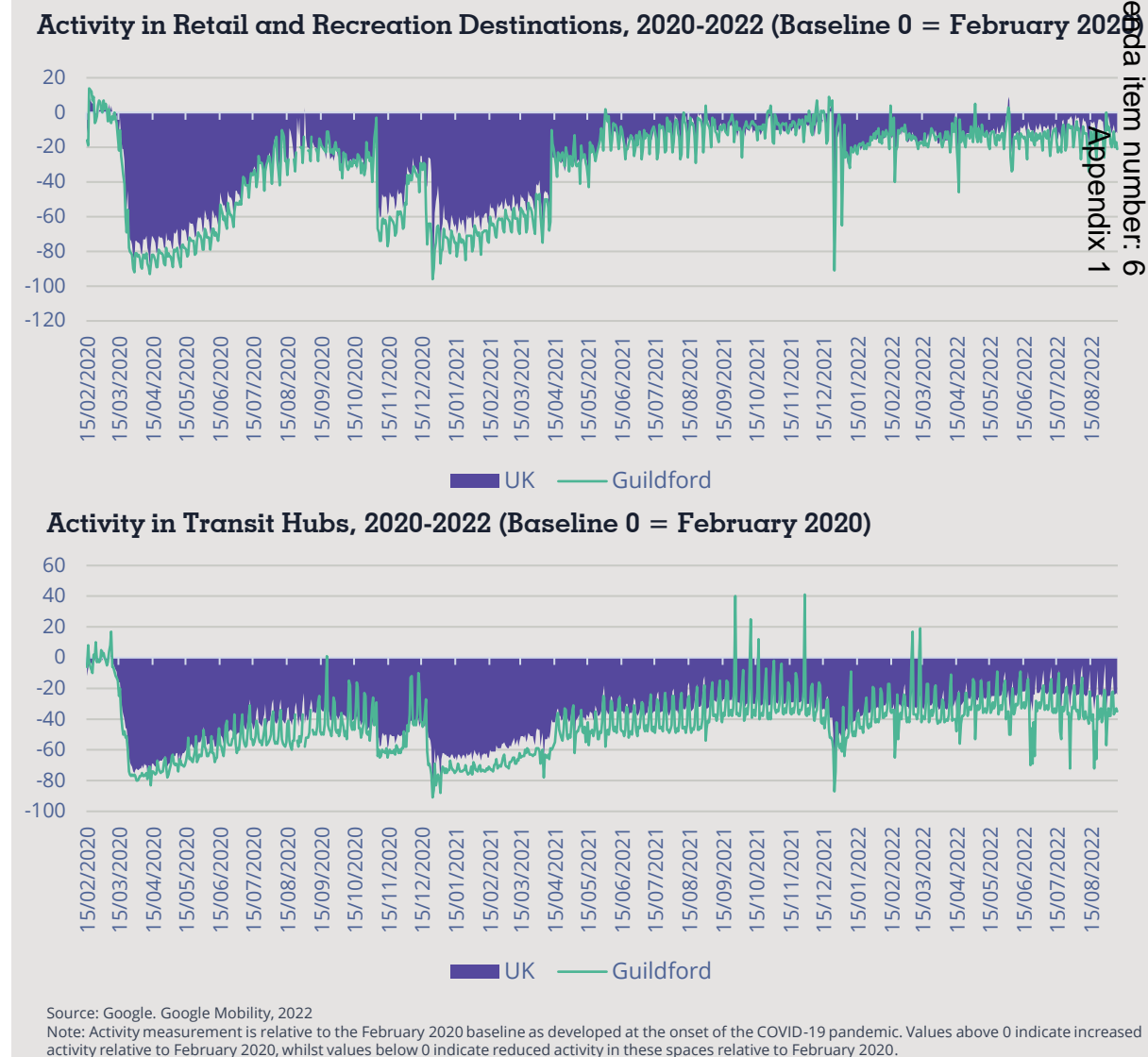
Transit hubs are increasingly being used but remain below pre-pandemic levels: Mobility in Guildford's transit hubs remained 32% below February 2020 levels in the week ending Wednesday 7th September 2022 which is lower than the level seen nationally (21%).

Definitions: Place Categories

Retail and Recreation: Mobility trends for places like restaurants, cafes, shopping centres, theme parks, museums, libraries, and cinemas.

Transit Hubs: Mobility trends for places like public transport hubs such as subway, bus, and train stations.

all impacted by the COVID-19 pandemic...



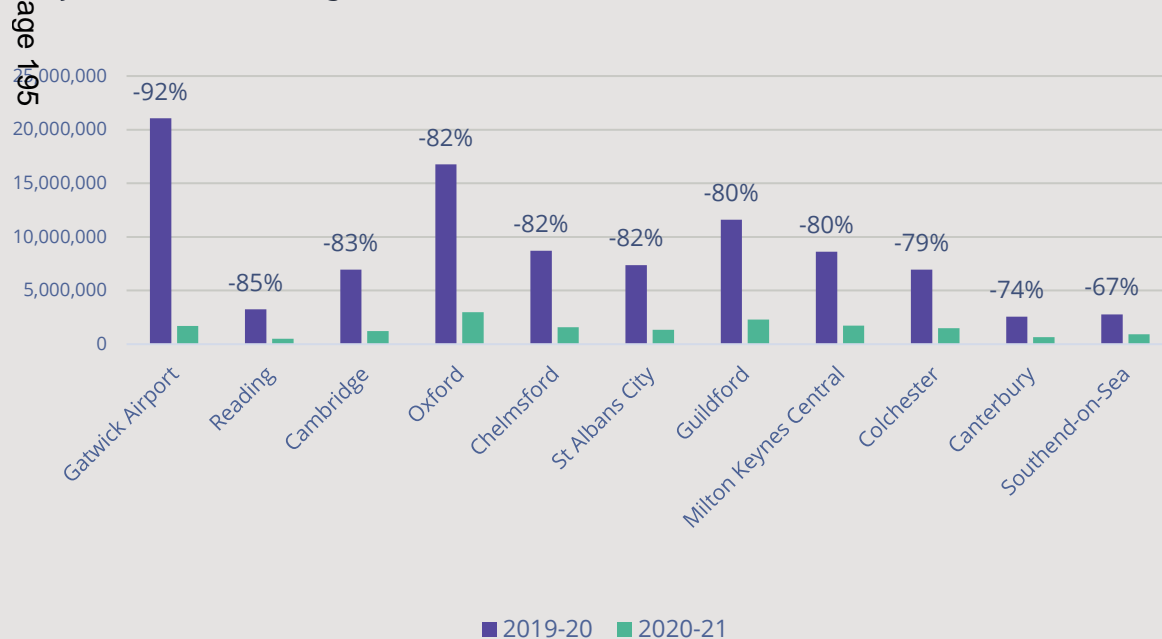
COVID-19 significantly impacted commuting in and around Guildford...

Guildford's main railway station was significantly impacted by COVID-19: The station saw over 6.9 million passenger entries, exits and interchanges in the year 2019-20 which fell by 79% to around 1.5 million in 2020-21.

Railway usage was less impacted in Guildford than in a number of comparator areas: While 79% is a significant reduction in rail usage, major railway stations in comparator areas such as Gatwick Airport (Crawley) and other commuter towns such as St Albans, Milton Keynes and Reading saw larger reductions in rail usage.

Decline was sharpest in some of Guildford's commuter towns and villages: Horsley saw the largest drop in passenger numbers (-86%), followed by Clandon (-83%), Shalford (-83%), Effingham Junction (-82%) and North Camp (-82%).

Major Station Rail Usage, 2019-20 vs 2020-21



Source: Office for Rail and Road. Passenger entries and exits and interchanges by station, 2021

Passenger Entries and Exits by Station

Station name	2019-20	2020-21	Change 2019-2020
Guildford	6,936,796	1,488,672	-79%
London Road (Guildford)	945,828	202,980	-79%
Ash Vale	421,022	88,390	-79%
Horsley	382,510	54,926	-86%
North Camp	332,730	59,002	-82%
Effingham Junction	267,442	47,852	-82%
Ash	245,978	67,150	-73%
Clandon	185,012	31,444	-83%
Shalford (Surrey)	114,284	19,330	-83%
Wanborough	88,364	17,994	-80%
Gomshall	54,150	17,294	-68%
Chilworth	21,704	5,904	-73%

Source: Office for Rail and Road. Passenger entries and exits and interchanges by station, 2021

Appendix

Additional data

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Appendix

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Some of Guildford's higher value sectors have experienced growth in recent years...

Over the past five years Guildford has seen growth in the economic output of most productive sectors: Since 2015, information & communication has seen a 47% increase and human health and social work activities has increased by 41%.

Despite this, some higher value industries in Guildford have seen a decline in economic output: Most notably, financial and insurance activities have declined by 27%, and professional, scientific and technical activities have declined in output by 19%.

Employment growth has been strongest amongst some of Guildford's smaller sectors: Manufacturing has increased by +43% (or 1,500 jobs), financial and insurance has increased +20% (or 500 jobs) and construction by +14% (or 500 jobs).

Conversely, some of Guildford's important employment sectors have experienced employment decline over this same period: Retail has declined by -25% (or 2,000 jobs), followed by property (-17% or -250 jobs) and transport and storage (-14% or -250 jobs).

Business growth has been concentrated in some of Guildford's foundational services. The number of transport and storage businesses has increased +33%, followed by property (+18%), mining, quarrying & utilities (+11%) and business administration & support services (+7%).

There has been some business decline in industries with trading conditions likely to have been impacted by the COVID-19 pandemic: Wholesale (-7%), arts, entertainment, recreation and other services (-7%) and motor trades (-3%) have all experienced decline.



Agenda item number: 6 Appendix 1

Guildford has a variety of specialisms including technical services...

The charts to the right indicate Guildford's sector specialisms for GVA, employment and businesses. **Green** is used to highlight where sector activity is >1.2x more concentrated in Guildford's economy relative to the national economy.

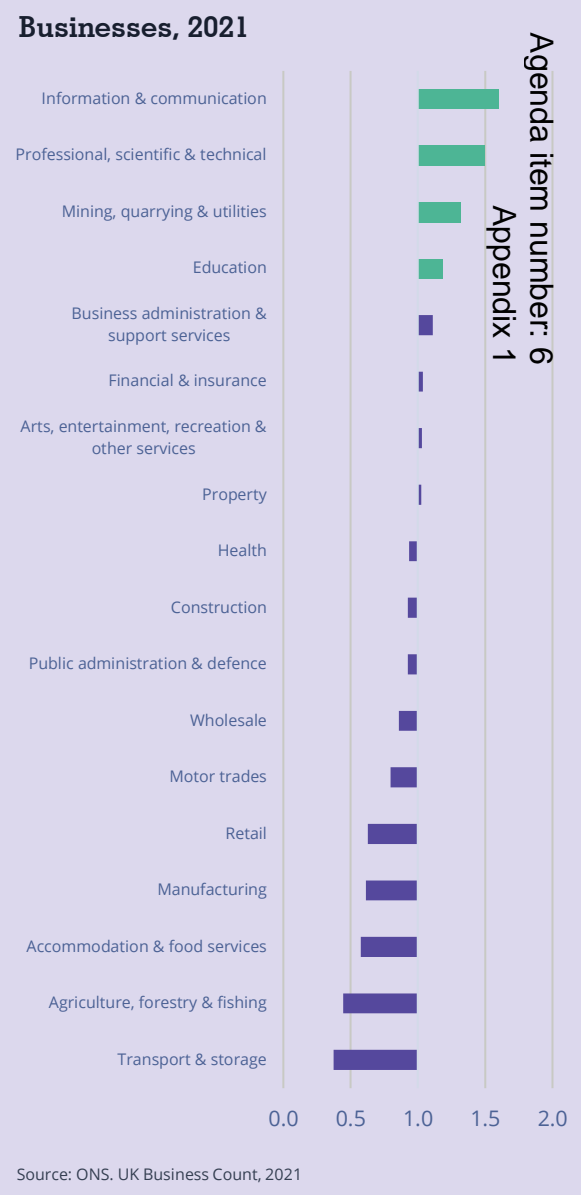
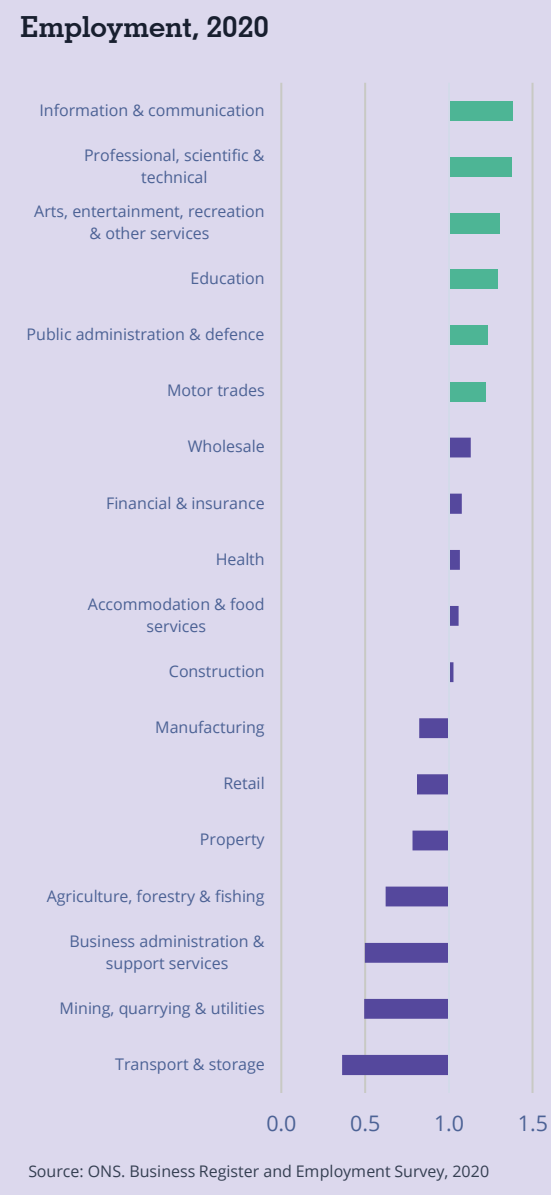
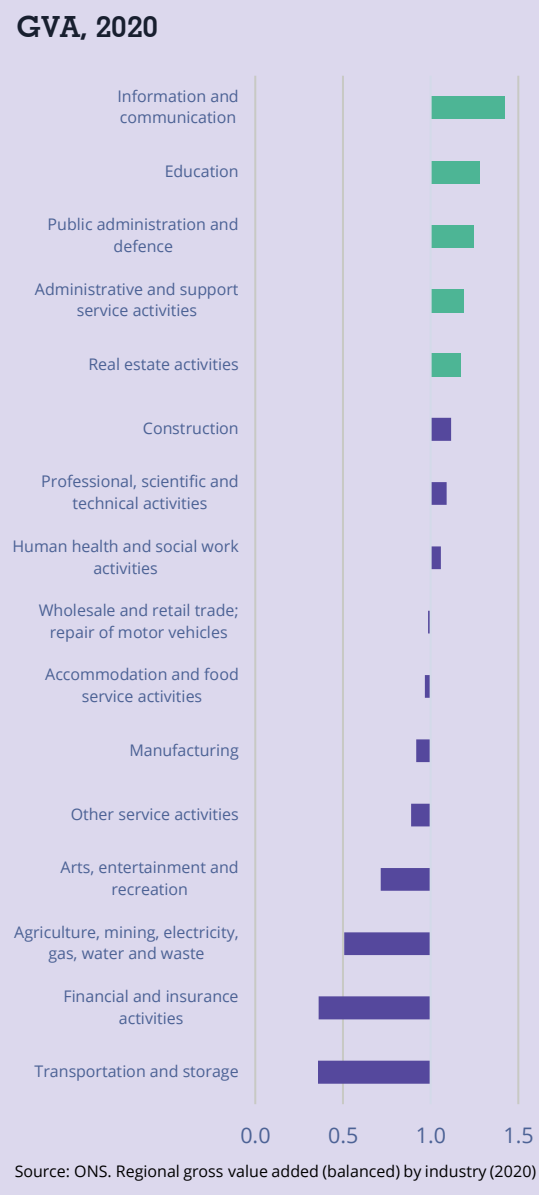
Specialised economic output: Information & communication contributes 1.4x as much to Guildford's total economic output than at the England level. Other specialised sectors include education, public administration and defence, administrative and support service activities and real estate activities.

Specialised employment sectors: Information & communication, professional, scientific & technical, arts, entertainment, recreation & other services, education, public administration & defence and motor trades.

Notably, there are 1.4 times as many jobs in both information & communication and professional, scientific & technical in Guildford than at the England level, and there are 1.3x as many jobs in arts, entertainment, recreation & other services.

Specialised business sectors: Information & communication, professional, scientific & technical, mining & quarrying activities and education are all specialised business sectors in Guildford. Most significantly, there are 1.6x as many information & communication businesses in Guildford than seen at the national level.

These are all unique specialisms that present opportunities that can be built upon to accelerate economic growth in the borough. Some of these are, however, at risk given the employment declines seen over the past five years (i.e. in professional, scientific & technical and arts, entertainment, recreation & other services).



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Reinvigorating Guildford's Economy

Our **DRAFT** Economic Development Strategy

January 2023

Contents

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2.	Guildford's Current Economy: The Case for Action.....	6
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4.	Guildford's Delivery Strategy: Realising a Step Change	35

Annexes

Annex I Action Plan

1. Guildford's Economic Strategy: An Introduction

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

1.2 Our collective ambition, which responds to local aspirations and our recent weak economic performance, is to reinvigorate our economy and restore our economic competitiveness. We will work closely together to achieve this, and have captured this in our ten-year vision which will act as our mission for future action:

"We will re-establish Guildford as the beating heart of Surrey's economy. We will be widely known for our modern, innovative, progressive, productive, inclusive and green economy, characterised by unique clusters of high growth knowledge- and production-based economic activity.

Attracted by our world-class university, ground-breaking hospital, regenerated town centre, intensified employment areas and unrivalled heritage, cultural and natural assets, we will become the number one place in the South East for workers, entrepreneurs and businesses to locate.

Enterprises that choose Guildford, or have roots here, will receive first-class support from our pro-business partners to help them start-up, scale and grow, and, most importantly, clear and obvious connections will be created with our residents to ensure that everyone has the opportunity to benefit from economic success".

1.3 We will achieve this by focusing on six broad themes, which align with our economic context and the *Foundations of Economic Development* set out later in this document:

1. **Productivity:** Boosting enterprise, clustering and innovation;
2. **Property:** Meeting business and worker needs;
3. **People:** Connecting people with opportunity;
4. **Provision:** Upgrading our physical and digital infrastructure;
5. **Place:** Transforming our town centre offer; and,
6. **Planet:** Mitigating the environmental impact of economic activity.

1.4 We have identified tangible short, medium and long-term actions under each of these which will help deliver our ambition. While Guildford Borough Council (GBC) will play the role of 'lead custodian' for our local economy, no one body can deliver economic growth on its own so the responsibility for these is shared across our organisations. This includes Waverley Borough Council (WBC) given the new partnership that has been forged with GBC.

1.5 From our list we have identified ten priority interventions that we think could help deliver significant positive impact for our economy. These are:

1. Actively direct local businesses in high-value, high-growth sectors to the support and innovation programmes offered by Enterprise M3 (our Local Enterprise Partnership), the University of Surrey, Surrey Chamber of Commerce, Surrey County Council and others;
2. Continue to work with Surrey County Council, Enterprise M3 and the Department for International Trade (DIT) to raise the profile Guildford's Gaming industry, and identify other regional clusters to promote and nurture;
3. Continue to progress and drive forward the *Shaping Guildford's Future* and Weyside Urban Village regeneration schemes, and ensure they include the right space types to support high-value high-growth sectors and their supply chains;

4. Explore how council-owned sites (e.g. Slyfield Industrial Estate) could be better utilised to meet employment and housing aspirations, much like has been achieved at Midleton Enterprise Park through our Industrial Estate Growth Strategy;
5. Review publicly-owned assets and explore whether any can be used to provide low-cost business space for entrepreneurs and micro-businesses in our town centre;
6. Work collegiately with developers to unlock and deliver large-scale development schemes that align with the aspirations of this strategy, most notably Blackwell Farm, Wisley Airfield, North Street and Gosden Hill;
7. Continue to work with Network Rail and Surrey County Council to explore the feasibility of delivering new Guildford West (Park Barn) and Guildford East (Marrow) stations to improve connections to future communities and employment areas;
8. Enable Enterprise M3 to deliver the Gigabit EM3 Fibre Spine by providing the support, connections, licences and permissions they need;
9. Develop a comprehensive and granular land use strategy as part of the *Shaping Guildford's Future* programme to support the diversification of our town centre, and explore whether any publicly or privately-owned assets could be used to encourage entrepreneurs to experiment and test new concepts on the high street; and,
10. Provide advice and support for businesses to 'grow their own' skills through reskilling and upskilling programmes, including directing and signposting businesses to existing and forthcoming support (including the *Enterprise M3 Apprenticeship and Skills Hub*).

These interventions represent our priorities for future investment, and more detail is provided later.

- 1.6 The rest of this document captures our context, ambitions, themes and actions in more detail. It is structured around three broad chapters:
 - Guildford's Current Economy: The Case for Action;
 - Guildford's Future Economy: The Next Ten Years; and,
 - Guildford's Delivery Strategy: Delivering a Step Change.
- 1.7 The publication of this document is timely as it follows two major economic shocks, COVID-19 and Brexit, and is concurrent with the unfolding cost of living crisis and associated recession. While it is difficult to anticipate the combined impacts of these pressures, and the ever-changing political context, this strategy addresses these where it can.
- 1.8 It does this by proposing short-, medium- and long-term solutions that respond to the new economic, social and cultural context we now live in, while also providing a stable long-term approach to economic development. While the document may need minor updates over time, or a change in the emphasis of some thematic areas, it provides a framework that could remain in place for the next decade to deliver optimum outcomes for our borough.

Our Geographical Focus

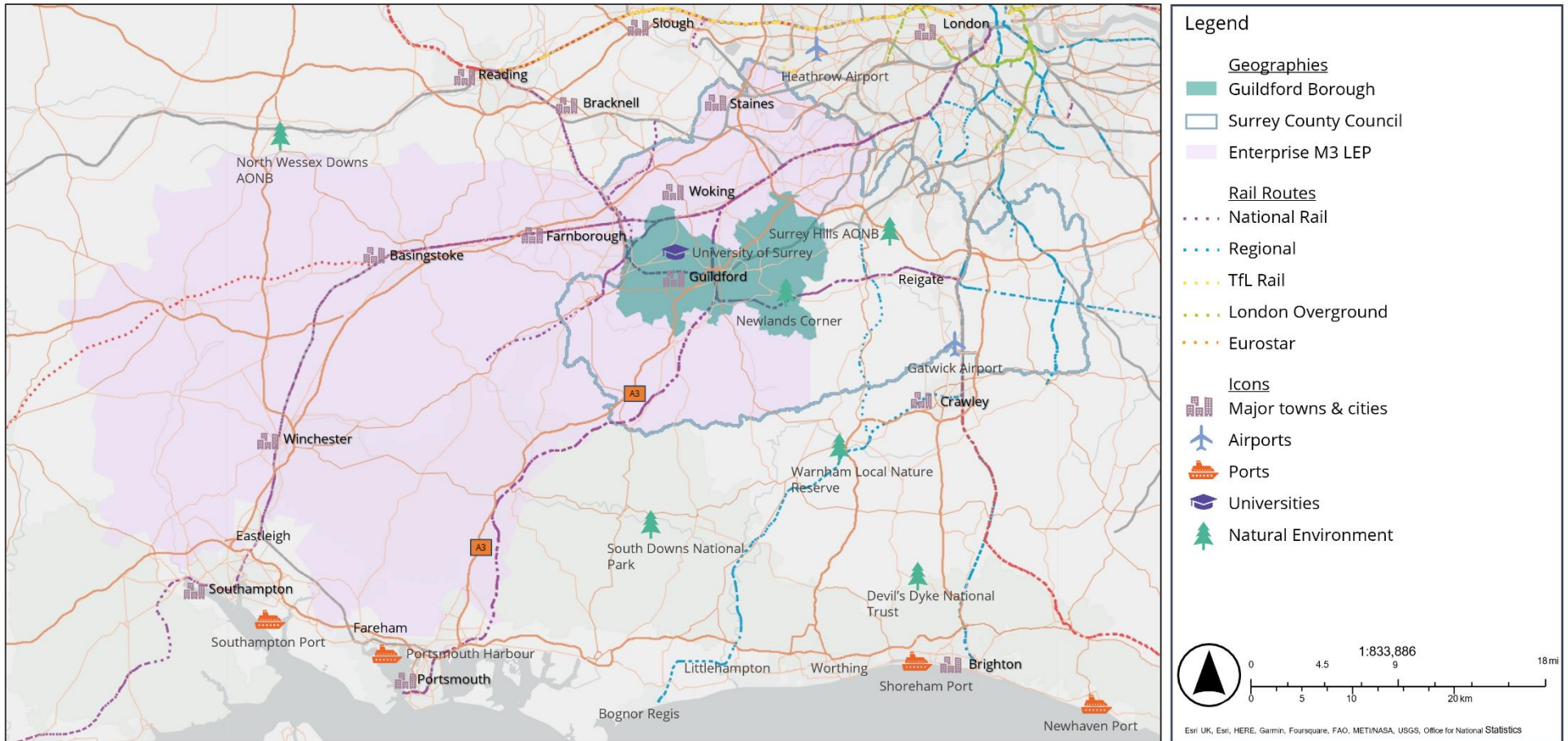
- 1.9 This document focuses on supporting Guildford's urban *and* rural economies. This incorporates the primary, secondary and tertiary economic activities that dominate our rural areas, and the tertiary and quaternary economic activities that characterise the town of Guildford¹.

¹ Primary activities involve the extraction and harvesting of natural materials (e.g. agriculture and forestry); secondary activities involve the production of goods from raw materials (e.g. construction and manufacturing); tertiary activities involve the provision of services and skills (e.g. health and retail); and, quaternary activities involve provision of information services (e.g. computing and consulting).

- 1.10 We do, however, appreciate that Guildford is part of a broader regional economy including the towns and cities of Surrey and Hampshire, including Reigate, Redhill, Dorking, Leatherhead, Woking, Godalming, Basingstoke, Winchester, Southampton and Portsmouth, as well as Greater London.
- 1.11 Guildford is not only an important contributor to this highly productive economic area, but we benefit from being part of it. The region has a wide range of locational advantages, economic assets and high-value economic specialisms that support our local economy and present opportunities for its future growth (e.g. Space, Digital, Cyber Security, Life Sciences, Medical-Technology, Gaming and Creative Technology).
- 1.12 The main actors co-ordinating economic growth across this region are Surrey County Council and Enterprise M3, who have been involved in the creation of this document, as well as Hampshire County Council and Coast to Capital LEP. All these organisations have their own economic strategies to guide their investments².
- 1.13 Our document reflects the aims and ambitions of these bodies and captures proposed interventions relevant to our economy. For example, we include an objective to support the Gaming sector in line with the Enterprise M3's Local Industrial Strategy (LIS), and have an action to work closely with them and Department for International Trade (DIT) to promote their *Immersive Visualisation and Gamification High Potential Opportunity* programme. Taking this area-wide approach will ensure that:
- Our future growth contributes to regional ambitions and complements wider investment;
 - Our future economy helps to curate and strengthen cluster specialisms across the region; and,
 - Our businesses and area benefit from investments and support available from these bodies.

² Surrey's Economic Future – Forward to 2030 (2020-2030); Enterprise M3 Local Industrial Strategy: Defining Our Approach (2020-); Hampshire Economic Strategy (2022-); Coast to Capital Local Industrial Strategy (2019-).

Figure 1.1: Guildford's Economic Context



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Appendix 2

2. Guildford's Current Economy: The Case for Action

- 2.1 We have an important economy that is made up of over 7,000 businesses and 80,000 employees. Collectively, they contribute over £5.3b to the national economy each year which is more than some other major towns and cities surrounding London (e.g. Southend, Canterbury, Colchester, St Albans and Crawley) but less than others (e.g. Milton Keynes, Reading, Oxford, Cambridge and Chelmsford).
- 2.2 Our urban economy, which is concentrated in and around Guildford itself, is underpinned by internationally, nationally, and regionally important economic anchors such as the University of Surrey, Surrey Research Park, Royal Surrey County Hospital, Guildford College, Guildford Business Park, Spectrum and London Square.
- 2.3 These anchors, among others, support economic specialisms in higher-value and higher-wage broad sectors such as Professional Services, Information Technology, and Health, as well as niche sub-sectors including Space & Satellite Technology, Video Gaming, Digital, Pharmaceuticals and Medical Technology. We also have high levels of employment in foundational sectors such as Education, Retail, Hospitality and Tourism.
- 2.4 Our rural economy is more dispersed but is characterised by traditional land-based industries (i.e. Agriculture and Forestry), in addition to Arts, Crafts, Making and non-traditional knowledge-based activities. One of our main anchors is the Surrey Hills Area of Outstanding Natural Beauty (AONB) which attracts over 30 million visits per year and supports our thriving local visitor economy.

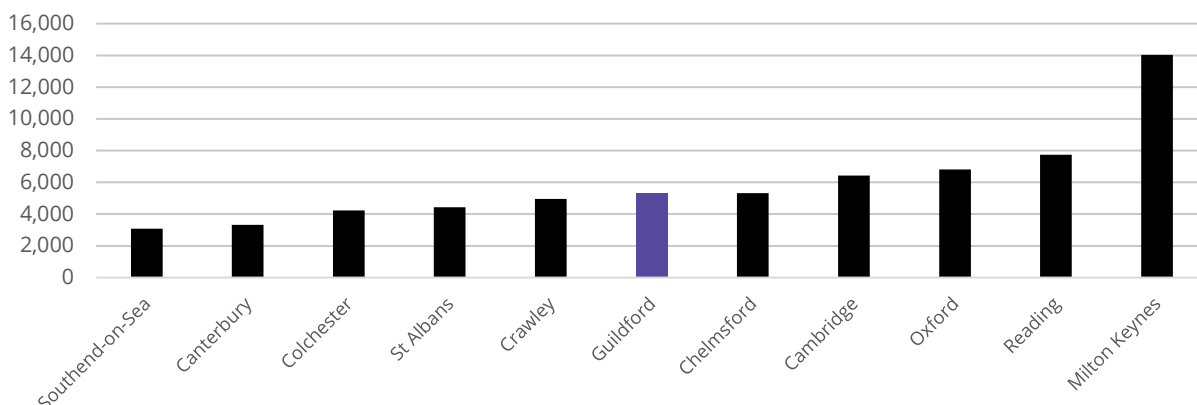


Figure 2.1: Gross Value Added, 2020 (£m)

Source: ONS, Regional gross value added (balanced) by industry (2020)

- 2.5 Our economy has, however, stalled in recent years. Evidence shows that in the five years preceding the COVID-19 pandemic we experienced very little economic growth unlike most other cities and aspiring cities around London³. It is likely that this has been exacerbated by the COVID-19 pandemic as economic growth slowed in most places across the country and we know that our businesses were hit hard.
- 2.6 As the table below illustrates, we are among the weakest performers on several economic metrics from 2015 which means that while we have stood still our competitors have started to catch up. This is weakening our position and making us a less attractive to businesses and investors. This is underlined by the recent loss of several important employers from our borough to competitor locations, including

³ We have benchmarked our economic performance against cities around London, as well as major towns around the M25 that recently applied to become cities, as we consider these to be our main competitors for investment bar our more immediate neighbours.

Ericsson (moved to Reading), BOC (moved to Woking), IDBS (moved to Woking), Alexander Dennis (moved to Farnborough) and Sanofi (moved to Reading).

Table 1.1: Economic Change

Employment Change (%), 2015-2020	Business Change (%), 2016-2021	GVA Change (%), 2015-2020	Business Start Up Rate (%), 2015-2020
Cambridge 20%	Colchester 10%	Chelmsford 17%	Milton Keynes 14%
Crawley 8%	Crawley 10%	Cambridge 16%	Reading 14%
Reading 7%	England 9%	St Albans 14%	Crawley 14%
Chelmsford 6%	Milton Keynes 8%	England 13%	England 13%
Colchester 4%	Chelmsford 7%	Colchester 13%	Colchester 13%
Canterbury 3%	Canterbury 5%	Oxford 13%	St Albans 13%
England 3%	Cambridge 4%	Milton Keynes 11%	Southend-On-Sea 13%
Milton Keynes 2%	Oxford 3%	Canterbury 10%	Cambridge 12%
Guilford 1%	Southend-on-Sea 3%	Southend-On-Sea 9%	Chelmsford 12%
Oxford 0%	St Albans 3%	Guilford 9%	Canterbury 12%
Southend-on-Sea 0%	Reading 1%	Reading 3%	Oxford 12%
St Albans -1%	Guilford 1%	Crawley -7%	Guilford 11%

Sources: ONS Business Register and Employment Survey (2020); ONS UK Business Count (2021); ONS Regional Gross Value Added by Industry (2020).

- 2.7 This provides our impetus and imperative to act and illustrates why the publication of this *Economic Development Strategy and Action Plan* is timely. If we want to retain our position as major contributor to the national and regional economy, and to continue attracting innovative businesses and entrepreneurs to our borough, we need to re-invigorate our economy.
- 2.8 Through our extensive analysis of Guildford’s economic, social and environmental context, and our wide-reaching consultation exercise, we have identified ten ‘blockers’ or ‘barriers’ that we need to address to do this. These have been used to shape our vision for the local economy and to select thematic areas to focus on. They are summarised at a high level below, alongside illustrative statistics, but are explored in more depth throughout this document.
1. We have less commercial space than our competitors...
 - o Reading has 2.8x more office floorspace and 2.5x more industrial floorspace than we do.
 2. Our commercial space could better meet the needs of modern higher-value occupiers...
 - o Only 5% of our office stock and 4% of industrial stock is classified as ‘high quality’.
 3. We do not provide enough low-cost and supportive space for innovators and entrepreneurs...
 - o We do not have any innovation or accelerator type workspace in our town centre.
 4. Our housing market is highly constrained...
 - o We have to deliver at least 562 homes per year to meet our identified ‘need’.
 5. This is one of the most unaffordable places to live in the country...
 - o House prices are 13.2x higher than average workplace earnings.

6. Our local labour market profile limits some parts of the economy...
 - o Almost 70% of our residents are in highly qualified professional occupations making it difficult for foundational sectors to recruit.
7. We suffer from significant traffic and congestion...
 - o We are the 7th most congested borough in the entire country.
8. Our public transport connectivity could be stronger...
 - o Poor accessibility to education, skills and training provision are the main drivers of deprivation in our borough.
9. Our digital connectivity speeds are not sufficient for some innovative and high-wage businesses...
 - o Only 65% of our properties have access to Gigabit connectivity, versus 89% in Cambridge, 87% in Milton Keynes and 86% in Crawley.
10. Our town centre could better reflect worker needs...
 - o 40% of our units are occupied by national 'clone' chains which is more than nearly all of our competitors and double the national average.

2.9 Our view is that if we can address as many of these as possible, our economy is likely to start moving again. This is because we have strong foundations that can be built upon, ranging from our highly skilled labour force to our unique and diverse economic assets and anchors (Figure 2.2). As set out in Table 2, we also have some major strengths and opportunities that can be exploited to kickstart growth, such as our unique sector specialisms which we can use to attract likeminded businesses to Guildford, and the major development sites in and around our town centre that can provide new commercial space.

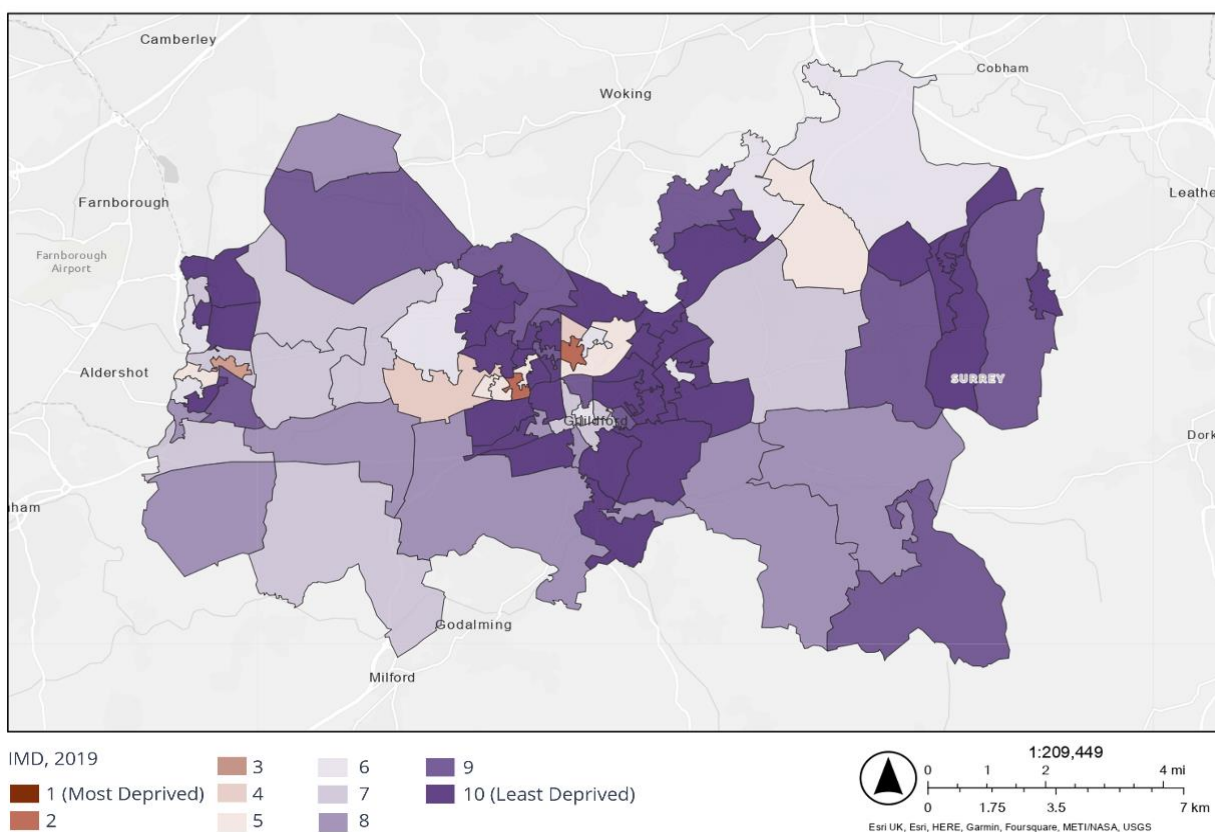


Figure 2.2: Deprivation, 2019
Source: MHCLG Indices of Multiple Deprivation (2019)

- 2.10 We do, however, recognise that we have a responsibility to ensure that our approach to economic development creates opportunities for *everyone* in Guildford, and that re-invigorating the economy in this way will not necessarily ‘trickle down’ to all members our community. From our analysis we know that despite our relative wealth we have pockets of deprivation across the borough, as the map above illustrates. We therefore need to make sure that the initiatives we deliver also help to tackle this wherever possible – helpfully our analysis tells us that our deprivation is primarily driven by barriers to housing, services and education which means we can deliver targeted responses.
- 2.11 We also recognise that air pollution and climate change are major concerns for our businesses, residents, and visitors. While this is not a net zero or environmental sustainability strategy, we need to ensure that re-invigorating our economy does not come at the cost of our environment, and that we harness opportunities presented by the low-carbon economy wherever possible. Analysis on air quality commissioned by GBC⁴ underlines the importance of this as it shows that some parts of our borough have dangerously high levels of greenhouse gases, most notably around the A3 and A31, and across the town of Guildford.

Table 2.1: Our Defining Economic Strengths, Weaknesses, Opportunities and Threats

Strengths	Weaknesses
<ul style="list-style-type: none"> ○ We are well-located and well-connected to other towns and cities, <i>and</i> major international airports. ○ Our residents are highly-skilled, well-educated and largely of working age. ○ We have a number of high-value, high-wage and specialised employment sectors ○ Our borough has a wide range of regionally and nationally significant economic assets. ○ We have a diverse business base characterised by productive rural and urban enterprises. ○ Our physical and natural environment is highly attractive to workers, businesses and visitors. 	<ul style="list-style-type: none"> ○ Our economy has grown slowly in recent years. ○ We have a constrained commercial property market that could better meet business needs. ○ Our high housing costs make it difficult for businesses to recruit workers. ○ We have infrastructure constraints limiting development and economic growth (e.g. broadband and active travel connectivity). ○ Our amenity offer has become less attractive to innovative and high-growth businesses versus competitor locations in recent years. ○ Our lack of investment in infrastructure and development is damaging businesses’ perceptions of our borough.
Opportunities	Threats
<ul style="list-style-type: none"> ○ We have employment sites that can be expanded or intensified to deliver positive economic impact. ○ Our town centre has opportunity sites that can be used to support economic development and housing. ○ Our partners are delivering programmes that we can leverage and support to deliver local benefit. ○ We have high growth sectors that can support the reinvigoration of our economy. ○ Our public bodies own sites and assets that could be utilised to deliver greater economic impact. ○ Our council is proactively investing in infrastructure and regeneration projects. ○ Our natural, cultural and heritage assets can be used to create more economic value. 	<ul style="list-style-type: none"> ○ Our constrained commercial market and lack of development could drive more businesses out. ○ Economic projections suggest some of our competitors may see higher levels of economic growth in coming years threatening our position. ○ Our housing challenges may see the private sector put more pressure on our public bodies to convert productive employment space to residential uses. ○ Climate change, and associated hazards such as flooding, are likely to bring new challenges to our business and residents. ○ Our fall in international migration following the Brexit referendum may make it difficult for our businesses to fill vacancies in the future.

⁴ Detailed Air Quality Modelling and Source Apportionment, Guildford Borough Council (2019).



Figure 2.2: Our Economic Assets and Anchors
(From Left to Right, From Top To Bottom: University of Surrey, Slyfield Industrial Estate, Surrey Research Park, Guildford Town Centre, Royal Surrey County Hospital, Pirbright Institute, Surrey Hills Area of Outstanding Natural Beauty and Guildford College)

3. Guildford's Future Economy: The Next Ten Years

3.1 Following detailed analysis of our economic position, and extensive and wide-ranging discussions between partners, we have agreed that we need to take concerted and focused action to reinvigorate our economy and restore our economic position. We must work closely together to unlock our economy by addressing our 'barriers' and building on our wide-ranging strengths and opportunities. This is captured in our ten-year vision, which will act as our mission and 'rallying cry' for future action:

"We will re-establish Guildford as the beating heart of Surrey's economy. We will be widely known for our modern, innovative, progressive, productive, inclusive and green economy, characterised by unique clusters of high growth knowledge- and production-based economic activity.

Attracted by our world-class university, ground-breaking hospital, regenerated town centre, intensified employment areas and unrivalled heritage, cultural and natural assets, we will become the number one place in the South East for workers, entrepreneurs and businesses to locate.

Enterprises that choose Guildford, or have roots here, will receive first-class support from our pro-business partners to help them start-up, scale and grow, and, most importantly, clear and obvious connections will be created with our residents to ensure that everyone has the opportunity to benefit from economic success".

3.2 This *Economic Development Strategy and Action Plan* sets out how we will achieve this. Responding to our economic context, consultations with stakeholders, and, crucially, the *Foundations of Economic Development* set out on Page 18, it is structured around six broad thematic areas that represent our priority areas for intervention:

1. **Productivity:** Boosting enterprise, clustering and innovation;
2. **Property:** Meeting business and worker needs;
3. **People:** Connecting people with opportunity;
4. **Provision:** Upgrading our physical and digital infrastructure;
5. **Place:** Transforming our town centre offer; and,
6. **Planet:** Mitigating the environmental impact of economic activity.

These are discussed in more detail throughout this chapter, and we will work hand in glove with one another to bring forward actions associated with each.

3.3 Across these we will use all the levers we have at our disposal to deliver positive change. These are:



Anchor: Using our powers, day-to-day activities, and operational expenditure to support economic activity.



Facilitator: Bringing businesses, organisations and anchor institutions together to collaborate on projects and deliver positive economic change.



Advocate: Championing our area to ensure policies, projects and funding supports and benefits our local economy.



Marketer: Attracting businesses, entrepreneurs and investors to Guildford by communicating its benefits and brokering relationships between important players.



Commissioner: Procuring goods and services to support economic development and securing public and private investment to pay for it.



Deliverer: Actively delivering physical and non-physical projects that support economic development ambitions.

3.4 Given the increasingly constrained funding environment we operate in we will focus on interventions that have high impact but limited resource implications, particularly those that fall under the 'anchor', 'facilitator' and 'advocate' categories. That said, we recognise that we will need to do more than this to move the dial on our economic performance. We have therefore identified ten priority interventions that we think could help deliver significant positive impact for our economy and will represent our priorities for investment:

1. Actively direct local businesses in high-value, high-growth sectors to the support and innovation programmes offered by Enterprise M3, the University of Surrey, Surrey Chamber of Commerce, Surrey County Council and others;
2. Continue to work with Surrey County Council, Enterprise M3 and the Department for International Trade (DIT) to raise the profile Guildford's Gaming industry, and identify other regional clusters to promote and nurture;
3. Continue to progress and drive forward the *Shaping Guildford's Future* and Weyside Urban Village regeneration schemes, and ensure they include the right space types to support high-value high-growth sectors and their supply chains;
4. Explore how council-owned sites (e.g. Slyfield Industrial Estate) could be better utilised to meet employment and housing aspirations, much like has been achieved at Midleton Enterprise Park through our Industrial Estate Growth Strategy;
5. Review publicly-owned assets and explore whether any can be used to provide low-cost business space for entrepreneurs and micro-businesses in our town centre;
6. Work collegiately with developers to unlock and deliver large-scale development schemes that align with the aspirations of this strategy, most notably Blackwell Farm, Wisley Airfield, North Street and Gosden Hill;
7. Continue to work with Network Rail and Surrey County Council to explore the feasibility of delivering new Guildford West (Park Barn) and Guildford East (Merrow) stations to improve connections to future communities and employment areas;
8. Enable Enterprise M3 to deliver the Gigabit EM3 Fibre Spine by providing the support, connections, licences and permissions they need;
9. Develop a comprehensive and granular land use strategy as part of the *Shaping Guildford's Future* programme to support the diversification of our town centre, and explore whether any publicly or privately-owned assets could be used to encourage entrepreneurs to experiment and test new concepts on the high street; and,
10. Provide advice and support for businesses to 'grow their own' skills through reskilling and upskilling programmes, including directing and signposting businesses to existing and forthcoming support (including the Enterprise M3 Apprenticeship and Skills Hub).

Building on Existing Momentum

3.5 Recognising that our economic performance has been weak in recent years, we have already started bringing forward several major investments across the borough. These are 'pre-cursors' to our future economic success, and act at the starting point for achieving our ten-year vision. A summary of the most significant are set out below to capture existing momentum that exists locally:

1. Weyside Urban Village: GBC is working to bring forward an exciting new urban village adjacent to the River Wey that will incorporate 1,500 new homes, complemented by shops, green space, nurseries, community uses and healthcare facilities. The scheme also incorporates 7,000 sqm of new employment space to complement the highly successful Slyfield Industrial Estate which sits nearby.
2. Friary Quarter: St Edward is currently working with GBC to regenerate North Street to enhance and improve this part of our town centre. They have developed a clear vision to *"bring the area back to life by delivering new spaces to eat, shop, live, meet and play, in high quality buildings and surrounded by beautiful public realm"*. Two important elements of the scheme involve the provision of a new bus station and the pedestrianisation of North Street to improve the visitor experience.
3. Guildford Park Road Regeneration: GBC is currently developing plans to deliver new homes on the former Guildford Park Road Car Park, which sits to the northwest of Guildford Station. The objective of the development, which is currently in its design phase, is to provide much needed new homes, including affordable homes, across a range of types and tenures.
4. Guildford Sustainable Movement Corridor: GBC, Surrey County Council and National Highways are currently working together to improve sustainable travel options between the Royal Surrey County Hospital, University of Surrey and Guildford Station. This involves the provision of new pedestrian and cycle paths to better link up disparate parts of our town, as well as bus lane improvements to reduce journey times and improve public transport connectivity.
5. Wisley Interchange Highway Upgrades: National Highways is currently working with GBC and Surrey County Council to deliver a £300m upgrade to the Wisley Interchange between the A3 and M25. The aim is to reduce congestion and improve reliability, which is important for Guildford as it is our main gateway to the rest of the country and wider South East.
6. Midleton Enterprise Park: GBC have recently re-developed several industrial units to provide high quality, flexible industrial space for micro, small and medium-sized production and distribution type businesses in this area. More re-development is underway on this site as part of GBC's proactive Industrial Estate Growth Strategy.



Figure 3.1: Building on Existing Momentum
 (From Left to Right, From Top To Bottom: Weyside Urban Village; Wisley Interchange Upgrades; North Street Regeneration; Guildford Park Road Regeneration)

Focus On: The Foundations of Economic Development

Local economic development is typically 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 traditionally 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 - it can be reported in absolute and relative terms (i.e. GVA versus GVA Per Worker or GVA Per Hour Worked).

There is much literature exploring the factors that underpin places that have high GVA, and perform strongly on other traditional economic measures including those related to employment, business, sectors, income and economic activity. These studies typically refer to a wide range of economic drivers such as enterprise, innovation, inward investment, commercial space, transport, digital infrastructure, skills, education and amenities.

This is emphasised by the Government's "*What Works*" Centre for Economic Development which has conducted a thorough review of studies evaluating interventions intended to stimulate local economic growth. While each place is unique, and there are place-specific influences, they identify several factors that are consistently important in supporting local economic growth:

1. **Finance:** Provision of public sector loans or grants to firms where the market is failing to boost enterprise (e.g. to help micro, small and medium sized businesses expand);
2. **Transport:** Provision of strong public and private transport connectivity to support the productivity of firms and workers (due to efficient travel times), and attract new businesses that demand connectivity to other economic nodes;
3. **Training:** Provision of direct and indirect training and education opportunities to improve the skills of the local population – skilled labour markets can enhance the productivity of firms and attract inward investment;
4. **Apprenticeships:** Provision of apprenticeships to enhance the skills and wages of local people, and support firm level productivity;
5. **Incentives:** Provision of area-based incentives to attract investment, support growth and enhance productivity (e.g. tax breaks, wage subsidies, simplified planning etc);
6. **Broadband:** Provision of high bandwidth and rapid digital connectivity to enhance firm level productivity and attract high-value modern businesses;
7. **Business Advice:** Provision of structured business advice and/or long-term mentoring to support business creation, improve business survival, enhance productivity, and boost employment growth;
8. **Housing:** Provision of a mix of housing types and tenures for a mixed and skilled labour market which is important for economic growth and inward investment;
9. **Innovation:** Provision of grants, loans, funding, facilities and amenities that support firms to develop new products, services or methods that boost productivity;
10. **Public Realm:** Provision of high-quality public realm in town centres and commercial areas to boost footfall, interest, expenditure, and inward investment; and,
11. **Culture and Leisure:** Provision of creative, cultural, sports, leisure and tourism events and assets to support wellbeing, and economic growth through employment and visitor spend.

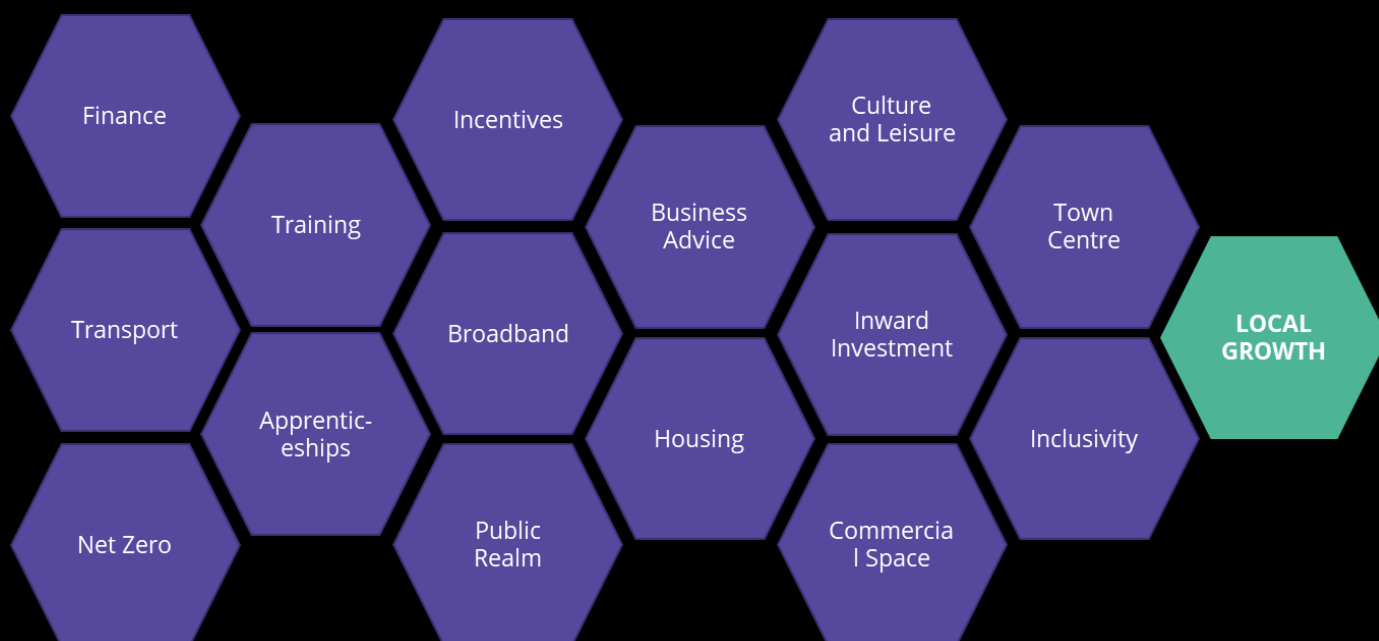
Given their importance, we will ensure that these factors underpin our approach to economic development in Guildford. We will also add (a) inward investment, (b) commercial space and (c) town centre diversification to the list, as we know that these are also relevant for driving economic growth particularly in our borough. This approach reflects the Government's previous *Industrial Strategy*, which defined five "pillars" of economic growth

(Ideas, People, Infrastructure, Business Environment and Places), and the current *Levelling Up* 'Missions' and 'Drivers' which are intimately linked to these factors.

While these traditional metrics and factors support economic development, it is worth noting that economic growth does not always translate to improved livelihoods for *all*, is not a silver bullet for improving wellbeing 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 – we know that these issues are particularly acute in London, Oxford and Cambridge.

This has led to the rise in alternative approaches in economic development such as 'inclusive growth', 'triple bottom line', 'doughnut economics', 'green economics', 'good growth', 'socio-economic development', 'levelling up', and 'low carbon economics'. There are also a wide range of holistic measures that are now commonly used that consider economic, social *and* environmental factors such as the *Indices of Multiple Deprivation* – a combined measure of deprivation based on 37 indicators. While we are not explicitly adopting any of these approaches in this strategy, we will ensure that addressing environmental and social issues also underpins our approach to delivering future economic growth.

Figure 3.2: Foundations of Economic Development



Productivity: Boosting Enterprise, Clustering and Innovation

Why is action needed?

- 3.6 We have a reasonably productive economy in both absolute and relative terms – as previously discussed, it generates around £5.3b per year which translates to £58k per worker⁵. This links to our sector mix which is dominated by knowledge- and production-based industries in the private sector.
- 3.7 Although this is relatively positive, we have been resting on our laurels in recent years and our economic growth has ground to a halt as outlined earlier in this document. This is due to a lack of commercial development and the loss of major employers to competitor locations over the last five years, as well as a range of other 'barriers'.
- 3.8 We are surviving on our past successes and if we do not act it is likely that our more interventionist rivals will catch up and we will continue to lose our competitiveness. This is reflected in economic projections which indicate that places like Milton Keynes, Oxford, Cambridge, Reading and Canterbury could experience more rapid economic growth than Guildford over the next five to ten years.
- 3.9 Closely related to this our levels of enterprise and innovation could be stronger. For example:
- Between 2015 and 2020 our Business Start Up Rate⁶ was 11% which is significantly lower than at both the national (13%) and South East (16%) levels over this period⁷.
 - Between 2008 and 2017 55 patents were registered by businesses in our borough which is lower than in Cambridge (292), Oxford (230⁸), Milton Keynes (129) and Reading (84)⁹ over the same period.

This is of particular concern as both entrepreneurship and the innovation of new ideas, products and processes are widely recognised as key drivers of economic growth.

How will we respond?

- 3.10 We will respond to this by focusing our energies on supporting the growth of high-value sectors that are either already growing rapidly or highly specialised in our borough. Those that present the most opportunities for our future economic success include Professional Services, Information Technology (incorporating Artificial Intelligence), and Health, and niche sub-sectors such as Space & Satellite Technology, Video Gaming, Digital, Pharmaceuticals and Medical Technology.
- 3.11 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 Enterprise M3 and Surrey County Council, include Professional Services, Space & Satellite Technology, Video Gaming and Medical Technology.
- 3.12 Supporting these sectors is a common thread that runs throughout this strategy, and intervention is required across several thematic areas to catalyse their growth (most notably Property, People and Place). This theme focuses on providing *direct* support to existing and prospective businesses to boost enterprise, clustering and innovation.
- 3.13 In this vein, our overarching response is to 'get the basics right' by improving our engagement with existing businesses *and* those considering locating in our borough. We will achieve this by improving

⁵ ONS. Regional Gross Value Added by Industry (2020).

⁶ The number of new businesses established in a given year as a proportion of the total business base.

⁷ ONS. UK Business Count (2021).

⁸ This incorporates registration in South Oxford which includes parts of the city itself.

⁹ Intellectual Property Office. Patents Granted by Local Authority (2018).

our 'front door', meaning that businesses in these sectors that engage with GBC or partners are directed to the support, advice, and opportunities they need to prosper.

- 3.14 This will require us to accelerate the roll out of our new customer relationship system to *all* departments, while also ensuring economic development officers keep up-to-date with all schemes, programmes, initiatives, funding and opportunities offered by partners for businesses in priority sectors. This will require officers to undertake an audit and gap analysis to identify (a) what business support is currently available; and, (b) what additional support could be offered to enhance provision.
- 3.15 Once this is in place, we will also actively market our borough to entrepreneurs, businesses and investors working in our priority sectors. Using existing platforms as a basis (e.g. Invest in Surrey) we will undertake proactive inward investment activities to communicate the locational benefits of our borough and direct interested parties to local opportunities.
- 3.16 This will require a joined-up approach between GBC, Enterprise M3, Surrey County Council, Surrey Research Park, Guildford Businesses Park, Invest in Surrey, commercial property agents and other inward investment players to ensure that we adopt a 'One Guildford' or 'One Surrey' approach to attracting new enterprises to our area. We need to make sure that if one partner cannot find an investment opportunity for an interested business someone else can step in to support them.

What actions will be prioritised by GBC?

- Extend GBC's new Salesforce Customer Relationship Management (CRM) system to all departments to enhance our 'front door' with businesses (Anchor).
 - This will help ensure our communications are joined up and that every interaction with businesses is informed by previous communications – this is crucial for us to come across as a 'business friendly' council.
- Work with WBC to produce collateral to signpost businesses to the support, advice and/or opportunities they need to prosper when they contact GBC and partners (Facilitator).
 - We will work with partners to capture the existing offer on a dedicated webpage on the GBC website that is updated regularly by officers.
- Actively direct businesses in priority sectors to the support programmes already offered by Enterprise M3, the University of Surrey, Surrey Chamber of Commerce, Surrey County Council and others, and help them to unlock the opportunities these present (Facilitator).
 - Examples of different programmes are set out below
- Work with WBC to undertake an audit of the business support offer available to local enterprises and use this as a basis to co-commission targeted support for different sized businesses within our target sectors (Deliverer).
 - This will involve extending the Incubive business support current offered to businesses in Waverley to Guildford.
 - We will engage with other local boroughs that have implemented similar schemes to explore any lessons learned from their experience.
- Work with WBC 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 (Facilitator).
 - This will focus on small and micro businesses and will be a continuation of the Surrey LEADER programme that has previously supported rural business expansion.
- Engage with at least 20 businesses in priority sectors on an annual basis to understand their aspirations, plans and challenges (Facilitator).
 - We will use this intelligence to offer tailored responses that help support each business to reach their potential within the borough.
- Organise bi-annual 'Business Question Time' events with WBC 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.
- Continue to work with Surrey County Council, Enterprise M3, the Department for International Trade (DIT) and the Association for UK Interactive Entertainment (UKIE) to raise the profile of Guildford's Gaming industry through the Guildford Games Cluster and the Guildford and Aldershot *Immersive Visualisation and Gamification High Potential Opportunity* (Marketer).
 - This will involve, as a minimum, ensuring our partners are aware of developments 'on the ground', such as new start-ups, business relocations and commercial space vacancies.
- Work with Enterprise M3 and Surrey County Council to raise the profile of other regional clusters that are relevant to Guildford, including Medical Technology.
 - We will work with partners to ensure that the profile Guildford's businesses and assets are at the forefront of regional promotional activity.
- Develop inward investment collateral that captures the locational advantages and opportunities offered by the borough (Marketer).
 - We will capture this on a dedicated webpage on the GBC website that includes clear links to the Invest in Surrey website and collateral.
- Agree a regular list of events and engagements that officers from GBC and WBC can attend to raise the profile of the borough among investors, funders and policymakers (Marketer)
- Work with partners to explore options to market Guildford to entrepreneurs and businesses in priority sectors looking for a new base (Marketer).
 - Our options range from placing advertisements in sector-specific publications to targeted social media campaigns.

Our Indicators of Success

Indicator	Baseline Position	Five Year Target	Ten Year Target
GVA	£5.3bn (2020)	£6bn	£7bn
GVA Per Worker	£58k (2020)	£65k	£70k
Business Start Up Rate	9% (2020)	15%	18%
Successful Inward Investments	Not currently recorded	30	70

Focus On: Existing Business Support Offer

Our partners offer a wide range of business support services that we can direct our businesses towards to. In line with our aspiration for Guildford, most of these focus on supporting high-growth and high value businesses that can deliver a step-change for local and regional economies.

Enterprise M3 is the main business support provider at present. Their most prominent programme is their High Growth Companies Programme which provides dedicated support to help high-value businesses increase their revenue and profit. They offer access to specialist software (i.e. GROWTHmapper), coaching, mentoring, and business planning support as part of this.

The University of Surrey also offers business support for start-ups via their Set Squared Programme and associated incubator hub on the Surrey Research Park. This is available to any high potential business, but those that meet their entry requirements have access to a broad suite of support. This ranges from one-to-on sessions with their International Trade Advisor and mentoring with seasoned experts, to access to their Open Innovation Programme which connects entrepreneurs with world-leading corporates who are leaders in their respective fields. They also run the S100 Angels Investment Network which helps to connect high growth businesses with Angel Investors.

Property: Meeting Business and Worker Needs

Why is action needed?

- 3.17 We have a wide range of important employment sites across our borough – examples include the Surrey Research Park, Slyfield Industrial Estate, Guildford Business Park, Midleton Enterprise Park, Tannery Studios, Guildway Office Park, and London Square. Together these and others support a broad diversity of businesses within 3.7m sq ft of office space and 3.4m sq ft of industrial space¹⁰.
- 3.18 While this is not an insignificant amount of space, it is much less than many of our more productive competitors. For example, Reading has 10.4m sq ft of office space and 8.7m sq ft industrial space respectively, Milton Keynes has 9.5m and 32m sq ft, Oxford has 4.7m and 7.2m sq ft, Chelmsford has 4.6m and 5.5m sq ft and Crawley has 4.5m and 8m sq ft respectively¹¹. This means we have less capacity for business activity than these locations limiting the size, scale, and breadth of our economy.
- 3.19 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, higher-value office-type occupiers are increasingly demanding high-quality and flexible space close to public transport nodes and vibrant town centres. Our office stock does not align with this:
- Only 5% of our office stock is classified as 'high quality' versus 47% in Reading, 35% in Crawley, 30% in Cambridge and 20% in Milton Keynes¹²;
 - Nearly all of our major office clusters are located away from our main train station and town centre (e.g. Surrey Research Park, Guildford Business Park, London Square, Cathedral Hill and Guildway Office Park); and,
 - Most of our office stock is large floorplate stock available on long and inflexible lease terms, particularly space located close to the town centre (e.g. Ranger House and Bridge House).

Our industrial offer is, in contrast, better located and more attractive for target occupiers but also suffers from issues related to flexibility, quality, sustainability and density – except for on the Midleton Enterprise Park which has recently benefitted from the provision of new higher-quality units.

- 3.20 We also lack highly-flexible and lower-cost business space directly targeted at entrepreneurs and micro businesses – this is likely to be influencing our comparatively low levels of enterprise and innovation, and is a concern because 33% of our 'high growth' businesses¹³ employ under five people and 85% employ fewer than 49 people¹⁴. Many of our more productive competitors have an array of these types of spaces¹⁵ in their town centres - for example, Oxford City Centre is well served by Oxford Innovation Space, Makespace Oxford, Make Oxford, Grassroots Workspace, Urbanoid, and Oxford DevSpace.
- 3.21 Compounding this we also suffer from a highly constrained residential market – median house prices are £485k which is 30% higher than across the South East and 63% above the national average¹⁶, and we have not delivered enough new homes to meet rising demand over the last decade. This makes it difficult for businesses to attract and recruit workers, most notably highly-skilled graduates and young professionals starting families, and is contributing to a 'brain drain' of talent to more affordable towns and cities. It also makes it harder to recruit lower-skilled workers in foundational roles as most are unable to live and work locally.

¹⁰ CoStar. CoStar Analytics (2022).

¹¹ CoStar. CoStar Analytics (2022).

¹² CoStar. CoStar Analytics (2022).

¹³ Businesses experiencing at least 20% growth in turnover or employees year-on-year over the last three years.

¹⁴ Beauhurst (2021).

¹⁵ Example typologies include co-working, incubator, accelerator, creative and maker spaces among others.

¹⁶ ONS. House Price Statistics for Small Areas (2021).

How will we respond?

- 3.22 We will respond to this by seeking to use our sites and assets to provide the commercial and residential space our businesses and workers demand. This will involve reviewing our existing landholdings and exploring whether they can be intensified or redeveloped to deliver more floorspace.
- 3.23 From a GBC perspective, this will involve the active delivery of large mixed-use regeneration schemes that incorporate commercial and residential uses. Examples include the Weyside Urban Village, and several sites identified in the emerging *Shaping Guildford's Future Masterplan* including Town Wharf, Bedford Wharf and Woodbridge Meadows.
- 3.24 We will also explore options to better use council-owned sites (e.g. Slyfield Industrial Estate, Lysons Industrial Estate and Woodbridge Meadows), which will involve undertaking detailed feasibility, capacity and masterplan studies to explore possibilities for each site. Several sites are currently being reviewed as part of GBC's Industrial Estate Growth Strategy.
- 3.25 Partners such as the Surrey Research Park, University of Surrey, Guildford Cathedral and Royal Surrey County Hospital will also do this as part of their estate strategies. Where feasible options exist we will all actively pursue the delivery of schemes, working together where possible.
- 3.26 Aligned to this we will also consider how our existing assets could be better utilised to deliver greater economic output. GBC, for example, will explore whether opportunities exist to partially or fully repurpose any of our commercial assets to provide space for 'high growth' and high potential micro businesses, while also reviewing whether any of our commercially let assets could be refurbished or re-oriented to better meet the changing needs of businesses in our priority sectors.
- 3.27 More broadly we will use our collective influence and powers to encourage the right type of uses to come forward in the right places, and to protect commercial assets that already exist. 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 existing guidance does not yet exist. We will also work proactively developers to maximise the positive economic impacts of schemes.

What actions will be prioritised by GBC?

- Continue to pursue the Weyside Urban Village regeneration scheme (Deliverer).
 - We will carefully consider how commercial space provision can be tailored to priority sectors and/or their supply chain to drive productivity growth.
- Progress and drive forward the delivery of the *Shaping Guildford's Future* town centre masterplan (Anchor and Deliverer).
 - We will ensure that suitable business space is provided through this exercise, and that our new residential offer caters to workers in priority sectors.
- Finalise the feasibility work and begin delivery of the Guildford Park Road Regeneration scheme (Deliverer).
 - This will incorporate a wide mix of housing tenures to support the varying needs of our working age population.
- Explore how council-owned sites (e.g. Slyfield Industrial Estate) could be better utilised to meet employment and housing aspirations, much like has been achieved at Midleton Enterprise Park through our Industrial Estate Growth Strategy (Deliverer).
 - This will involve undertaking masterplans and feasibility studies for sites that are the most deliverable and offer the greatest capacity for change, and pursuing our Industrial Estate Growth Strategy.

- Review council-owned assets and explore whether any can be used to provide low-cost business space for entrepreneurs and micro-businesses (Deliverer).
 - Our town centre and business base would benefit from new accelerator/incubator spaces, incorporating wraparound business support. These could focus on complementary priority sectors (e.g. Digital, Video Gaming and Information Communication).
 - Like many private and public sector investors we will also consider, where possible, how we can maximise environmental and social value as well as financial returns from our property portfolio.
- Support anchor institutions to unlock large-scale development schemes that align with the objectives of this strategy, most notably the extension of the Surrey Research Park (Facilitator).
 - This might involve providing, delivery expertise, joint feasibility funding and/or strengthening existing functions such as Development Management.
- Proactively work with private sector developers to maximise the economic, social and environmental benefits of large-scale commercial schemes in planning or coming forward (Anchor).
 - Examples include Wisley Airfield, North Street, Gosden Hill and the former Debenhams store.
- Upgrade existing council-owned assets to better meet the needs of our priority sectors (Anchor).
 - New MEES (Minimum Energy Efficiency Standard) legislation from central Government requires landlords to invest in the sustainability of their commercial assets, which provides us with a unique opportunity to make wider improvements to our commercial portfolio.
- Update the existing Employment Land Review to reflect the changing economic context, and consider the merits of introducing an affordable workspace policy (Anchor).
 - This will include more qualitative elements than our previous Employment Land Reviews with site-specific reflections and recommendations included.
 - It will also consider whether any Article 4 directions should be introduced to protect any 'at risk' employment sites as there are limited opportunities to bring forward space in the future.
- Work with Experience Guildford to explore opportunities to introduce workspace in vacant retail units in the town centre, either on a meanwhile or permanent basis (Facilitator).
 - This will help diversify our town centre, address rising vacancies and increase footfall in the heart of our high street.

Our Indicators of Success

Indicator	Baseline Position	Five Year Target	Ten Year Target
Quantum of office floorspace	3.7m sq ft (2022)	3.9m sq ft ¹⁷	4.5m sq ft
Quantum of industrial floorspace	3.4m sq ft (2022)	3.5m sq ft ¹⁸	3.6m sq ft
Proportion of 'high quality' office floorspace	5% (2022)	20%	35%
Proportion of 'high quality' of industrial floorspace	4% (2022)	10%	20%
Number of flexible and start-up workspaces in town centre	4 (2022)	5	7
Average annual housing delivery	382 (2015-2021)	1,000 ¹⁹	1,000

¹⁷ These targets align with Guildford's current *Employment Land Needs Assessment* (2017) but will need updating following a refresh of the evidence base, including the ten year target which at present is based on bringing Guildford's stock closer to its competitor locations.

¹⁸ Ibid.

¹⁹ These targets reflect Guildford Borough Council's Local Plan target to deliver 10,678 units between 2015 and 2034, taking into account completions since 2015 (2,292).

People: Connecting People and Opportunity

Why is action needed?

- 3.28 Our borough is home to 150,000 people, many of whom are highly qualified, of working-age and have higher-wage occupations. This is reflected in the relative affluence of our population – average annual resident earnings are over £40,000 which is higher than both the South East (£34,000) and England (£31,500) averages²⁰. Despite this, our borough is facing acute skills shortages in higher-value, higher qualified roles *and* in our foundational economy – this is constraining our current and future economic growth.
- 3.29 In relation to highly-skilled roles, even though our borough produces a large number of qualified and skilled graduates from the University of Surrey, our evidence base suggests that younger professionals are less likely to be attracted to Guildford as a place to *work* than other nearby towns and cities. While some employers can offer a premium to attract highly qualified employees from elsewhere, this is not a permanent or long-term fix to attracting skilled workers and we need to act to provide the right amenities, housing and leisure offer to better appeal to these individuals. This is even more important given that international migration of skilled labour has fallen following the Brexit referendum.
- 3.30 In relation to the foundational economy, which refers to the services and products that we rely on in our everyday lives (e.g. health services, food, housing, energy, construction, tourism and retailers), we are also facing challenges. Businesses report that their largest skills gaps are in associate professional occupations²¹, as well in care and leisure occupations, skilled trades occupations and elementary staff. These sectors are constrained by a low share of existing residents working or qualified within these types of jobs, which links to issues around housing and living costs in our borough. The challenge relating to care and leisure is likely to increase in scale given that projections indicate that our population aged over 65 is likely to increase by +31% between 2018 and 2043²².
- 3.31 Linked to the above we also have pockets of deprivation across the borough. The main driver of deprivation in these areas are barriers to housing, services and education, which illustrates that these people are struggling to access the opportunities that our economy offers and that we need to lower these barriers to tackle deprivation.

How will we respond?

- 3.32 We will work with our partners to ensure higher-value sectors have access to the skills they need to prosper. We will do this by making our borough more attractive to young professionals (such as through housing delivery and town centre improvements as part of the emerging *Shaping Guildford's Future Masterplan*), supporting businesses to 'grow their own' skills through partnerships with Surrey County Council and Surrey Chambers of Commerce via the Strategic Development Fund, Local Skills Improvement Plan and Surrey Skills Plan, and by working with partners to provide courses that help fill our skills gaps.
- 3.33 We will also work collaboratively to ensure that our foundational economy has the talent it needs, and support people in deprived communities to upskill in areas that offer 'good' jobs. We will do this by mapping skills gaps within the sector and working with partners to bring relevant programmes closer to those who could help fill these gaps.

What actions will be prioritised by GBC?

²⁰ ONS. Annual Survey of Hours and Earnings (2020).

²¹ Department for Education. Employer Skills Survey (2019).

²² ONS. Population Projections (2018).

- Work with education delivery partners in Guildford to continue to access funding through the EM3 *Strategic Development Allocation* that aligns with skills need of the borough including green skills, technical skills and professional skills.
 - This builds on funding received by Activate Learning in 2022-23 to foster skills within the agri-tech, electric and hybrid vehicles, green construction and professional services sectors.
- 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.
- Explore the opportunity to create a Student Skills Partnership role to liaise with the University of Surrey, Guildford College, Academy of Contemporary Music (ACM) and other institutions, as well as town centre businesses, on local skills matters, including investigating opportunities for students to plug gaps in town centre entry level employment.
 - This should take advantage of our student population who can fill entry level, part-time and/or temporary positions across catering, retail and other foundational economy sectors.
- Work with WBC to provide advice and support for businesses to 'grow their own' skills through reskilling and upskilling programmes.
 - This will include directing and signposting our businesses to existing and forthcoming support, including the *EM3 Apprenticeship and Skills Hub*.
- Explore opportunities to use the emerging *Shaping Guildford's Future Masterplan* to create housing that meets the needs of the borough's future labour market.
 - This will include provision of high-quality, modern rented accommodation – with some targeted at young professionals and others at key workers supporting our foundational economy.
- Work with WBC to the potential for both councils to adopt principles of Community Wealth Building within their current structures.
 - Initiatives will include exploring whether it is possible for both councils to work towards becoming accredited Living Wage Employers for all staff and contractors, and exploring opportunities to develop apprenticeship positions targeted at people in our most deprived communities.
- Explore opportunities to support the foundational economy across neighbourhood services, healthcare, digital infrastructure and housing.
 - This could include establishing a funding programme similar to the *Challenge Fund* by Welsh Government to catalyse foundational economy community business activities in communities where clear gaps in the provision of key services are identified – particularly in our more rural communities. This could link in with existing community programmes such as Crowdfund Guildford and Project Aspire.
- Continue to support our borough's deprived communities through national and local support schemes.
 - This will include continued roll out of the cost of living related GBC *Household Support Fund* which provides financial support for food, energy bills and other household essential items for residents on low incomes, as well as signposting to other support available.

Our Indicators of Success

Indicator	Baseline Position	Five Year Target	Ten Year Target
Proportion of residents with middle skills (including caring and leisure, skilled trades and administrative)	25%	27%	30%

Proportion of businesses in Surrey reporting that staff have a skills gap	6%	4%	2%
Number of neighbourhoods facing deprivation in the education, skills and training deprivation domain (top 30% most deprived)	14	10	7

Provision: Upgrading our Physical and Digital Infrastructure

Why is action needed?

- 3.34 We suffer from a range of infrastructure constraints that impact the performance of our economy - they slow down businesses from undertaking their day-to-day activities, impacting their productivity, and/or reduce the attractiveness of our borough for inward investment. Our five defining infrastructure challenges are:
1. **Congestion:** We are the 7th most congested borough in the country and have major pinch points along the A3 and in our town centre²³. This causes significant delays and makes moving around highly unpredictable impacting business performance. Surrey County Council estimate that the county's A-roads carry 66% more traffic than the national average, and that congestion costs the regional economy £550m per year²⁴.
 2. **Active Travel:** Our borough has a fragmented and disjointed cycle network which makes active travel unattractive to workers, residents and visitors. This is particularly the case in our town centre, which has limited river crossings and is dominated by the busy and dangerous one-way system, and our rural areas. While improvements have been made in recent years, we could do more to capitalise on the growth in cycling post-COVID to help ease congestion and enhance our air quality.
 3. **Public Transport:** We benefit from over 12 train stations across our borough, and an extensive bus network, but many of our employment sites are located away from our public transport nodes (e.g. Surrey Business Park, Guildford Business Park, Slyfield Industrial Estate and Quadrum Industrial Park). Some of our rural areas are also effectively cut off from public transport excluding some communities from economic opportunities in our urban areas. This encourages employees to drive to work creating both congestion and air pollution challenges.
 4. **Digital Connectivity:** Digital connectivity is patchy across our borough - this is particularly the case in our rural areas, some of which suffer from poor broadband and mobile connections. This impacts the ability of aspiring entrepreneurs to set up businesses in these locations, and for workers in knowledge-based industries to work remotely. We also have proportionally fewer properties connected to the fastest broadband speeds compared to our more productive competitors - only 65% have access to Gigabit connectivity versus 89% in Cambridge, 87% in Milton Keynes and 86% in Crawley for example²⁵. This is problematic as businesses in our more technological priority sectors demand rapid and reliable digital connectivity. These businesses are also relatively footloose, so it is important we enhance connectivity to retain existing businesses in these sectors and attract others.
 5. **Flooding:** Our town centre is highly vulnerable to flooding, particularly along the river corridor which has a 1 in 20 chance of experiencing a flood event each year²⁶. This is significant as this is a prime location for future residential and commercial development and features prominently in the emerging *Shaping Guildford's Future Masterplan*. Investment in flood alleviation and adaptation will be important in this location to attract occupiers, residents and developers to invest in the area over the long-term.

How will we respond?

- 3.35 Our response is simple – we will work together to deliver the infrastructure upgrades our borough needs. We know that this will not be quick, given the constrained funding environment we operate in, but we will work collegiately to secure the buy-in, endorsement, funding and programmes we need to reduce the infrastructure constraints limiting our economy. This will require a major effort from a wide

²³ University of Surrey (2021).

²⁴ University of Surrey (2021).

²⁵ Ofcom. Connected Nations (2021).

²⁶ Guildford Borough Council (2021).

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.

What actions will be prioritised by GBC?

- Work proactively with Surrey County Council and National Highways to continue delivering road schemes that reduce congestion and improve reliability in Guildford (Facilitator).
 - Notable planned investments include upgrades to the Wisley Interchange and various junctions along the A3 (e.g. Hog’s Back, Burntcommon and Burpham Junction).
- Continue to work closely with Surrey County Council and National Highways to bring forward the Guildford Sustainable Movement Corridor to enhance sustainable travel connections between the town centre, station, university, research park and hospital (Facilitator and Deliverer).
- Continue to work with partners to bring forward and secure funding for relevant infrastructure commitments set out in the *Guildford Infrastructure Delivery Plan (2017)*, *Surrey Local Transport Plan (2022)*, *Surrey Local Strategic Statement (2016-2031)*, Department for Transport’s *Road Investment Strategy (2021)* and other strategic documents (Facilitator).
 - We will encourage partners to prioritise interventions that reduce congestion and promote active travel, particularly along the A3 and in our town centre (e.g. using our Shared Prosperity Funding to invest in a new cycle hire scheme). We will also work with County to develop a Local Cycling and Walking Infrastructure (LCWIP) plan for Guildford.
- Continue to work with Network Rail and Surrey County Council to explore the feasibility of delivering new Guildford West (Park Barn) and Guildford East (Merrow) stations to improve connectivity to future communities and employment areas (Facilitator and Advocate).
 - We will explore delivery and funding options as part of this drawing on expertise and experience from across our partners.
- Enable Enterprise M3 to deliver the Gigabit EM3 Fibre Spine by providing the support, connections, licences and permissions they need (Facilitator).
 - This is a significant investment that will dramatically enhance Gigabit connectivity along a corridor running from Guildford to Basingstoke.
- Continue to support broadband providers to roll out enhanced digital connectivity particularly in rural areas, and work with rural groups across Guildford and Waverley to identify other interventions that would help support enterprise in remote locations.
 - We will identify funding to support local initiatives – this includes our Shared and Rural Prosperity Funding which includes an allocation for community enterprise projects.
- Work with WBC to develop a strategy to support the roll out of 5G across the two boroughs.
- Work with the University of Surrey to experiment and test their emerging mobile technology within our borough (Facilitator).
 - Guildford and Waverley can be the testbed for new developments from their world-leading 5G/6G Innovation Centre, particularly in our rural ‘not spot’ areas.
- Use the emerging *Shaping Guildford’s Future* masterplan to develop early ideas to for mitigating and adapting to the flood risk presented by the River Wey in our town centre (Advocate).
 - We will use these to explore the feasibility of different solutions, and use this as a basis to engage with the Environment Agency about future implementation.

Our Indicators of Success

Indicator	Baseline Position	Five Year Target	Ten Year Target
Premises connected to gigabit connectivity	65%	75%	100%
Junctions improved along A3	N/A	1	4
Amount of new dedicated cycleways provided	N/A	20km	50km

Place: Transforming Our Town Centre Offer

Why is action needed?

- 3.36 We have a much-loved historic town centre that is anchored by retail, leisure, culture, and heritage assets – these include The Friary, Tunsgate Quarter, White Lion Walk, G Live, Guildford Castle, Guildford Museum, Electric Theatre, Yvonne Arnaud Theatre, Academy of Contemporary Music, and Guildford Library.
- 3.37 Over the last decade, however, town centres like 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. These have fundamentally impacted our centre as demonstrated by the recent closures of Debenhams, Gap, TGI Fridays, Topshop, Joules, TM Lewin, Jessops, Jaeger, Muji, Sole Trader and Monsoon among others. This has left around 18% of our units vacant²⁷, which is above the national average, and a drop in prime retail rents of c44%²⁸.
- 3.38 We therefore need to grasp emerging consumer trends that present opportunities for the future of towns centres, and to adapt our centre to attract more locals, visitors and workers. Four prominent trends we must consider include:
- 1. Increasing expenditure on 'self':** Over the last decade consumer habits have shifted from buying products to spending money on personal services and activities. 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)²⁹. These all offer services that are not readily available online, making them more resilient to the digital shift.
 - This is an issue for our town centre which is dominated by 'comparison' retailers³⁰ and has an underrepresentation of 'service' uses. We have a greater proportion of 'comparison' units (43%) than places like Colchester (30%), Reading (32%), Chelmsford (35%) Canterbury (38%) and Oxford (38%)³¹.
 - 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 spending³². This was originally underpinned by the growth in casual and family friendly dining (e.g. Pizza Express, Zizzi and Jamie's Italian), but as this has declined other more experiential activities have come to the fore. Some, such as the growth in boutique cinemas (e.g. Everyman and Curzon) and bowling alleys (e.g. All Star Lanes and Lane7), are a variation on an established offer, whereas others offer new concepts catering to different groups. 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, video gaming and axe throwing).
 - While we have a strong representation of 'traditional' leisure activities (e.g. Odeon, G-Live and Electric Theatre) we have few boutique operators and a lack of 'new' leisure concepts. Other town centres that have adapted more quickly have a range of these types of units which helps attract a broad visitor base (e.g. Watford town centre has Puttshack urban mini golf, Boom Battle Bar axe throwing and the Escape Hunt escape room).
 - 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

²⁷ Experian. GOAD (2022).

²⁸ PROMIS (2022).

²⁹ Local Data Company. *Top Ten Growing and Declining Retail Since 2013* (2021).

³⁰ Products that are usually higher value and purchased infrequently, such as vehicles, household goods or clothing.

³¹ Experian. GOAD (2022).

³² Savills. *Competitive Socialising and Emerging Concepts in Leisure* (2019).

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 retailers fell by -3% but the number of independents increased by +1%. This trend has been happening for the past three years but has 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'.

- Several of our side streets have a good mix of independent businesses (e.g. Quarry Street, Chapel Street and Swan Lane) but as a whole our town centre is dominated by chain retailers – over 42% of our units are taken by these occupiers which is more than in places like Colchester (25%), Southend-on-Sea (30%), St Albans (32%), Chelmsford (34%), Cambridge (35%), Canterbury (36%) and Oxford (37%)³³. This is compounded by our high retail rents which make it hard for independents to establish themselves locally.

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 their goods 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).

- We have some valuable local businesses in our town centre (e.g. Babylon Trading, Courtyard, Design Vintage, Fitstuff, Harrington Brookshaw and Michael Chell), but the 'ethical sector' provides a clear market opportunity to diversify and differentiate ourselves from other places (the Zero Carbon Guildford Zero Waste Shop and Solar Sisters are a good starting point for this).

3.39 Increasing the resilience of our town centre is important from an economic development perspective as our high street supports a wide range of jobs, and because businesses tell us that our current offer needs to improve to attract more inward investment and workers to the area. We also know that our town centre has little employment and residential space mixed in with our comparison and chain-dominated retail offer, which is limiting footfall, expenditure and vibrancy during the week.

3.40 While the emerging cost-of-living crisis and recession will impact consumer spending, these trends reflect a broader shift for town centres as places to be rather than buy products. This is unlikely to change moving forward given the role that online shopping now plays in our lives, but we must recognise that consumers are likely to tighten their belts on all non-essential expenditure over the short-term. We must therefore also ensure that our residents and workers have access to cost-effective and good-value products and activities.

How will we respond?

3.41 We understand the challenges our town centre faces and have already started developing plans to support its regeneration through our *Shaping Guildford's Future Programme*, which has received input from thousands of residents and businesses.

3.42 Our emerging strategy is captured in our recently published *Guildford Masterplan: Stage 2 Report (2022)* which sets out our aspiration to "*deliver a new Heart to the town along its waterfront*", and provides a clear spatial framework for how this will be achieved. This will form the basis of our long-term approach to regenerating and diversifying our town centre, and we will prioritise bringing the concepts set out forward over the next decade.

³³ Experian. GOAD (2022).

3.43 The next steps for the *Masterplan* will involve writing a business case, securing funding, undertaking further technical studies and producing an Area Action Plan (AAP), which is a document that will capture specific planning policy and guidance for the area. To inform this, and ensure future regeneration supports the economic development objectives set out in this report, we will develop a comprehensive land use strategy which will set out what uses types should go where based on JLL's recent *Competitive Positioning* (2022) report³⁴, as well as Avison Young's *Economic Evidence Base* (2022)³⁵. This will go beyond broad use categories and consider niche typologies and products – for example:

- Office type uses will include consideration of co-working spaces, managed workspace, innovation hubs, 'clean' creative studios, serviced offices, and 'conventional' office space;
- Industrial type uses will include consideration of workshops, maker spaces, 'messy' creative studios, flexible kitchens, and lab space, as well as 'conventional' light industrial and industrial space;
- High street uses will include convenience retail, comparison retail, 'specialist' retail, cafes, restaurants, bars, personal services, professional services, cultural uses, health and wellbeing uses, 'conventional' leisure, 'new' leisure, community centres, and educational uses; and,
- Residential uses will be broken down by market sale, shared ownership, build to rent, co-living, affordable rent, discount market sale, extra care and retirement tenures.

Through the development of this *Economic Development Strategy and Action Plan* we have identified several high-level principles that will inform the development of this land use strategy. These include:

- Encourage a more diverse mix of town centre uses to locate on our historic High Street (particularly bars, restaurants, cafes);
- Actively support more independent high street businesses to locate in our town centre, particularly via new developments (i.e. North Street, Town Wharf and Bedford Wharf), through the provision of affordable and smaller units;
- Create a new cluster of high-quality office-type spaces close to the station (i.e. as part of the Bedford Wharf development) that meet the needs of our priority sectors (e.g. co-working space, managed workspace and innovation hubs);
- Encourage affordable and flexible workspace concepts to take vacant units or space above units across our town centre to generate new day time footfall;
- Consider any proposals to re-purpose the Friary or other town centre assets for a leisure, health and fitness hub, taking advantage of 'new' leisure concepts entering the marketing and the rising importance of wellbeing to consumers;
- Prioritise edge-of-centre or edge-of-development units for personal services that do not require high footfall to succeed (e.g. salons, barbers, beauticians, tailors, dry cleaners etc); and,
- Provide new residential units across our town centre to build a new local catchment and ensure that the residential mix is varied to support a sustainable housing market and labour pool.

Over the short- and medium-term we will also work with Experience Guildford to identify non-physical and/or tactical interventions to enhance the performance of our town centre, particularly in the 'Retail Core' which is not covered by the *Shaping Guildford's Future Programme*. Some of these actions are set out below, and these focus on supporting our town centre to adapt to changing consumer trends and to become more appealing for locals, visitors and workers.

What actions will be prioritised by GBC?

- Progress and finalise the long-term delivery of the *Shaping Guildford's Future* town centre masterplan and associated AAP policy document (Anchor and Deliverer).

³⁴ JLL. Guildford's Competitive Position (2022).
³⁵ Avison Young. Guildford's Economic Evidence Base (2022).

- This will be underpinned by a detailed and granular land use strategy that aligns with the aspirations of this *Economic Development Strategy and Action Plan*.
- Update the borough’s Retail & Leisure Needs Assessment to inform the creation of the *Shaping Guildford's Future* AAP (Anchor).
 - This will reflect and respond to macro-economic shifts, including those that have been accelerated by COVID-19 (include the rise in online shopping and hybrid working). Recent evidence considered as part of planning applications suggests there may be no need for additional retail space in our town centre now and in the foreseeable future.
- Develop a Town Centre Action Plan with Experience Guildford setting out short- and medium-term interventions to enhance the core retail centre (Anchor and Deliverer).
 - Actions will range from enhanced activation through to the creation of incubator retail units. We will use our Shared Prosperity Funding to enhance our public realm.
- Explore the potential to introduce an affordable retail policy as part of new large-scale developments in our town centre (Anchor).
 - This could help encourage more independents to set up in our town centre.
- Explore whether there are any publicly or privately owned units or sites that could be activated on a meanwhile basis to encourage entrepreneurs to experiment with new concepts in our own centre (e.g. related to ‘new’ leisure or different types of F&B) (Anchor and Facilitator).
- Provide 1-1 business support to help independent businesses remain in our town centre and adapt their offer to better meet consumer needs (Commissioner).
 - This will be targeted at local comparison retailers who are most vulnerable to the turbulent macro-economic context.
- Create a loan scheme to help new independent high street businesses set up in our town centre or support existing businesses adapt to changing consumer trends (Facilitator).
 - This will be a revolving scheme and is likely to focus on capital costs that are often a significant barrier to entrepreneurs (e.g. fit out or equipment costs).
- Work with Experience Guildford to build and scale the town centre events programme to help drive more interest and footfall (Facilitator).
 - We will work with partners across the town centre to create an even more extensive and exciting events programme to attract a broader range of people to visit.
 - We will review ideal locations for this type of activity as part of the *Shaping Guildford's Future* Masterplan.
- Review licencing and planning policies to ensure they enable us to have a vibrant, diverse and well-managed town centre (Anchor).
 - This will include our approach to tables and chairs, opening times and use types.
- Work with Experience Guildford to identify vacant retail units and support stakeholders to secure long-term tenants that help enhance our town centre (Facilitator).
 - We will engage with agents and landlords to explore opportunities and use our extensive local connections and communications channels to help reduce vacancy rates.

Our Indicators of Success

Indicator	Baseline Position	Five Year Target	Ten Year Target
Vacancy rate	18%	12%	8%
Proportion of comparison retailers	43%	40%	35%
Proportion of service uses	33%	35%	40%
Weekly town centre footfall	N/A	+5%	+10%
Number of new independent businesses	N/A	20	40

Planet: Mitigating the Impact of Economic Activity

Why is action needed?

- 3.44 We are facing a climate emergency. Global temperatures are increasing and will have significant economic, social, and environmental impacts from the global to local level. Our borough specifically will face challenges related to wild fires, heatwaves, drought and flooding.
- 3.45 We are acutely aware of the pressures facing our borough that are likely to be exacerbated by climate change. Our town centre, for example, is increasingly at risk of flooding which needs to be mitigated through appropriate land use and infrastructure projects to protect our economic assets. We also need to ensure that our energy supply is sufficient and sustainable through renewable energy development to support businesses and residents in our urban and rural areas.
- 3.46 Urgent action is being taken to adapt and mitigate climate change at a national scale, including a green transition towards low carbon businesses and services. At the local level, this means that our economy and labour force will also have to adapt. It is estimated that around 7,600 of our existing jobs (roughly 10% of total employment) will require upskilling or reskilling in response to the transition towards a green economy. A further 7,500 jobs will be increasingly in demand - particularly across our construction, manufacturing, and transport sectors³⁶.
- 3.47 New energy efficiency regulations have also been introduced for commercial buildings which will put significant pressure on local real estate owners to improve the sustainability of their buildings. Minimum Energy Efficiency Standards (MEES) for non-domestic buildings will be increased from Energy Performance Certificate (EPC) grade E to EPC grade B or above by 2030. There is in excess of 1,835 properties in our borough in need of improvement in energy performance³⁷, and we need to make sure they as many as possible are upgraded and retained as commercial uses rather than converted to residential schemes.
- 3.48 We are also home to an important rural economy and nationally significant natural environment – both of which will need protection from negative environmental change. Our rural industries will need support to adopt sustainable and energy efficient practices, whilst our blue-green natural environment including the Surrey Hills Area of Outstanding Natural Beauty will need consideration to protect our ecosystems and world-class natural assets.

How will we respond?

- 3.49 We will focus on measures that support our borough's green economy transition and that protect our environment. This includes cooperating with our neighbouring boroughs, Surrey County Council, Enterprise M3 LEP, and the University of Surrey to ensure that tailored support is provided for rural industries, higher-value urban businesses, and workers most at-risk of change in construction, manufacturing and transport sectors.
- 3.50 In line with the Council's Climate Emergency Declaration (2019), we will also drive forward our target for GBC to reach net zero by 2030. This includes a mitigation plan to reduce carbon emissions and energy demand, and to adapt energy generation to renewable and low carbon energy sources.

What actions will be prioritised by GBC?

- Direct local businesses to existing support programmes that help them reduce their environmental impact.

³⁶ Place based Climate Action Network. Just Transition Jobs Tracker (2021).

³⁷ DLUHC. Energy Performance of Buildings Data: England and Wales (2022).

- We will signpost businesses to Surrey Chamber of Commerce’s Climate Change Hub, Enterprise M3’s Net Zero support service, and Zero Carbon Guildford’s Sustainable Business Network.
- Support and promote resident- and business-led green initiatives across the borough.
 - This will, for example, involve strengthening our relationship with the *ZERO Carbon Guildford* community-led climate action group. This will also involve GBC being a leader and advocate for the group’s recently established Guildford Sustainable Business Network which seeks to provide a forum for businesses interested in increasing their green credentials and minimising their environmental impact.
- Continue to help secure funding for businesses contributing to the green economy through the provision of low carbon goods and services.
 - This will involve signposting suitable businesses to the Surrey County Council *Decarbonisation Loan Scheme* which provides an annual £50,000 budget to provide financial support to help businesses implement decarbonisation and energy efficiency measures.
- Support businesses in the re-skilling and up-skilling of their employees for green skills.
 - This could include working with local skills providers and using the specialist technical skills at the *EM3 Apprenticeship and Skills Hub* to advise businesses on the development of skills for emerging low carbon industries.
- Work with businesses to identify opportunities to make use of the Enterprise M3 *Future Fund*.
 - This fund will support demonstrator and pilot projects that focus on net zero and green skills initiatives.
- Collaborate with partners such as Surrey County Council and Enterprise M3 to explore energy efficiency improvement programmes that could be introduced to residential and commercial properties.
 - This could be schemes similar in design to London-wide programmes RE:NEW for housing stock retrofitting and RE:FIT for non-domestic public buildings and assets.
- Encourage development in sustainable locations such as the town centre that support climate resilience and the blue-green economy.
 - We will build in flooding mitigation and efficient resource usage into the emerging *Shaping Guildford’s Future Masterplan*.
- Continue to work with Highways England and partners to reduce air pollution levels in the Guildford town centre Air Quality Management Area (AQMA) through sustainable travel projects and working with residents and businesses.
 - Existing schemes include the easitGUILDFORD initiative which provides discounted public transport travel for residents and businesses across the borough, and forthcoming investment in a new bike hire scheme covering Guildford town centre and satellite sites as part of the Surrey County Council’s Infrastructure Plan.
- Explore opportunities for GBC to support renewable energy schemes.
 - This could include the opportunity to leverage hydro-electric power along the River Wey for supplying energy to Guildford’s businesses and residents.

Indicator	Baseline Position	Five Year Target	Ten Year Target
Reducing annual mean NO2 pollution levels in Guildford town centre AQMA	40 µg/m3	30 µg/m3	20 µg/m3
Number of local businesses supported by the Decarbonisation Loan Scheme or similar	N/A	15	30
Number of local businesses accessing Surrey Chamber of Commerce’s Climate Change Hub support service or similar	N/A	25	50

Focus On: Our Visitor Economy

Our borough is home to a number of important tourism assets that attract more than 5.5 million local, domestic and overseas visitors each year - examples include:

- **Museums, galleries and cultural venues** such as RHS Wisley, Guildford Castle, Watts Gallery, Loseley House, Hatchlands Park, Guildford Museum and Guildford Cathedral;
- **Theatres, leisure and events** including Electric Theatre, Yvonne Arnaud Theatre, Spectrum G Live and Guildford Summer Festival; and,
- **Outdoor spaces and rural assets** including the Surrey Hills Area of Outstanding National Beauty (AONB), Newlands Corner, Hogs Back Brewery and Greyfriars Vineyard.

Our visitor economy generates around £341 million in spending each year and supports more than 6,200 jobs³⁸. While this is significant, our aim is to increase the size and value of our visitor economy through five key actions:

1. **Enhance awareness of our full offer:** Many of our visitors come for one specific event, venue or activity, but we have a range of assets that are 'hidden' and many visitors are not aware of. We will therefore raise the profile of these and their locations across the town and beyond, including through wayfinding initiatives such as improved tourism signage and through the creation of a heritage trail. We will also work closely with Visit Surrey to refresh our approach to place marketing, and our primary focus will be on boosting the visibility of our assets and encouraging more people to visit our borough.
2. **Improve provision for overnight stays:** Most of our visitors only come for the day rather than stay the night. This is an issue as overnight stays generate significantly more spending, and are therefore important for maximising the value of visits to our borough. This is linked to a lack of visitor accommodation in both our urban and rural areas as set out in our *Leisure and Tourism Topic Paper* (2017) and the *Surrey Hotels Future Study* (2015). We will therefore use our planning policy levers (see Policy E6 of our *Local Plan*) to encourage the provision of accommodation for overnight stays such as through hotels and rented temporary accommodation close to tourism assets, and promote provision of visitor accommodation through our regeneration schemes – most notably the *Shaping Guildford's Future Masterplan*.
3. **Strengthen links within the town centre and to the borough's rural locations:** Pedestrian and active travel routes around our town centre and borough need to be improved to facilitate movement between visitor economy attractions, and to encourage linked trips and extended stays. We will explore opportunities to improve connections, in particular active travel links between our historic town centre and train station to the Surrey Hills AONB and Newlands Corner.
4. **Protect and support our cultural and heritage assets where economically viable:** Some of our tourism assets are not typical standalone attractions such as our iconic setts on the high street and the historic buildings throughout our town and villages. We will explore innovative ideas and commercial concepts to secure the long-term maintenance and management of these assets that support our visitor economy and enhance the attractiveness of the borough's landscape.
5. **Create a Visitor Economy Sub-Group:** We will convene a new group to support the delivery of initiatives related to the enhancement and improvement of our borough's visitor economy. While the role and function of this group will change over time, it will initially have three main responsibilities:
 - a. **Insight** – conduct research to support visitor economy providers to tailor and target their offer.
 - b. **Programming** – work collectively to curate a coherent programme of events, and agree the best platform to collect and disseminate information about it. This should ensure that other local businesses are aware of what is coming forward, and can plan how to add value or benefit from any local activation.
 - c. **Collaboration** – disseminate knowledge collected through insight and programming to relevant stakeholders including GBC, tourism providers and visitor economy businesses. And work together to agree how best to use any funding (e.g. our Shared Prosperity Fund allocation) to support our sector.

³⁸ Tourism South East. The Economic Impact of Tourism in Guildford Borough (2019).

4. Guildford's Delivery Strategy: Realising a Step Change

Delivery Principles

- 4.1 This *Economic Development Strategy and Action Plan* marks a step change for our borough and its delivery will require us to work closely together to secure tangible change. It provides a clear roadmap that we can get behind and progress at pace, and offers a holistic response to local, regional and national economic challenges.
- 4.2 It does, however, come 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. We therefore need to be innovative in our approach to delivery, where possible drawing on the principles below:
- **Collaboration and Partnership:** Making the most of opportunities to work together to share resources and accelerate, shape and drive delivery;
 - **Positivity and Problem Solving:** Approaching delivery positively and having a 'can do attitude' to solving problems and overcoming barriers;
 - **Commitment and Focus:** Having a shared long-term commitment to responding to the challenges and opportunities identified and focusing on realising positive economic, social and environmental outcomes for our borough;
 - **Innovation and Creativity:** Experimenting with innovative project ideas and exploring innovative approaches to leverage funding; and,
 - **Agility and Pace:** Working rapidly together to deliver change and continuously reviewing projects to ensure they respond to ever-changing needs.

Delivery Groups

- 4.3 Our current delivery structure incorporates several formal and informal forums - examples include:
- **Guildford Rural Economy Forum:** Aims to provide a voice for the borough's rural sector and to support a strong and sustainable rural economy through collaboration with partners.
 - **Guildford Town Centre Forum:** Aims to provide a voice for all businesses in Guildford's town centre and a place to discuss how we can adapt and remain competitive in the face of changing consumer, social and economic trends.
 - **Guildford-Surrey Board:** Provides a forum for anchor institutions to discuss local items pertaining to the local economy. Representatives include GBC, Surrey County Council, Royal Surrey County Hospital, Guildford College, Enterprise M3 and the Diocese of Guildford.
- 4.4 While these groups are positive, and underline how proactive our partners are, they are disparate – they vary in terms of their focus, objectives, and regularity; they do not represent the breadth and depth of our local economy; and, they are separate and disjointed. We want to work sensitively with these forums to define clear and consistent objectives, broaden representation across our priority sectors, and better stitch them together. We believe that this will increase collaboration and partnership working, in line with our principles, and improve outcomes for our local economy.
- 4.5 Our emerging plan to do this, which is still open for discussion, is to convene a single overarching Guildford Economic Partnership (GEP) to sit above a series of thematic sub-groups that reflect our business base and economic specialisms (see Figure 4.1). Our view is that the board should include a nominated representative from each sub-group, alongside anchor institutions that are responsible for promoting economic growth locally (i.e. GBC, Enterprise M3, Surrey County Council and the University of Surrey).

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4.6 We think the role of the board should be to work as a multi-sector partnership that engages with and provides a more consistent voice for our business community, and to collaborate to re-establish Guildford as the beating heart of Surrey's economy. It will be important to agree a clear set of 'functions' for this group to ensure that it is more than just a 'talking shop' - while these need to be agreed by representatives, we think that these 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 Guildford'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; and,
8. Developing new ideas and actions to consider in response to a changing macro-economic context.

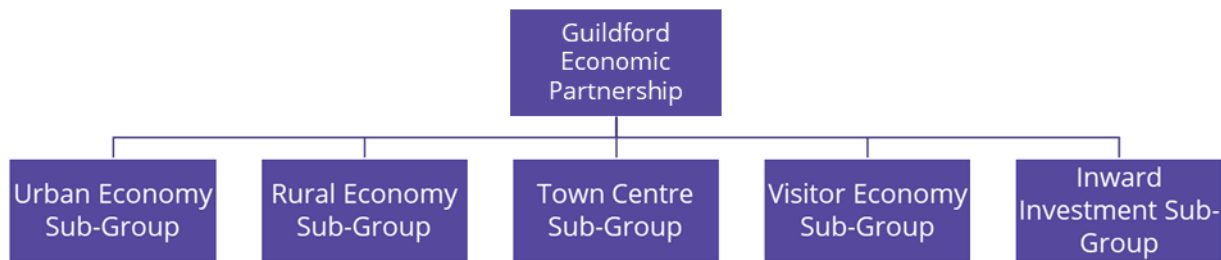


Figure 4.1 Proposed Delivery Groups

4.7 The existing forums will become sub-groups to the board alongside a small number of other newly created groups that reflect requests made by stakeholders when putting this document together. We hope that these will be places where organisations in similar fields come together to share updates, knowledge, and intelligence. This is important because knowledge transfer can boost productivity if it helps participants to develop new ideas or learn about how to do things more efficiently or cost effectively.

4.8 We also hope that the sub-groups will become action-oriented and offer support to partners taking forward projects relating to their sector. Members can act as critical friends and boost projects by:

- Identifying solutions to overcome barriers and blockers;
- Scoping opportunities to maximise economic and social impact;
- Identifying partners to involve in delivery;
- Championing and lobbying relevant stakeholders; and,
- Guiding and directing delivery where appropriate.

4.9 The first step for all groups, including the GEP, 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.

- 4.10 While GBC 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 business-led to maximise buy-in and engagement from participants. Our view is that all groups, including the GEP, should nominate a business-led chair who will be responsible for shaping, leading and driving forward meetings. They will also sit on the GEP, unless they nominate another representative, to provide sector representation on the board.

The Role of Guildford Borough Council

- 4.11 Alongside playing a convening role for these delivery groups, GBC will continue to play a pivotal role in shaping Guildford's economy by coordinating change and using all the levers set out earlier in this report to achieve 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 for delivery can be identified.
- 4.12 At the strategic level, we will use our planning powers to create innovative and progressive policies that are responsive to the ambitions of this strategy and the borough's economic, social and environmental context.
- 4.13 At the project level, we will directly deliver many of the interventions set out in this document. Project managers will work with collaborators to scope out and define projects, generate wider interest, leverage funding and bring them to fruition. We will use our influence and convening power to bring key decision makers and influencers to the table to help unlock opportunities, overcome barriers and help meet the needs of the borough.
- 4.14 Land and property assets will also be used as part of this to deliver positive change. This is particularly the case in our town centre, 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 growth.
- 4.15 We will also use our resources to support our partners to deliver their initiatives, particularly where they focus on providing place-based solutions that meet the needs of the borough as it recovers from the cost-of-living crisis and associated recession. Where appropriate, this may be through project management support, external funding, political support or advice. Officers will also help stakeholders understand the different funding pots available to deliver projects.

Delivery Funding

- 4.16 Where possible GBC will use its resources to bring actions identified in this document forward, but this is not realistic for many 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.
- 4.17 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 UK Rural 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); and,

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- Affordable Homes Programme (grant funding to support the capital costs of developing affordable housing for rent or sale).

4.18 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. GBC, in particular, will ensure that Economic Development Officers monitor and oversee funding opportunities which may be an option for our borough.

4.19 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 Energy Industrial and Strategy – 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.

4.20 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".

4.21 For us, this would essentially involve working with our pension fund provider (i.e. Surrey Pension Fund and Border to Coast), 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 Weyside Urban Village, Guilford Road scheme and different aspects of the *Shaping Guildford's Future* masterplan.

4.22 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) scheme currently make placed-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; and,
- The average sector allocation by LGPS funds is £10m which means investments could be of a proportionate size.

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

Delivery Metrics

4.24 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:

- 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; and,
- Support case making to leverage funding.

4.25 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 this dial on these, in line with the targets identified earlier in this report, we are confident that our economy will start moving again given our strong foundations and locational advantages.

4.26 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 in conjunction with the GEP. One of the first tasks for the board will be to set out an approach to monitoring change against some of these key indicators and the development of a simple dashboard.

4.27 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'. 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.

Table 4.1: Our Indicators of Success

Indicator	Baseline Position	Five Year Target	Ten Year Target	Data Source
GVA	£5.3bn (2020)	£6bn	£7bn	ONS
GVA Per Worker	£58k (2020)	£65k	£70k	ONS
Business Start Up Rate	9% (2020)	15%	85%	ONS
Patents per 1,000 Residents	9% (2020)	13%	15%	Intellectual Property Office
Successful Inward Investments	Not currently recorded	30	70	Surrey County Council
Quantum of office floorspace	3.7m sq ft (2022)	3.9m sq ft ³⁹	4.5m sq ft	Co-Star
Quantum of industrial floors	3.4m sq ft (2022)	3.5m sq ft ⁴⁰	3.6m sq ft	Co-Star

³⁹ These targets align with Guildford's current *Employment Land Needs Assessment* (2017) but will need updating following a refresh of the evidence base, including the ten year target which at present is based on bringing Guildford's stock closer to its competitor locations.

⁴⁰ Ibid.

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Proportion of 'high quality' office floorspace	5% (2022)	20%	35%	Co-Star
Proportion of 'high quality' of industrial floorspace	4% (2022)	10%	20%	Co-Star
Number of flexible and start-up workspaces in town centre	4 (2022)	5	7	GBC
Average annual housing delivery	382 (2015-2021)	1,000 ⁴¹	1,000	GBC
Proportion of residents with middle skills (including caring and leisure, skilled trades and administrative)	25%	27%	30%	ONS
Proportion of businesses in Surrey reporting that staff have a skills gap	6%	4%	2%	DfE
Number of neighbourhoods facing deprivation in the education, skills and training deprivation domain (top 30% most deprived)	14	10	7	DLUHC
Number of foundational economy projects supported	0	5	10	GBC
Premises connected to gigabit connectivity	65%	75%	100%	Ofcom
Junctions improved along A3	N/A	1	4	GBC
Amount of new dedicated cycleways provided	N/A	20km	50km	GBC
Vacancy rate	18%	12%	8%	Experian GOAD
Proportion of comparison retailers	43%	40%	35%	Experian GOAD
Proportion of service uses	33%	35%	40%	Experian GOAD
Weekly town centre footfall	N/A	+5%	+10%	Springboard
Number of new independent businesses	N/A	20	40	GBC
Number of local businesses supported by the Decarbonisation Loan Scheme or similar	N/A	15	30	SCC
Number of local businesses accessing Surrey Chamber of Commerce's Climate Change Hub or similar	N/A	25	50	Surrey Chamber of Commerce

⁴¹ These targets reflect Guilford Borough Council's Local Plan target to deliver 10,678 units between 2015 and 2034, taking into account completions since 2015 (2,292).

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Reinvigorating Guildford's Economy

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Our **DRAFT** Economic Development Action Plan

January 2023



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1. Productivity: Boosting Enterprise, Clustering and Innovation

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What?	When? ¹	Who?	Example	Resourcing
Extend GBC's new Salesforce Customer Relationship Management (CRM) system to all departments to enhance our 'front door' with businesses (Anchor). This will help ensure our communications are joined up and that every interaction with businesses is informed by previous communications – this is crucial for us to come across as a 'business friendly' council.	Short term	GBC	Breckland Business Development Team	Officer time
Work with WBC to produce collateral to signpost businesses to the support, advice and/or opportunities they need to prosper when they contact GBC and partners (Facilitator). We will work with partners to capture the existing offer on a dedicated webpage or website that is updated regularly by officers. Actively direct businesses in priority sectors to the support and innovation programmes already offered by Enterprise M3, Surrey County Council, Surrey Chambers of Commerce and the University of Surrey, and help them to unlock the opportunities these present (Facilitator).	Short term	GBC, WBC, Enterprise M3, Activate Learning, Surrey County Council, University of Surrey, Surrey Research Park	Bromley Business Hub	Officer time
Examples range from Enterprise M3's Growth Hub (including Start Up Loans) to the University of Surrey's S100 Club Angel Investment Network.	Short term	GBC, Enterprise M3, Activate Learning, Surrey County Council, University of Surrey, Surrey Research Park, Surrey Chambers of Commerce	N/A	Officer time
Work with WBC to undertake an audit of the business support offer available to local enterprises and use this as a basis to commission targeted support for different sized businesses within our target sectors (Deliverer). This will involve extending the Incuive business support current offered to businesses in Waverley to Guildford. We will engage with other local boroughs that have implemented similar schemes to explore any lessons learned from their experience.	Short term	GBC, WBC, Enterprise M3, Surrey Chamber of Commerce	Woking Works	Officer time; Budget required
Work with WBC 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 (Facilitator). This will focus on small and micro businesses and will be a continuation of the Surrey LEADER programme that has previously supported rural business expansion.	Short term	GBC, WBC, Surrey Chamber of Commerce, rural businesses	Surrey LEADER	Officer time; Rural Prosperity Funding
Engage with at least 20 businesses in priority sectors on an annual basis to understand their aspirations, plans and challenges (Facilitator). We will use this intelligence to offer tailored responses that help support each business to reach their potential within the borough.	On-going	GBC	N/A	Officer time
Organise semi-regular 'Business Question Time' events with WBC to connect local businesses with one another and to encourage knowledge transfer.	Short term	GBC, WBC, Surrey Chamber of Commerce, local businesses	N/A	Officer time

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

<p>This will build on our first successful Business Question Time event held in December 2022 at Charterhouse School.</p>	On-going	<p>GBC, Enterprise M3, Department for International Trade, Surrey Research Park, Guilford Games</p>	N/A	Officer time
<p>Continue to work with Surrey County Council, Enterprise M3, the Department for International Trade (DIT) and the Association for UK Interactive Entertainment (UKIE) to raise the profile of Guildford's Gaming industry through the Guildford Games Cluster and the Guildford and Aldershot Immersive Visualisation and Gamification High Potential Opportunity (Marketer).</p>	Medium term	<p>GBC, Enterprise M3, Surrey Research Park, University of Surrey, Surrey County Hospital</p>	<u>UK Innovation Corridor</u>	Officer time
<p>This will involve, as a minimum, ensuring our partners are aware of developments 'on-the-ground', such as new start-ups, business relocations and commercial space vacancies, as well as opportunities for sector expansion.</p>	Medium term	<p>GBC, Enterprise M3, Surrey County Council, Invest in Surrey</p>	<u>AshFOR</u>	Officer time
<p>Work with Enterprise M3 and Surrey County Council to raise the profile of other regional clusters that are relevant to Guildford, including Medical Technology.</p>	Short term	GBC, WBC	N/A	Officer time
<p>We will work with partners to ensure that the profile Guildford's businesses and assets are at the forefront of promotional activity for the region.</p>	Medium term	<p>GBC, Enterprise M3 and Surrey County Council</p>	<u>Business in Maidstone</u>	Officer time; Budget required
<p>Develop inward investment collateral that captures the locational advantages and opportunities offered by the borough (Marketer).</p>	<p>Agree a regular list of events and engagements that officers from GBC and WBC can attend to raise the profile of the borough among investors, funders and policymakers (Marketer).</p>	<p>Examples range from Sitematch to London Real Estate Forum (LREF), MIPIM and SPACE+.</p>	<p>Work with partner to explore options to market Guildford to entrepreneurs and businesses in priority sectors looking for a new base (Marketer).</p>	<p>Our options range from placing advertisements in sector-specific publications to targeted social media campaigns.</p>

2. Property: Meeting Business and Worker Need

What?	When? ²	Who?	Example	Resourcing
Continue to pursue the Weyside Urban Village regeneration scheme (Deliverer). We will carefully consider how commercial space provision can be tailored to priority sectors and/or their supply chain.	Long term	GBC, Surrey County Council, The Aggie Club, National Highways	Knights Park	Officer time; Budget required
Finalise and begin delivery of the Shaping Guildford’s Future town centre masterplan (Anchor and Deliverer). We will ensure that suitable business space is provided through this exercise, and that our new residential offer caters to workers in priority sectors.	Long term	GBC, Experience Guildford, landowners, Surrey County Council, public funders, community groups	Richmond Riverside	Officer time; Budget required
Finalise the feasibility work and begin delivery of the Guildford Park Road Regeneration scheme (Deliverer). This will incorporate a wide mix of housing types and tenures to support the varying needs of our working age population.	Long term	GBC, Surrey County Council, public funders, community groups	Trumpington Meadows	Officer time; Budget required
Explore how council-owned sites (e.g. Slyfield Industrial Estate and Bright Hill) could be better utilised to meet employment and housing aspirations, much like has been achieved at Middleton Enterprise Park through our Industrial Estate Growth Strategy (Deliverer). This will involve undertaking masterplans and feasibility studies for sites that are the most deliverable and offer the greatest capacity for change, and pursuing our Industrial Estate Growth Strategy.	Medium term	GBC	300 Harrow Road	Officer time; Budget required
Review council-owned assets and explore whether any can be used to provide low-cost business space for entrepreneurs and micro-businesses (Deliverer). Our town centre and business base would benefit from new accelerator/incubator spaces, incorporating wraparound business support. These could focus on complementary priority sectors (e.g. Digital, Video Gaming and Information Communication).	Medium term	GBC	Tripod Brixton	Officer time; Council assets required; Budget required
Like many private and public sector investors we will also consider, where possible, how we can maximise social as well as financial value from our property portfolio. Support anchor institutions to unlock large-scale development schemes that align with the objectives of this strategy, most notably the extension of the Surrey Research Park (Facilitator). This might involve providing delivery expertise, joint feasibility funding and/or strengthening existing functions such as Development Management.	Long term	GBC, University of Surrey, Surrey Research Park	Begbroke Science Park Extension	Officer time
Proactively work with private sector developers to maximise the economic, social and environmental benefits of large-scale residential and commercial schemes coming forward (Anchor).	On-going	GBC	N/A	Officer time

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

This includes forthcoming schemes at Wisley Airfield, North Street, Gosden Hill and the former Debenhams store.

Upgrade existing council-owned commercial assets to better meet the needs of businesses in our priority sectors (Anchor).

Medium term

GBC

N/A

Officer time; Budget required

New MEES (Minimum Energy Efficiency Standard) legislation from central Government requires landlords to invest in the sustainability of their commercial assets, which provides us with a unique opportunity to make wider improvements to our assets.

Update the existing Employment Land Review to reflect the changing economic context, and consider the merits of introducing an affordable workspace policy (Anchor).

This will include more qualitative elements than our previous Employment Land Reviews with site-specific reflections and recommendations included.

Short term

GBC

Waltham Forest Employment Land Study

Officer time; Budget required

It will also consider whether any Article 4 directions should be introduced to protect any 'at risk' employment sites as there are limited opportunities to bring forward space in the future.

Work with Experience Guildford to explore opportunities to introduce workspace in vacant retail units, either on a meanwhile or permanent basis (Facilitator).

Short term

GBC, Experience Guildford

Contingent Works

Officer time; Budget required

This will help diversify our town centre, address rising vacancies and increase footfall right in the heart of our high street.

3. People: Connecting People and Opportunity

What?	When?	Who?	Example	Resourcing
<p>Support Surrey County Council to develop the Surrey Skills Demand Framework to understand the skills gaps and occupational shortages which are barriers to growth for our borough’s businesses.</p> <p>This could also include exploring opportunities to improve our in-house knowledge of the local skills landscape through purchasing of local jobs board insights.</p>	Short term	GBC, Surrey County Council	Greater Jobs, Greater Manchester Combined Authority	Officer time
<p>Explore the opportunity to create a Student Skills Partnership role to liaise with the University of Surrey, Guildford College, Academy of Contemporary Music (ACM) and other institutions, as well as town centre businesses, on local skills matters, including investigating opportunities for students to plug gaps in town centre entry level employment.</p> <p>This should take advantage of our student population who can fill entry level, part-time and/or temporary positions across catering, retail and other foundational economy sectors.</p>	Medium term	GBC, University of Surrey, Experience Guildford, Guildford College, ACM	N/A	Officer time; Budget required
<p>Work with WBC to provide advice and support for businesses to ‘grow their own’ skills through reskilling and upskilling programmes.</p> <p>This will include directing and signposting our businesses to existing and forthcoming support, including the EM3 Apprenticeship and Skills Hub.</p>	On-going	GBC, WBC, Enterprise M3, Surrey Chamber of Commerce	Skills for Business, EM3	Officer time
<p>Explore opportunities to use the emerging <i>Shaping Guildford’s Future Masterplan</i> to create housing that meets the needs of the borough’s labour market.</p> <p>This will include provision of high-quality, modern rented accommodation – with some targeted at young professionals and others at key workers supporting our foundational economy.</p>	On-going	GBC, Experience Guildford, landowners, Surrey County Council, public funders, community groups	N/A	Officer time; Budget required
<p>Work with WBC to the potential for both councils to adopt principles of Community Wealth Building within their current structures.</p> <p>Initiatives will include exploring whether it is possible for both councils to work towards becoming accredited Living Wage Employers for all staff and contractors, and exploring opportunities to develop apprenticeship positions targeted at people in our most deprived communities.</p>	Medium term	GBC, WBC, contractors	Preston	Officer time
<p>Explore opportunities to support the foundational economy such as across neighbourhood services, healthcare, digital infrastructure and housing.</p> <p>This could include establishing a funding programme similar to the <i>Challenge Fund</i> by Welsh Government to catalyse foundational economy</p>	Medium term	GBC	Foundational Economy Challenge Fund, Wales	Officer time; Budget required

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community business activities in communities where clear gaps in the provision of key services are identified.

Continue to support our borough's deprived communities through national and local support schemes.

This could include continued roll out of the cost of living related GBC *Household Support Fund* which provides financial support for food, energy bills and other household essential items for residents on low incomes.

On-going

GBC

N/A

Officer time

4. Provision: Upgrading our Infrastructure

What?	When? ³	Who?	Example	Resourcing
<p>Work proactively with Surrey County Council and National Highways to deliver road schemes that reduce congestion and improve reliability in Guildford (Facilitator).</p> <p>Notable planned investments include upgrades to the Wisley Interchange and various junctions along the A3 (e.g. Hog’s Back, Burntcommon, Stoke Interchange and Burpham Junction).</p>	Medium term	GBC, Surrey County Council, National Highways	M20 Junction 10A Upgrades	Officer time
<p>Continue to work closely with Surrey County Council and National Highways to bring forward the Guildford Sustainable Movement Corridor to enhance sustainable travel connections between the town centre, station, university, research park and hospital (Facilitator and Deliverer).</p> <p>The next steps involve improving bus lanes and pedestrian connections between the train station and the employment areas to the west.</p>	Short term	GBC, Surrey County Council, National Highways, Network Rail, University of Surrey, Surrey Research Park, Surrey County Hospital	Kingston Mini Holland	Officer time
<p>Continue to work with partners to bring forward and secure funding for relevant infrastructure commitments set out in the Guildford Infrastructure Delivery Plan (2017), Surrey Local Transport Plan (2022), Surrey Local Strategic Statement (2016-2031), Department for Transport’s Road Investment Strategy (2021) and other strategic documents (Facilitator).</p> <p>We will encourage partners to prioritise interventions that reduce congestion and promote active travel, particularly along the A3 and in our town centre (e.g. using our Shared Prosperity Funding to invest in a new cycle hire scheme). We will also work with County to develop a Local Cycling and Walking Infrastructure (LCWIP) plan for Guildford.</p>	On-going	GBC, Surrey County Council, National Highways, Network Rail, Department for Transport	Greater Norwich LCWIP	Officer time; Budget required
<p>Work with Network Rail and Surrey County Council to explore the feasibility of delivering new Guildford West (Park Barn) and Guildford East (Morrow) stations to improve connectivity to future communities and employment areas (Facilitator and Advocate).</p> <p>We will explore delivery and funding options as part of this drawing on expertise and experience from across our partners.</p>	Long term	GBC, Network Rail, Surrey County Council, landowners, Department for Levelling Up, Housing & Communities	Cambridge North Station	Officer time; Budget required
<p>Enable Enterprise M3 to deliver the Gigabit EM3 Fibre Spine by providing support, connections, licences and permissions.</p> <p>This is a significant investment that will dramatically enhance Gigabit connectivity along a corridor running from Guildford to Basingstoke.</p>	Medium term	GBC, Enterprise M3, Surrey County Council, National Highways, landowners, service providers	Milton Keynes Gigabit City	Officer time
<p>Continue to support broadband providers to roll out enhanced digital connectivity particularly in rural areas, and work with rural groups across Guildford and Waverley to identify other interventions that would help support enterprise in remote locations.</p> <p>We will identify funding to support local initiatives – this includes our Shared and Rural Prosperity Funding which includes an allocation for community enterprise projects.</p>	Medium term	GBC, WBC, Enterprise M3, broadband providers, Broadband for Surrey Hills, Surrey Hill AONB, businesses, landowners, infrastructure providers	Better Broadband for Norfolk	Officer time
<p>Work with WBC to develop a strategy to support the roll out of 5G across the boroughs.</p>	Medium term	GBC, WBC,		Officer time

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

Use the emerging Shaping Guildford's Future masterplan to develop early ideas to for mitigating and adapting to the flood risk presented by the River Wey in our town centre.	Long term	Long term	N/A	Officer time; Budget required
We will use these as a basis to explore the feasibility of different solutions, and use this as a basis to engage with the Environment Agency about future implementation.				
Work with the University of Surrey to experiment and test their emerging mobile technology within our borough.	Medium term	GBC, WBC, University of Surrey	N/A	Officer time
Guildford and Waverley can be the testbed for new developments from their world-leading 5G/6G Innovation Centre.				

5. Place: Transforming Our Town Centre Offer

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What?	When? ⁴	Who?	Example	Resourcing
<p>Progress and finalise the long-term delivery of the Shaping Guildford’s Future town centre masterplan and associated AAP policy document (Anchor and Deliverer).</p> <p>This will be underpinned by a detailed and granular land use strategy that aligns with the aspirations of this Economic Development Strategy and Action Plan.</p>	Long term	GBC, Experience Guildford, landowners, Surrey County Council, public funders, community groups	East Norwich Masterplan	Officer time; Budget required
<p>Update the borough’s Retail & Leisure Needs Assessment to inform the creation of the Shaping Guildford’s Future AAP (Anchor).</p> <p>This will reflect and respond to macro-economic shifts, including those that have been accelerated by COVID-19 (include the rise in online shopping and hybrid working). Recent evidence considered as part of planning applications suggests there may be no need for additional retail space in our town centre now and in the foreseeable future.</p>	Short term	GBC	Chelmsford Retail Capacity Study	Officer time; Budget required
<p>Develop a Town Centre Action Plan with Experience Guildford setting out short- and medium-term interventions to enhance the core retail centre (Anchor and Deliverer).</p> <p>Actions will range from enhanced activation through to the creation of incubator retail units. We will use our Shared Prosperity Funding to enhance our public realm.</p>	Short term	GBC, Experience Guildford	Dereham Town Delivery Plan	Officer time; Shared Prosperity Funding
<p>Explore the potential to introduce an affordable retail policy as part of new large-scale developments in our town centre (Anchor).</p> <p>This could help encourage more independents to set up in our town centre.</p>	Short term	GBC	Kensington and Chelsea Affordable Retail	Officer time
<p>Explore whether there are any publicly or privately owned units or sites that could be activated on a meanwhile basis to encourage entrepreneurs to experiment with new concepts in our own centre (e.g. related to ‘new’ leisure or different types of F&B) (Anchor and Facilitator).</p>	Short term	GBC, landowners, asset owners	Spark:York	Officer time
<p>Provide 1-1 business support to help independent businesses remain in our town centre and adapt their offer to better meet consumer needs (Commissioner).</p> <p>This will be targeted at local comparison retailers who are most vulnerable to the turbulent macro-economic context.</p>	Short term	GBC, Experience Guildford	N/A	Officer time; Budget required
<p>Create a loan scheme to help new independent businesses to set up in our town centre or help existing businesses adapt to changing consumer trends (Facilitator).</p> <p>This will be a revolving scheme and is likely to focus on capital costs that are often a significant barrier to entrepreneurs (e.g. fit out or equipment costs).</p>	Short term	GBC, Experience Guildford	Greater Manchester Foundational Economy Innovation Fund	Officer time; Budget required
<p>Work with Experience Guildford to build and scale the town centre events programme to help drive more interest and footfall (Facilitator).</p>	Short term	GBC, Experience Guildford, G Live, Guildford Castle, Yvonne Arnaud Theatre, Guildford Museum, Academy of	King’s Cross Activation	Officer time; Shared Prosperity Funding

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

<p>We will work with partners across the town centre to create an even more extensive and exciting events programme to attract a broader range of people to visit.</p>		<p>Contemporary Music, Guildford Library</p>		
<p>We will review ideal locations for this type of activity as part of the Shaping Guildford's Future Masterplan.</p>				
<p>Review licencing and planning policies to ensure they enable us to have a vibrant, diverse and well-managed town centre (Anchor).</p>	<p>Medium term</p>	<p>GBC, Experience Guildford, Tunsgate Quarter (Queensbury)</p>	<p><u>Walthamstow Night Time Enterprise Zone</u></p>	<p>Officer time</p>
<p>This will include our approach to tables and chairs, opening times and use types.</p>				
<p>Work with Experience Guildford to identify vacant retail units and support stakeholders to secure long-term tenants that help enhance our town centre (Facilitator).</p>	<p>Short term</p>	<p>GBC, Experience Guildford, asset owners, land owners, agents, occupiers</p>	<p>N/A</p>	<p>Officer time</p>
<p>We will engage with agents and landlords to explore opportunities and use our extensive local connections and communications channels to help reduce vacancy rates.</p>				

6. Planet: Mitigating the Impact of Economic Activity

What?	When? ⁵	Who?	Example	Resourcing
Direct local businesses to existing support programmes that help them reduce their environmental impact.	On-going	GBC, Enterprise M3	EM3 Net Zero Support Service	Officer time
We will signpost businesses to Surrey Chamber of Commerce’s Climate Change Hub, Enterprise M3’s Net Zero support service, and Zero Carbon Guildford’s Sustainable Business Network.				
Support and promote resident- and business-led green initiatives across the borough.	Short term	GBC, ZERO Carbon Guildford	Zero Carbon Guildford	Officer time
This will, for example, involve strengthening our relationship with <i>the ZERO Carbon Guildford</i> community-led climate action group. This will also involve GBC being a leader and advocate for the group’s recently established Guildford Sustainable Business Network which seeks to provide a forum for businesses interested in increasing their green credentials and minimising their environmental impact.				
Continue to help secure funding for businesses contributing to the green economy through the provision of low carbon goods and services.	On-going	GBC, LoCASE	LoCASE	Officer time
This will involve signposting suitable businesses to the <i>Low Carbon Across the South and East (LoCASE)</i> grant funding programme which supports businesses to become more competitive and profitable while protecting the environment and encouraging low carbon solutions. The fund provides grants of up to £10,000 as well as training workshops and fully funded events.				
Support businesses in the re-skilling and up-skilling of their employees for green skills.	On-going	GBC, Enterprise M3	Retrofit Training Programme, Stockport	Officer time
This could include working with local skills providers and using the specialist technical skills at the Enterprise M3 <i>Apprenticeship and Skills Hub</i> to advise businesses on the development of skills for emerging low carbon industries.				
Work with businesses to identify opportunities to make use of the Enterprise M3 <i>Future Fund</i> .	Short term	GBC, Enterprise M3	N/A	Officer time
This fund will support demonstrator and pilot projects that focus on net zero and green skills initiatives.				

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

Collaborate with partners such as Surrey County Council and Enterprise M3 to explore energy efficiency improvement programmes that could be introduced to residential and commercial properties.	Long term	GBC, Surrey County Council, Enterprise M3	<u>RE:FIT</u>	Officer time; Budget required
This could be schemes similar in design to London-wide programmes RE:NEW for housing stock retrofitting and RE:FIT for non-domestic public buildings and assets.				
Encourage development in sustainable locations such as the town centre that support climate resilience and the blue-green economy.	Medium term	GBC	N/A	Officer time
We will build in flooding mitigation and efficient resource usage into the emerging <i>Shaping Guildford's Future Masterplan</i> .				
Continue to work with Highways England and partners to reduce air pollution levels in the Guildford town centre Air Quality Management Area (AQMA) through sustainable travel projects and working with residents and businesses.	Medium term	GBC, Highways England, Surrey County Council	<u>easitGUILDFORD</u>	Officer time
Existing schemes include the easitGUILDFORD initiative which provides discounted public transport travel for residents and businesses across the borough.				
Explore opportunities for GBC to support renewable energy schemes.	Long term	GBC, Thames Water	<u>Reading Hydropower</u>	Officer time
This could include the opportunity to leverage hydro-electric power along the River Wey for supplying energy to Guildford's businesses and residents.				

7. Focus On: The Visitor Economy

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What?	When? ⁶	Who?	Example	Resourcing
<p>Enhance awareness of our full offer.</p> <p>We will raise the profile of these and their locations across the town and beyond, including through wayfinding initiatives such improved tourism signage and through the creation of a heritage trail to support visitors navigate between assets. We will also work closely with Visit Surrey to refresh our approach to place marketing, and our primary focus will be on boosting the visibility of our assets and encouraging more people to visit our borough.</p>	Short term	GBC, Experience Guildford, Visit Surrey, businesses	Watford Heritage Trail	Officer time; Budget required
<p>Improve provision for overnight stays.</p> <p>We will use our planning policy levers (see Policy E6 of our Local Plan) to encourage the provision of accommodation for overnight stays such as through hotels and rented temporary accommodation close to tourism assets, and promote provision of visitor accommodation through our regeneration schemes – most notably the Shaping Guildford’s Future Masterplan.</p>	Medium term	GBC, asset owners, landowners, businesses	Hotel & Visitor Accommodation Futures Study, Adur & Worthing	Officer time
<p>Strengthen links within the town centre and to the borough’s rural locations.</p> <p>We will explore opportunities to improve connections, in particular active travel links between our historic town centre and train station to the Surrey Hills AONB and Newlands Corner to take advantage of the rising popularity of walking and cycling in rural areas following the COVID-19 pandemic.</p>	Medium term	GBC, Surrey County Council, Highways England	The Busway, Cambridge	Officer time; Budget required
<p>Protect and support our cultural and heritage assets where economically viable.</p> <p>We will explore innovative ideas and commercial concepts to secure the long-term maintenance and management of these assets that support our visitor economy and enhance the attractiveness of the borough’s landscape.</p>	Long term	GBC, Surrey County Council, asset owners, landowners	Hot Walls Studios, Portsmouth	Officer time
<p>Create a Visitor Economy Sub-Group.</p> <p>We will convene a new group to support the delivery of initiatives related to the enhancement and improvement of our borough’s visitor economy.</p>	Short term	GBC, Experience Guildford, Visit Surrey, businesses	N/A	Officer time

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⁶ Short term = 1-2 Years, Medium term = 2-5 years, Long term = 5 years+

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Overview

This document compiles comments from GBC Officers and Councillors on the following documents:

- Guildford Economic Development Strategy
- Guildford Economy Development Action Plan
- Guildford Economic Development Strategy: Evidence Base

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Economic Development Strategy Comments

Section	Comment (Author/Service)	Author/Service
Chapter 2: Guildford's Current Economy: The Case for Action		
Para 2.4, p. 7: "One of our main anchors is the Surrey Hills Area of Outstanding Natural Beauty (AONB) which attracts over 30 million visits per year and supports our thriving local visitor economy."	Surrey Hills branding has now changed to 'Surrey Hills National Landscape' (as opposed to an AONB). Change all references to Surrey Hills AONB to Surrey Hills National Landscape.	Economic Development
Chapter 3: Guildford's Future Economy: The Next Ten Years		
People: Connecting People and Opportunity Para 3.33, p.23: We will work collaboratively to ensure that our foundational economy has the talent it needs, and support people in deprived communities to upskill in areas that offer 'good jobs'.	Change 'deprived' to 'less advantaged'.	Community Services
People: Connecting People and Opportunity Para 3.33, p.23: We will work collaboratively to ensure that our foundational economy has the talent it needs, and support people in deprived communities to upskill in areas that offer 'good jobs'.	Retail is important in the Guildford offer, as are nurses and teachers. How will the strategy actions assist this part of the economy, avoid people driving in and increasing congestion?	Economic Development/WBC ED
People: Connecting People and Opportunity Para 3.33, p. 26: "Explore opportunities to support the foundational economy across neighbourhood services, healthcare, digital infrastructure and housing. This could include establishing a funding programme similar to the <i>Challenge Fund</i> by Welsh Government to catalyse foundational economy community business activities in communities where clear gaps in the provision of key services are identified – particularly in our more rural communities. This could link in with existing community programmes such as Crowdfund Guildford and Project Aspire.	Change Project Aspire to 'Aspire Community Grants'. Rather than create another grant scheme, we could modify criteria for the grants to include economic development.	Community Grants

<p>Provision: Upgrading our Physical and Digital Infrastructure</p> <p>Para 3.34, p. 26: “Public Transport: We benefit from over 12 train stations across our borough, and an extensive bus network, but many of our employment sites are located away from our public transport nodes (e.g. Surrey Business Park, Guildford Business Park, Slyfield Industrial Estate and Quadrum Industrial Park).”</p>	<p>Clarity required in point 3, Public Transport, whether the issue is more a concern with office type employment sites rather than industrial employment sites.</p>	<p>Planning Policy</p>
<p>Place: Transforming Our Town Centre Offer</p> <p>Para 3.43, p.30: “To inform this, and ensure future regeneration supports the economic development objectives set out in this report, we will develop a comprehensive land use strategy which will set out what uses types should go where based on JLLs’ recent <i>Competitive Position</i> (2022) report, as well as Avison Young’s <i>Economic Evidence Base</i> (2022)”.</p>	<p>The point on landowner driven masterplanning is taken. The extent to which GBC could / should curate land uses (even down to a particular niche) in planning terms, particularly where it is not the site owner remains a question. This is especially relevant in light of recent Government driven Use Class (E) related flexibility, although opportunities could be highlighted. This is not to say that a town centre / land use strategy is not a valid exercise, but there is a need to measure what planning policy can do to achieve this.</p>	<p>Planning Policy</p>
<p>Place: Transforming Our Town Centre Offer</p> <p>Para 3.43, p. 30: “Consider any proposals to re-purpose the Friary or other town centre assets for a leisure, health and fitness hub, taking advantage of ‘new’ leisure concepts entering the marketing and the rising importance of wellbeing to consumers;”</p>	<p>A number of large Town Centre mixed use schemes have indicated viability issues recently. Both Debenhams and North Street’s Viability Assessments (which indicated viability issues and could not provide Affordable Housing close to the level required) were independently reviewed by the Council’s appointed consultants. Similar case with the development at the station some years ago.</p>	<p>Planning Policy</p>
<p>Planet: Mitigating the Impact of Economic Activity</p> <p>P. 33: Indicator – Reducing annual mean NO2 pollution levels in Guildford town centre AQMA</p> <p>Baseline position: 40 µg/m3</p> <p>Five Year Target: 30 µg/m3</p> <p>Ten Year Target: 20 µg/m3</p>	<p>These proposed indicator levels need to be reviewed in accordance with the Air Quality Action Plan.</p> <p>Suggest to change targets to: Baseline position: 50 µg/m3 Five Year Target: 40 µg/m3 Ten Year Target: 36 µg/m3</p>	<p>Air Quality</p>

<p>Focus on: Our Visitor Economy chapter</p> <p>P. 34</p>	<p>We need to be mindful of any steps/actions/comments that the strategy might imply on our Heritage offer.</p>	<p>Heritage</p>
<p>Chapter 4: Guildford's Delivery Strategy: Realising a Step Change</p>		
<p>Delivery Groups: The Role of Guildford Borough Council</p> <p>Para 4.12, p. 37: "At the strategic level, we will use our planning powers to create innovative and progressive policies that are responsive to the ambitions of this strategy and the borough's economic, social and environmental context."</p>	<p>Suggest this is replaced and broadened to include wider planning powers than just creating policies (e.g. A4D is suggested).</p> <p>As an alternative could say '...will use our planning powers to create an enabling environment that is responsive to the ambitions...'</p>	<p>Planning Policy</p>
<p>Delivery Funding</p> <p>Para 4.17, bullet point 2, p. 37: "The UK Rural Prosperity Fund (dedicated funding for businesses and community initiatives in rural areas)</p>	<p>Change 'UK Rural Prosperity Fund' to 'Rural England Prosperity Fund'.</p>	<p>Economic Development</p>
<p>Delivery Metrics</p> <p>Table 4.1: Our Indicators of Success, p. 39: "Average annual housing delivery"</p>	<p>There is already a corporate target for housing delivery. Suggest this (Average annual housing delivery) is removed or that the corporate target is reflected instead.</p>	<p>Planning Policy</p>
<p>Delivery Metrics</p> <p>Table 4.1: Our Indicators of Success, p. 39-40: "Data Source"</p>	<p>The data sources featured in Table 4.1 lists software that requires subscription access (with some being quite expensive). The indicators of success needs to be reviewed to identify which are worthwhile indicators to monitor and if there are sources readily available to the Council (and, if not</p>	<p>Economic Development</p>

	and access to paid additional database is required, where we will get the budget to access to data).	
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Economic Development Action Plan Comments

Section	Comment	Author/Service
1. Productivity: Boosting Enterprise, Clustering and Innovation		
<p>Action 1.1, p. 2: Extend GBC’s new Salesforce Customer Relationship Management (CRM) system to all departments to enhance our ‘front door’ with businesses (Anchor).</p> <p>This will help ensure our communications are joined up and that every interaction with businesses is informed by previous communications – this is crucial for us to come across as a ‘business friendly’ council.</p>	<p>Change to “explore options to enhance the use of Salesforce CRM to support businesses”.</p>	Customer Services
<p>Action 1. 4: Work with WBC to undertake an audit of the business support offer available to local enterprises and use this as a basis to co-commission targeted support for different sized businesses within our target sectors.</p> <p>This will involve extending the Incuhive business support current offered to Guildford businesses in Waverley to Guildford.</p>	<p>Refer to general ‘business support’ provision rather than specific providers such as IncuHive, or remove first sub-bullet point.</p>	Economic Development/WBC ED
2. Property: Meeting Business and Worker Need		
<p>Action 2.4, p. 4: Explore how council-owned sites (e.g. Slyfield Industrial Estate and Bright Hill) could be better utilised to meet employment and housing aspirations, much like has been achieved at Midleton Enterprise Park through our Industrial Estate Growth Strategy (Deliverer).</p> <p>This will involve undertaking masterplans and feasibility studies for sites that are the most deliverable and offer the greatest capacity for change, and pursuing our Industrial Estate Growth Strategy.</p>	<p>Need to delete reference to Bright Hill as per comments from first review</p> <p>We are writing stage 2 of the Industrial Estate Strategy presently which will be a high level approach, ultimately selecting/identifying a series of projects to start on in order of priority. After that stage 3 is likely to involve detailed investigations/options for the projects and its possible at that time we will have a better grasp of likely cost/budget.</p> <p>It might be better to separate housing from employment sites.</p>	<p>Economic Development</p> <p>Asset</p>

Agenda item number: 6
Appendix 4

<p>Action 2.5, p. 4: Review council-owned assets and explore whether any can be used to provide low-cost business space for entrepreneurs and micro-businesses (Deliverer).</p> <p>Our town centre and business base would benefit from new accelerator/incubator spaces, incorporating wraparound business support. These could focus on complementary priority sectors (e.g. Digital, Video Gaming and Information Communication).</p>	<p>Action needs more detail as to how these commercial spaces can be provided, specifically for Games companies/studios.</p>	<p>Executive</p>
<p>Action 2.6, p. 4: Support anchor institutions to unlock large-scale development schemes that align with the objectives of this strategy, most notably the extension of the Surrey Research Park (Facilitator).</p> <p>This might involve providing delivery expertise, joint feasibility funding and/or strengthening existing functions such as Development Management.</p>	<p>Change second paragraph to: "This might involve helping to identify delivery expertise, and providing support through a Planning Performance Agreement"</p>	<p>Place Services</p>
<p>Action 2.7, p 4: Proactively work with private sector developers to maximise the economic, social and environmental benefits of large-scale residential and commercial schemes coming forward (Anchor).</p>	<p>'Mixed use' may be a more appropriate term rather than 'commercial' schemes considering the examples.</p>	<p>Planning Policy</p>
<p>3. People: Connecting People and Opportunity</p>		
<p>Action 3.8, p. 7: Continue to support our borough's deprived communities through national and local support schemes.</p> <p>This will include continued roll out of the cost of living related GBC <i>Household Support Fund</i> which provides financial support for food, energy bills and other household essential items for residents on low incomes, as well as signposting to other support available.</p>	<p>Remove HSF reference.</p> <p>The HSF is now closed but if the government make further tranches available we will administer.</p> <p>Also we should refer to less advantaged communities rather than deprived.</p>	<p>Community Grants</p>
<p>5. Place: Transforming our Town Centre Offer</p>		
<p>Action 5.8, p. 10: Work with Experience Guildford to build and scale the town centre events programme to help drive more interest and footfall (Facilitator)</p>	<p>Further discussions are needed between Experience Guildford and our Events team.</p>	<p>Events</p>

<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 266</p>	<p>The Council has a role in facilitating event organisers to be able to deliver events e.g. providing relevant information on licensing, road closures, safety advisory requirements, suitable spaces (currently only have any control of the rotunda and Castle grounds as well as buildings we own), sign posting them to other agencies and organisations for support and advice, marketing and promoting them. SCC also has an enabling role to play in this as highways authority, but buy-in is required.</p> <p>Producing our corporate events strategy and policies will contribute to this by setting out the types of events the Council will encourage, support and deliver.</p> <p>We also directly deliver events that contribute to the town centre-</p> <ul style="list-style-type: none"> • Monthly farmers markets • Specialist markets • Christmas activities • Car Free Day • Civic events and parades • Bandstand concerts • Heritage Open Days 	
<p>Action 5.9, p. 11: We will work with partners across the town centre to create an even more extensive and exciting events programme to attract a broad range of people to visit.</p>	<p>As above- it's about being an inviting place to host events by making the events approval and planning process clear, transparent, and easy to work with- that will need to be achieved through our events strategy and policies.</p> <p>We will not be expanding our direct delivery of events in the town centre without greater resource and budget.</p>	<p>Events</p>
<p>Action 5.10, p. 11: Review licensing and planning policies to ensure they enable us to have a vibrant, diverse and well-managed town centre (Anchor).</p>	<p>Planning policy have reasonable limited powers in this regard but note that action includes licencing.</p>	<p>Planning Policy</p>

<p>6. Planet: Mitigating the Impact of Economic Activity</p>		
<p>Action 6.3, p. 12: “Continue to help secure funding for businesses contributing to the green economy through the provision of low carbon goods and services.</p> <p>This will involve signposting suitable businesses to the Surrey County Council Decarbonisation Loan Scheme which provides an annual £50,000 budget to provide financial support to help businesses implement decarbonisation and energy efficiency.”</p>	<p>Remove Decarbonisation Loan Scheme. The proposed Decarbonisation Loan Scheme is part of the array of projects we have set aside funding to support using our UKSPF. As exact details of the loan scheme, including budgets, are still to be worked out, it is best to remove this example at this stage until details are finalised.</p> <p>More generally, relevant actions in this chapters needs to take into account, and coordinate with, our Climate Change Action Plan.</p>	<p>Economic Development</p>
<p>Action 6. 4, p. 12: “Support businesses in the re-skilling and up-skilling of their employees for green skills.</p> <p>This could include working with local skills providers and using specialist technical skills at the Enterprise M3 Apprenticeship and Skills Hub to provide businesses on the development of skills for emerging low carbon industries.”</p>	<p>There are other initiatives in the current skills landscape that needs to be considered. Alongside the Apprenticeship and Skills Hub, EM3 also has the Strategic Development Fund which focuses specifically on providing equipment and green skills training for land-based, construction and transport skills. In addition, initiatives form other key organisations must be considered, including Surrey County Council’s Surrey Skills Plan and Surrey Chambers of Commerce’s Local Skills Improvement Plan.</p>	<p>Economic Development</p>
<p>Action 6.8, p. 13: “Continue to work with Highways England and partners to reduce air pollution levels in the Guildford town centre Air Quality Management Area (AQMA) through sustainable travel projects and working with residents and businesses.</p> <p>Existing schemes include the easitGUILDFORD initiative which provides discounted public transport travel for residents and businesses across the borough, and investment in a new bike hire scheme covering Guildford town centre and satellite sites as part of the Surrey County Council’s <i>Infrastructure Plan</i>.</p>	<p>Remove easitGUILDFORD initiative. The easitGUILDFORD initiative is no longer in operation.</p>	<p>HR</p>

<p>Action 6.8, p. 13: “Continue to work with Highways England and partners to reduce air pollution levels in the Guildford town centre Air Quality Management Area (AQMA) through sustainable travel projects and working with residents and businesses.</p> <p>Existing schemes include the easitGUILDFORD initiative which provides discounted public transport travel for residents and businesses across the borough, and investment in a new bike hire scheme covering Guildford town centre and satellite sites as part of the Surrey County Council’s <i>Infrastructure Plan</i>.”</p>	<p>Suggest rewording of first paragraph to: “Continue to work with National Highways and partners to reduce air pollution levels in the Guildford town centre Air Quality Management Area (AQMA), Compton AQMA, Shalford AQMA, A3 Stag Hill through sustainable travel projects and working with residents and businesses.”</p>	<p>Air Quality</p>
<p>7. Focus On: The Visitor Economy</p>		
<p>Action 7.1: “Enhance awareness of our full offer.</p> <p>We will raise the profile of these and their locations across the town centre beyond, including through wayfinding initiatives such as improved tourism signage and through the creation of a heritage trail to support visitors to navigate between assets”</p>	<p>The implications of this action from a financial and resourcing perspective need to be considered, depending on the scale of what is proposed, as well as well as who is best placed to deliver on this. SCC should be added to the list of potential partners given its role as highways authority.</p>	<p>Events and Heritage</p>

Evidence Base Comments

Evidence Base	
Section	Comment
Page 4: Section listing nine chapters of the document	<p>Chapter titles should be changed to reflect the chapters in the Strategy document.</p> <p>Change 'Play' to 'Place' Change 'Place' to 'Provision'</p>
Page 15: "Business growth has been strongest in the Ash, Guildford and Leatherhead:"	Delete Leatherhead , which is not in Guildford.
Page 25: map showing largest employers and key anchor institutions in the borough. There is a mention of "17: Gunpowder Mills"	Remove Gunpowder Mills in the map.
Page 28: section on Digital health	A mention of an "xx survey" that needs to be updated.
Page 29: "Theatre, arts and events"	Suggestion to add Yvonne Arnaud Theatre to the list—Guildford's main theatre venue.
Page 31: "Residents in Guildford earn £40,400 per annum on average versus £36,800 per annum for workers"	<p>Sentence suggests that residents are not workers.</p> <p>Rephrase to reflect the summary title i.e. resident earning vs workplace earnings.</p>
Page 52: "Recent sales have taken place as part of portfolio purchases by investors on Wyvern Park and Henley Business Park in 2021..."	Change Wyvern Park to Weyvern Park.

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THE FORWARD PLAN

(INCORPORATING NOTICE OF KEY DECISIONS TO BE TAKEN BY THE EXECUTIVE AND NOTICE OF INTENTION TO CONDUCT BUSINESS IN PRIVATE)

Schedule 1 to this document sets out details of the various decisions that the [Executive](#) and full [Council](#) are likely to take over the next twelve months in so far as they are known at the time of publication. Except in rare circumstances where confidential or exempt information is likely to be disclosed, all decisions taken by the Executive and full Council are taken in public, and all reports and supporting documents in respect of those decisions are made available on our website.

Members of the public are welcome to attend and, in most cases, participate in all of our meetings and should seek confirmation as to the timing of any proposed decision referred to in the Forward Plan from the Committee Services team by telephone on 01483 444102, or email committeeservices@guildford.gov.uk prior to attending any particular meeting (see note below for special arrangements for remote meetings during the Coronavirus crisis).

Details of the membership of the Executive and the respective areas of responsibility of the Leader of the Council and the lead councillors are set out in Schedule 2 to this document.

Key decisions

As required by the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012, this document also contains information about known key decisions to be taken during this period.

A key decision is defined in the Council's Constitution as an executive decision which is likely to result in expenditure or savings of at least £200,000 or which is likely to have a significant impact on two or more wards within the Borough.

A key decision is indicated in Schedule 1 by an asterisk in the first column of each table of proposed decisions to be taken by the Executive.

In order to comply with the publicity requirements of Regulation 9 of the 2012 Regulations referred to above, we will publish this document at least 28 clear days before each meeting of the Executive by making it available for inspection by the public on our website:

<http://www.guildford.gov.uk/ForwardPlan>

Agenda item number: 7

Availability of reports and other documents

Subject to any prohibition or restriction on their disclosure, copies of, or extracts from, any document to be submitted to a decision-maker for consideration in relation to a matter in respect of which a decision is to be made will normally be available for inspection on our website five clear working days before the meeting, or the date on which the proposed decision is to be taken. Other documents relevant to a matter in respect of which a decision is to be made may be submitted to the Executive, or to an individual decision maker, before the meeting or date on which the decision is to be taken, and copies of these will also be available online.

Taking decisions in private

Where, in relation to any matter to be discussed by the Executive, the public may be excluded from the meeting due to the likely disclosure of confidential or exempt information, the documents referred to above may not contain any such confidential or exempt information.

In order to comply with the requirements of Regulation 5 of the 2012 Regulations referred to above, Schedule 1 to this document will indicate where it is intended to deal with any matter in private due to the likely disclosure of confidential or exempt information. Where applicable, a statement of reasons for holding that part of the meeting in private together with an invitation to the public to submit written representations about why the meeting should be open to the public when the matter is dealt with will be set out on the relevant page of Schedule 1.

Tom Horwood

Joint Chief Executive of Guildford and
Waverley Borough Councils
Guildford Borough Council
Millmead House
Millmead Guildford
GU2 4BB

Dated: 26 January 2023

EXECUTIVE: 26 January 2023

Key Decision (asterisk indicates that the decision is a key decision)	Subject	Decision to be taken	Is the matter to be dealt with in private?	Documents to be submitted to decision-maker for consideration in relation to the matter in respect of which the decision is to be made.	Contact Officer
Page 27/3	Business Planning - General Fund Budget 2023-24	To recommend to Council: <ul style="list-style-type: none"> • Approval of the general fund revenue budget for 2023-24 • Agreement of a council tax requirement for 2023-24 • Declaration of any surplus/deficit on the collection fund 	No	Report to Executive (26/01/23) Report to Council (08/02/23)	Victoria Worsfold 01483 444834 victoria.worsfold@guildford.gov.uk
	Capital and Investment Strategy (2023-24 to 2027-28)	To recommend to Council the approval of the Capital and Investment Strategy (2023-24 to 2027-28)	No	Report to Executive (26/01/23) Report to Council (08/02/23)	Victoria Worsfold 01483 444834 victoria.worsfold@guildford.gov.uk

	<p>Housing Revenue Account Budget 2023-24</p>	<p>To recommend to Council approval of the HRA Revenue estimates, associated fees and charges, changes to rents of Council dwellings and approval of Housing Capital Programme for 2023-24.</p>	<p>No</p>	<p>Report to Executive (26/01/23) Report to Council (08/02/23)</p>	<p>Victoria Worsfold 01483 444834 victoria.worsfold@guildford.gov.uk</p>
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COUNCIL: 08 February 2023

Key Decision (asterisk indicates that the decision is a key decision)	Subject	Decision to be taken	Is the matter to be dealt with in private?	Documents to be submitted to decision-maker for consideration in relation to the matter in respect of which the decision is to be made.	Contact Officer
Page 275	Business Planning - General Fund Budget 2023-24	To recommend to Council: <ul style="list-style-type: none"> • Approval of the general fund revenue budget for 2023-24 • Agreement of a council tax requirement for 2023-24 • Declaration of any surplus/deficit on the collection fund 	No	Reports to: Corp Gov & Standards Ctte (19/01/23) Joint EAB (24/01/23) Report to Executive (26/01/23) Report to Council (08/02/23)	Victoria Worsfold 01483 444834 victoria.worsfold@guildford.gov.uk
	Capital and Investment Strategy (2023-24 to 2027-28)	To recommend to Council the approval of the Capital and Investment Strategy (2023-24 to 2027-28)	No	Reports to: Joint EAB (24/01/23) Report to Executive (26/01/23) Report to Council (08/02/23)	Victoria Worsfold 01483 444834 victoria.worsfold@guildford.gov.uk

	Housing Revenue Account Budget 2023-24	To recommend to Council approval of the HRA Revenue estimates, associated fees and charges, changes to rents of Council dwellings and approval of Housing Capital Programme for 2023-24.	No	Reports to: Joint EAB (24/01/23) Report to Executive (26/01/23) Report to Council (08/02/23)	Victoria Worsfold 01483 444834 victoria.worsfold@guildford.gov.uk
	Pay Policy Statement 2023-24	To approve the Pay Policy Statement 2023-24	No	Report to Council (08/02/23)	Francesca Chapman 01483 444014 francesca.smith@guildford.gov.uk

*	Guildford Economic Strategy	To adopt the strategy	No	Report to Executive (22/02/23) Report to Council (22/02/23)	Abi Lewis 01483 444908 abi.lewis@guildford.gov.uk
	The Tumbling Bay (Millbrook) Weir Mandate	For discussion of preferred way forward	No	Report to Executive (22/02/23)	Abi Lewis 01483 444908 abi.lewis@guildford.gov.uk

COUNCIL: 22 February 2023

Key Decision (asterisk indicates that the decision is a key decision)	Subject	Decision to be taken	Is the matter to be dealt with in private?	Documents to be submitted to decision-maker for consideration in relation to the matter in respect of which the decision is to be made.	Contact Officer
Page 279	Probity in Planning Handbook	To consider the updates to the Probity in Planning Handbook	No	Report to Corporate Governance and Standards Committee (19/01/23) Report to Planning Committee (07/02/23) Report to Council (22/02/23)	Gilian MacInnes/John Armstrong 01483 444961 gilian.macinnes@guildford.gov.uk; john.armstrong@guildford.gov.uk
*	Review of the Planning Committee	To consider the recommendations made by the Planning Committee Review Working Group	No	Report to Planning Committee (07/02/23) Report to Executive (22/02/23) Report to Council (22/02/23)	John Armstrong/Gilian Macinnes 01483 444102 john.armstrong@guildford.gov.uk/gilian.macinnes@guildford.gov.uk

*	Guildford Economic Strategy	To adopt the strategy	No	Report to Executive (22/02/23) Report to Council (22/02/23)	Abi Lewis 01483 444908 abi.lewis@guildford.gov.uk
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EXECUTIVE: 23 February 2023

Key Decision (asterisk indicates that the decision is a key decision)	Subject	Decision to be taken	Is the matter to be dealt with in private?	Documents to be submitted to decision-maker for consideration in relation to the matter in respect of which the decision is to be made.	Contact Officer
Page 281	Guildford Spectrum (Building)	To consider this mandate	No	Reports to: Joint EAB (30/01/23) Report to Executive (23/02/23)	Kelvin Mills 01483 444729 kelvin.mills@guildford.gov.uk
	Climate Change Action Plan	To consider the plan	No	Report to Executive (23/02/23)	Nathaniel Prodger 01483 444622 nat.prodger@guildford.gov.uk

*	Refuse Vehicle Procurement	To determine which vehicles the Council will purchase, authorise officers to complete the award of contract and to approve the movement of the related capital from provisional to approved.	Yes	Report to Executive (23/02/23)	Chris Wheeler and Liz Mockeridge 01483 445030 chris.wheeler@guildford.gov.uk/liz.mockeridge@guildford.gov.uk
*	Victorian School Room	To consider stop offering our Heritage Service education provision from the Victorian Schoolroom and then include the property (39½ Castle Street) in an auction including several other properties nearby.	No	Report to Executive (23/02/23)	Amanda Hargreaves 01483 444276 amanda.hargreaves@guildford.gov.uk

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*Information within this item is commercially sensitive and will if required be considered in private as it will involve the likely disclosure of exempt information as defined in paragraph 3 and 5 of Schedule 12A to the Local Government Act 1972, namely: "Information relating to the financial or business affairs of any particular person (including the authority holding that information)."

Any person wishing to make representations in relation to this part of the meeting being held in private for consideration of the above-mentioned item, must do so in writing to: John Armstrong, Democratic Services and Elections Manager either by email: john.armstrong@guildford.gov.uk or by letter at the address stated on page 2 by no later than midday Wednesday 15 February 2023.

EXECUTIVE: 16 March 2023

Key Decision (asterisk indicates that the decision is a key decision)	Subject	Decision to be taken	Is the matter to be dealt with in private?	Documents to be submitted to decision-maker for consideration in relation to the matter in respect of which the decision is to be made.	Contact Officer
Page 283	Corporate Safeguarding Policy and Procedure	To approve the Policy and Procedure	No	Report to Executive (16/03/23)	Jo James 01483 444703 Jo.james@guildford.gov.uk
*	Ash Road Bridge	Ash Road Bridge Project Update and Full Business Case Approval	Yes	Report to Executive (16/03/23) Report to Council (16/03/23)	Hanna-Liisbeth Lumi 01483 444038 hanna- liisbeth.lumi@guildford.gov.uk

*	Guildford Park Road Redevelopment	Confirmation of the Council's preferred way forward for delivery of the scheme post-planning	No	Report to Executive (16/03/23) Report to Council (16/03/23)	Rachel Harper 01483 444311 rachel.harper@guildford.gov.uk
*	Guildford West Station	To consider moving to GRIP 4	No	Report to Executive (16/03/23)	Abi Lewis 01483 444908 abi.lewis@guildford.gov.uk

*Information within this item is commercially sensitive and will if required be considered in private as it will involve the likely disclosure of exempt information as defined in paragraph 3 and 5 of Schedule 12A to the Local Government Act 1972, namely: "Information relating to the financial or business affairs of any particular person (including the authority holding that information)."

Any person wishing to make representations in relation to this part of the meeting being held in private for consideration of the above-mentioned item, must do so in writing to: John Armstrong, Democratic Services and Elections Manager either by email: john.armstrong@guildford.gov.uk or by letter at the address stated on page 2 by no later than midday Wednesday 8 March 2023.

COUNCIL: 16 March 2023

Key Decision (asterisk indicates that the decision is a key decision)	Subject	Decision to be taken	Is the matter to be dealt with in private?	Documents to be submitted to decision-maker for consideration in relation to the matter in respect of which the decision is to be made.	Contact Officer
Page 285	Annual Report of the Corporate Governance and Standards Committee	To consider the first Annual Report.	No	Report to Council (16/03/23)	John Armstrong 01483 444056 john.armstrong@guildford.gov.uk
*	Ash Road Bridge	Ash Road Bridge Project Update and Full Business Case Approval	Yes	Report to Executive (16/03/23) Report to Council (16/03/23)	Hanna-Liisbeth Lumi 01483 444038 hanna- liisbeth.lumi@guildford.gov.uk

*	Guildford Park Road Redevelopment	Confirmation of the Council's preferred way forward for delivery of the scheme post-planning	No	Report to Executive (16/03/23) Report to Council (16/03/23)	Rachel Harper 01483 444311 rachel.harper@guildford.gov.uk
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EXECUTIVE SHAREHOLDER AND TRUSTEE COMMITTEE: 20 March 2023

Key Decision (asterisk indicates that the decision is a key decision)	Subject	Decision to be taken	Is the matter to be dealt with in private?	Documents to be submitted to decision-maker for consideration in relation to the matter in respect of which the decision is to be made.	Contact Officer
Page 287	Arundel House Trust Governance	To consider the legal advice.	No	Report to Executive Shareholder and Trustee Committee (20/03/23)	Claire Beesly Claire Beesly@guildford.gov.uk
	Guildford Borough Council Holdings Ltd.	To receive an update.	No	Report to Executive Shareholder and Trustee Committee (20/03/23)	Claire Beesly Claire Beesly@guildford.gov.uk

EXECUTIVE: 20 March 2023

Key Decision (asterisk indicates that the decision is a key decision)	Subject	Decision to be taken	Is the matter to be dealt with in private?	Documents to be submitted to decision-maker for consideration in relation to the matter in respect of which the decision is to be made.	Contact Officer
Page 288	Local Plan Development Management Policies	To consider and recommend to Council the approval of the Local Plan Development Management Policies	No	Report to Executive (20/03/23) Report to Council (22/03/23)	Stuart Harrison 01483 444512 stuart.harrison@guildford.gov.uk
*	UK Shared Prosperity Fund (UKSPF) and Rural Prosperity Fund (REPF)	To consider the UK Shared Prosperity Fund (UKSF) and Rural Prosperity Fund (REPF)	No	Report to Executive (20/03/23)	Abi Lewis 01483 444908 abi.lewis@guildford.gov.uk

	Pest Control Charges and Service Review	To decide whether to continue with the charging for rodent treatments in residential properties as implemented on 1 July 2021. Plus, to decide whether the chemical treatment of wasp nests should continue as a Council service.	No	Report to Executive (20/03/23)	Gary Durrant 01483 444373 gary.durrant@guildford.gov.uk
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COUNCIL: 22 March 2023

Key Decision (asterisk indicates that the decision is a key decision)	Subject	Decision to be taken	Is the matter to be dealt with in private?	Documents to be submitted to decision-maker for consideration in relation to the matter in respect of which the decision is to be made.	Contact Officer
	Local Plan Development Management Policies	To consider and recommend to Council the approval of the Local Plan Development Management Policies	No	Report to Executive (20/03/23) Report to Council (22/03/23)	Stuart Harrison 01483 444512 stuart.harrison@guildford.gov.uk

COUNCIL: 10 May 2023

Key Decision (asterisk indicates that the decision is a key decision)	Subject	Decision to be taken	Is the matter to be dealt with in private?	Documents to be submitted to decision-maker for consideration in relation to the matter in respect of which the decision is to be made.	Contact Officer
Page 291	Appointment of Honorary Remembrancer 2023- 24	To appoint the Honorary Remembrancer for the municipal year 2023-24.	No	Report to Council (10/05/23)	John Armstrong 01483 444102 john.armstrong@guildford.gov.uk
	Election of Mayor and appointment of Deputy Mayor 2023- 24	To elect a Mayor and appoint a Deputy Mayor for the municipal year 2023-24.	No	Report to Council (10/05/23)	John Armstrong 01483 444102 john.armstrong@guildford.gov.uk

COUNCIL: 15 May 2023

Key Decision (asterisk indicates that the decision is a key decision)	Subject	Decision to be taken	Is the matter to be dealt with in private?	Documents to be submitted to decision-maker for consideration in relation to the matter in respect of which the decision is to be made.	Contact Officer
	Appointments to committees 2023-24	To agree the numerical allocation of seats to political groups on committees and to agree the membership and (where appropriate) substitute membership of those committees, including the election of committee chairmen and vice-chairmen	No	Report to Council (15/05/23)	John Armstrong 01483 444102 john.armstrong@guildford.gov.uk

*	Acquisition of General Fund Land and/or Buildings at Land at Hurst Farm North of Hazelbank Eashing Lane, Godalming, GU8 5EP	To approve the purchase of Land at Hurst Farm, North of Hazelbank, Eashing Lane, Godalming, GU8 5EP, (approximately 4.5 hectares)	07.02.2023	01483 444364 mark.appleton@guildford.gov.uk
*	Purchase of land and buildings for the Housing Revenue Account – 35a The Mount	To approve the purchase of: 35a The Mount, Guildford, Surrey, GU2 4HN	10.02.2023	01483 444296 siobhan.rumble@guildford.gov.uk
*	Right to Buy – Flat 32 Walden Cottages, Westwood Lane, Normandy, Guildford, Surrey GU3 2JB	The tenant of the property has confirmed that they wish to proceed with the purchase of the property in accordance with the right to buy legislation and at the purchase price set out in the offer notice dated 13 December 2022.	21.02.2023	01483 44293 Lehsana.bakth@guildford.gov.uk
*	Right to Buy – 58 Shepherds Hill, Guildford, Surrey GU2 9RZ	The tenant of the property has confirmed that they wish to proceed with the purchase of the property in accordance with the right to buy legislation and at the purchase price set out in the offer notice dated 14 December 2022.	21.02.2023	01483 44293 Lehsana.bakth@guildford.gov.uk

UNSCHEDULED ITEMS - EXECUTIVE/COUNCIL

Key Decision (asterisk indicates that the decision is a key decision)	Subject	Decision to be taken	Is the matter to be dealt with in private?	Documents to be submitted to decision-maker for consideration in relation to the matter in respect of which the decision is to be made.	Contact Officer
Page 295	Ash Road Bridge and Footbridge Update	To receive an update	No	Council	Michael Miles 01483 444077
*	New Housing Strategy (including Homelessness Prevention and Rough Sleeping Strategies) 2020-2025	To develop a new housing strategy to include the statutory elements of homelessness prevention and rough sleeping.	No	Council	Matt Gough 01483 444772

*	Charging for Regulatory Services	To consider proposal to charge for pre-application advice.	No	Council	Richard Homewood 01483 444028
*	Community Infrastructure Levy Charging Schedule	To adopt the Community Infrastructure Levy Charging Schedule	No	Council	Stuart Harrison 01483 444512
*	Marketing Requirements SPD	To adopt the Marketing Requirements SPD	No	Council	Stuart Harrison 01483 444512

*	Planning Contributions SPD	To adopt the Planning Contributions SPD	No	Council	Stuart Harrison 01483 444512
*	Green and Blue Infrastructure SPD	To adopt the Green and Blue Infrastructure SPD	No	Council	Stuart Harrison 01483 444512
*	Green Belt SPD	To adopt the Green Belt SPD	No	Council	Stuart Harrison 01483 444512

*	Community Infrastructure Delivery	(1) To agree a statement of priority for the delivery of infrastructure described in the GBC Infrastructure Delivery Plan and informed by the GBC Regulation 123 list (2) To discuss and propose strategies for securing additional funding necessary for that delivery	Yes	Council	Stuart Harrison 01483 444512
Page 298	North Downs Housing Options Report	Review and next steps	No	Council	Matt Gough 01483 444772
	Careline Mandate	To approve the tender	No	Council	Sam Hutchison 01483 444385

	The Council's Constitution: Review of Financial Procedure Rules	To review and update the financial procedure rules	Yes	Executive	Peter Vickers 01483 444027
	Houses in Multiple Occupation (HMOs) Controls	Further to the report considered by the EAB on 4 November 2021, to consider an update report concerning controls relating to HMOs.	No	Council	Sean Grady 01483 444092
Page 299	Communications Strategy	To consider the new draft Communications Strategy	No	Council	Nicola Haymes 01483 444500

	Review of Refuse and Recycling Services	To consider future options and proposals for the refuse and recycling service	No	Council	Liz Mockeridge 01483 445030/445088
	Domestic Abuse Policy	To approve the Domestic Abuse Policy	No	Council	Jo James 01483 444703

SCHEDULE 2

MEMBERSHIP OF THE BOROUGH COUNCIL'S EXECUTIVE

AREAS OF RESPONSIBILITY FOR THE LEADER OF THE COUNCIL & LEAD COUNCILLORS GUILDFORD BOROUGH COUNCIL

Councillor	Areas of Responsibility
<p>Leader of the Council and Lead Councillor for Housing and Community</p> <p>Councillor Julia McShane 75 Applegarth Avenue Park Barn Guildford Surrey GU2 8LX (Westborough Ward)</p>	<p>Communications and engagement; Careline; Community grants; Community Safety, including Community Safety Partnership; Disabled facilities grants, adaptations; Family support; Health; Safeguarding; Supporting vulnerable people, migrants and refugees; Homelessness; Housing advice; Housing maintenance and repairs; Landlord services</p>

Councillor	Areas of Responsibility
<p>Deputy Leader of the Council and Lead Councillor for Finance and Planning Policy</p> <p>Councillor Joss Bigmore c/o Guildford Borough Council Millmead House Millmead Guildford GU2 4BB</p> <p>(Christchurch Ward)</p>	<p>Finance and accounting (General Fund/Housing Revenue Account); Internal Audit; Procurement; Revenues and Benefits; Planning policy, design, conservation</p>
<p>Lead Councillor for Assets and Property</p> <p>Councillor Tim Anderson c/o Guildford Borough Council Millmead House Millmead Guildford GU2 4BB</p> <p>(Clandon & Horsley Ward)</p>	<p>Property and land assets; Engineers; Facilities</p>

Councillor	Areas of Responsibility
<p>Lead Councillor for Planning Development, Legal & Democratic Services</p> <p>Councillor Tom Hunt</p> <p>c/o Guildford Borough Council Millmead House Millmead Surrey GU2 4BB</p> <p>(Friary and St. Nicolas Ward)</p>	<p>Planning applications; Planning enforcement; Planning integration and improvement; Democratic and committee services; Elections; Executive and civic support; GDPR; Information security, governance; Legal; Overview & Scrutiny support</p>
<p>Lead Councillor for Climate Change and Organisational Development</p> <p>Councillor George Potter</p> <p>c/o Guildford Borough Council Millmead House Guildford Surrey GU2 4BB</p> <p>(Burpham Ward)</p>	<p>Climate change; Air quality; Sustainable Transport; Business transformation; HR, learning and development, payroll; Strategy, policy and performance; Programme assurance; Risk management, business continuity</p>

Councillor	Areas of Responsibility
<p>Lead Councillor for Customer & Commercial Services</p> <p>Councillor John Redpath</p> <p>12 Addison Road Guildford GU1 3QP</p> <p>(Holy Trinity Ward)</p>	<p>Complaints, Ombudsman; Customer services, case management; Digital services; FOI; ICT and business systems; Building control; Events; Heritage; Parking (on and off street); Economic Development</p>
<p>Lead Councillor for Regeneration</p> <p>Councillor John Rigg</p> <p>C/o Guildford Borough Council Millmead House Millmead Guildford GU2 4BB</p> <p>(Holy Trinity Ward)</p>	<p>Corporate capital projects; Housing delivery; Transport; Regeneration</p>

Councillor	Areas of Responsibility
<p>Lead Councillor for Environment & Regulatory Services</p> <p>Councillor James Steel</p> <p>c/o Guildford Borough Council Millmead House Millmead Surrey GU2 4BB</p> <p>(Westborough Ward)</p>	<p>Leisure; Bereavement; Green spaces, parks, countryside, trees; Fleet operations; Street cleaning; Waste and recycling; Corporate health and safety; Emergency planning; Environmental health/crime; Food safety; Licensing; Private sector housing</p>

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EXECUTIVE ADVISORY BOARD WORK PROGRAMME

Corporate Plan and Forward Plan items are intended to give the EABs an early opportunity to consider major policies or projects.

STRATEGY AND RESOURCES EXECUTIVE ADVISORY BOARD

12 JUNE 2023				
Item	Additional information	Relevant Lead Councillor(s)	Lead officer	Target completion
Domestic Abuse Policy	To consider the updated Domestic Abuse Policy.	Cllr Julia McShane	Jo James, Senior Policy Officer – Community and Events	
7 AUGUST 2023				
Item	Additional information	Relevant Lead Councillor(s)	Lead officer	Target completion
9 OCTOBER 2023				
Item	Additional information	Relevant Lead Councillor(s)	Lead officer	Target completion
4 DECEMBER 2023				
Item	Additional information	Relevant Lead Councillor(s)	Lead officer	Target completion
5 FEBRUARY 2024				
Item	Additional information	Relevant Lead Councillor(s)	Lead officer	Target completion

EXECUTIVE ADVISORY BOARD WORK PROGRAMME

JOINT EXECUTIVE ADVISORY BOARD

13 FEBRUARY 2023				
Item	Additional information	Relevant Lead Councillor(s)	Lead officer	Target completion
Climate Change Action Plan	To consider the Action Plan.	Cllr George Potter	Robin Taylor, Executive Head of Organisational Development	
9 NOVEMBER 2023				
Item	Additional information	Relevant Lead Councillor(s)	Lead officer	Target completion
Business Planning - General Fund Outline Budget 2024-25	To consider the outline budget and submit comments to the Executive.	Cllr Tim Anderson	Peter Vickers Executive Head of Finance	February 2024
8 JANUARY 2024				
Item	Additional information	Relevant Lead Councillor(s)	Lead officer	Target completion
Housing Revenue Account Draft Budget 2024-25	To consider the Draft HRA budget and submit comments to the Executive.	Cllr Julia McShane / Cllr Tim Anderson	Annie Righton, Joint Strategic Director of Community Wellbeing	February 2024
Capital and Investment Strategy 2024-25 to 2028-29	To consider the Draft Capital and Investment Strategy and submit comments to the Executive.	Cllr Tim Anderson	Victoria Worsfold, Lead Specialist - Finance	February 2024

EXECUTIVE ADVISORY BOARD WORK PROGRAMME

UNSCHEDULED ITEMS

Strategy and Resources Executive Advisory Board

Item	Additional information	Relevant Lead Councillor(s)	Lead officer	Target completion
Supplementary Planning Documents (SPDs) <i>(The Green Belt SPD will be progressed after the Local Plan examination hearings in mid November 2022.)</i>	To consider the Planning Contributions, Green & Blue Infrastructure, Greenbelt, Parking and SANGS SPDs developed to support the Local Plan.	Cllr Joss Bigmore	Stuart Harrison, Policy Lead – Planning Policy	
Telephony System Replacement Mandate?	To consider the mandate to replace the Telephony System.	Cllr John Redpath	James Beach, Lead Specialist – IT / Nicola Haymes, Resources Services Case Manager	
Local Cycling and Walking Infrastructure Plans	To review the Improvement Plans.	Cllrs John Rigg / Cait Taylor	Stuart Harrison, Policy Lead – Planning Policy	
Communications Strategy	To consider the new draft Communications Strategy.	Cllr Tim Anderson	Steve Benbough, Strategy and Communications Manager	

EXECUTIVE ADVISORY BOARD WORK PROGRAMME

Joint Executive Advisory Board

Item	Additional information	Relevant Lead Councillor(s)	Lead officer	Target completion
Housing Strategy 2022-2027 (including the Homelessness Prevention and Rough Sleeping Strategies)	To develop a new housing strategy to include the statutory elements of homelessness prevention and rough sleeping.	Cllr Julia McShane	Robert Johnson, Housing Strategy and Enabling Manager	2022
Sutherland Memorial Park	To consider the possible development of a masterplan for the Park to ensure a holistic approach.	Cllr James Steel	Jonathan Sewell, Head of Culture, Heritage and Leisure Services	
Communications	To hold an informal meeting to discuss communications with housing tenants and generally.	Cllr Julia McShane	Annie Righton, Joint Strategic Director of Community Wellbeing	