

Appendix Two: Near Term Economic Delivery Plan 2018-19 (V0.4)

Mole Valley District Council

Near Term Economic Delivery Plan 2018-19

Third Draft (V0.4)

10th March 2018

Scrutiny draft

Appendix Two: Near Term Economic Delivery Plan 2018-19 (V0.4)

Foreword by the Portfolio Holder for Economic Development and Transform Leatherhead, Councillor Simon Edge.

I am delighted to introduce Mole Valley's Near Term Economic Delivery Plan for 2018-19. This plan the first annual (or Near Term) plan which will form part of the delivery of Mole Valley District Council's (MVDC's) first ten year **Economic Prosperity Strategy (EPS)**.

Prosperity is one of the three corporate priorities for the Council and this strategy is the embodiment and primary focus of this priority. We appreciate that the local business community also takes both an annual and longer term view in their business planning so the Council's annual plan has the potential to provide useful input to their corporate decision making processes.

This 2018-19 plan is seen as the "foundation year" where a number of projects will be started to establish many essential elements which subsequent plans and projects can be built upon.

Mole Valley is already a prosperous place and this Near Term Delivery Plan sets out an agenda which will help us create an even better place to live and work and where enterprises can thrive.

Appendix Two: Near Term Economic Delivery Plan 2018-19 (V0.4)

Introduction: Near Term Economic Delivery Plan 2018 to 2019

This document forms a key element of the Economic Prosperity Strategy (EPS) for Mole Valley. It sets out the Near Term projects for the period 1 April 2018 to 31st March 2019 and is seen as a “foundation year”.

This plan sets out twelve projects that will be started in the forthcoming year under the six long term Strategic Economic Priorities. It can be read as a stand-alone document but, ideally, it should be read in conjunction with the EPS.

The EPS spans a ten year period; over the medium term (five years) some five near term delivery plans will be produced, with this one being the first of these documents. Each year a number of projects from within the EPS medium term bank of projects, will be chosen to form the basis of the forthcoming years Near Term Delivery Plan. The Near Term plan will be scoped to be deliverable within the budget available and delivery will be monitored and reported upon. Each project will have a summary of its intended benefits and a table showing the strategic linkages and score related to the EPS priorities¹ and SWOT² analysis.

This approach will be followed each year during the life of the EPS.

This first Near Term Delivery Plan for 2018-19 has been published at the same time as the EPS and will set out the programme for the forthcoming year.

¹ A detailed spreadsheet has been created as part of this work. This analyses and maps out the extent that the individual project links to, and correlates with, the key EPS elements. These elements include:

- Supporting the six Strategic Economic Priorities (not just the primary priority the project sits within but also to what degree it resonates with the other five);
- There are some 40 points raised in the SWOT analysis and each project is scored according to how well it supports the given strength, addresses the given weakness, exploits the given opportunity and challenges the given threat.

An indication of how far this correlates to these elements is expressed as high, medium and low. The resulting score (out of 46) is expressed as a percentage.

² A SWOT analysis highlights the respective Strengths, Weaknesses, Opportunities and Threats.

Appendix Two: Near Term Economic Delivery Plan 2018-19 (V0.4)

Summary of projects within the EPS Near Term Economic Delivery Plan 2018-19

- 1 **Business Contact Programme** (Strategic Economic Priority: RETAIN)
- 2 **Business Reference Group** (Strategic Economic Priority: RETAIN)
- 3 **GDPR Business Database and directory** (Strategic Economic Priority: RETAIN)
- 4 **Economic Monitoring Report** (Strategic Economic Priority: RETAIN)
- 5 **Business Support Programme** (Strategic Economic Priority: ENTERPRISE)
- 6 **Town Markets Revitalisation Strategy** (Strategic Economic Priority ENTERPRISE)
- 7 **Local schools engagement** (Strategic Economic Priority SKILLS)
- 8 **Business Enquiries Service incorporating the commercial agents forum**
(Strategic Economic Priority: INVEST)
- 9 **Annual Rural Community Summit** (Strategic Economic Priority: RURAL AND VISITOR)
- 10 **Safeguarding employment land** (Strategic Economic Priority BUSINESS INFRASTRUCTURE)
- 11 **North Downs Line study** (Strategic Economic Priority BUSINESS INFRASTRUCTURE)
- 12 **Rent a Room campaign** (Strategic Economic Priority BUSINESS INFRASTRUCTURE)

Appendix Two: Near Term Economic Delivery Plan 2018-19 (V0.4)

Strategic Economic Priority: **RETAIN**

Project 1.1

Business Contact Programme (BCP): Establish a Business Contact Programme and account management system to improve engagement with decision makers from critically important and larger businesses within the district.

Key Benefits: This will increase dialogue, engagement and mutual understanding and provide an early warning of any issues arising from that business

Lead Portfolio Holder: Economic Development and Transform Leatherhead

Lead Officer: Economic Development Manager

Timescale: System to be operational by July 2018. Thereafter, ongoing.

Partners:

Internal: Senior Leadership Team, all relevant business facing officers

External: DIT, Surrey County Council (Invest in Surrey team), Coast to Capital LEP

Strategic linkages:

Name	Priority correlation	Contribution towards realising Strengths	Contribution towards addressing Weaknesses	Contribution towards realising Opportunities	Contribution towards addressing Threats	Score (%)
BCP	High	High	Low	High	High	80

Rationale for including within the foundation year. This project will help build greater engagement with key businesses in the District and MVDC; this is an essential foundation project.

Appendix Two: Near Term Economic Delivery Plan 2018-19 (V0.4)

Strategic Economic Priority: **RETAIN**

Project 1.2

Business Reference Group (BRG): Establish a Business Reference Group that will consist of an invited group of representative business leaders to meet regularly and act as a “sounding board” and consultative body when new actions, policies and business related strategies are being developed by MVDC. It will also be the key body to advise MVDC when new national policies such as the Industrial Strategy are being developed and consulted upon.

Key Benefits: this will promote closer engagement and more open policy formulation and this will become a key and influential body and will be one of the key drivers in helping MVDC to become more business-friendly.

Lead Portfolio Holder: Economic Development and Transform Leatherhead

Lead Officer: Economic Development Manager

Timescale: Project will be started in January 2019. Thereafter, ongoing.

Partners:

Internal: Senior Leadership Team.

External: Business community

Strategic linkages:

Name	Priority correlation	Contribution towards realising Strengths	Contribution towards addressing Weaknesses	Contribution towards realising Opportunities	Contribution towards addressing Threats	Score (%)
BRG	High	Low	High	High	High	80

Rationale for including within the foundation year. This project will help MVDC become more business-friendly which is a key objective of the Corporate Prosperity priority. This is an essential foundation project.

Appendix Two: Near Term Economic Delivery Plan 2018-19 (V0.4)

Strategic Economic Priority: **RETAIN**

Project 1.3

GDPR compliant³ Business Database and directory: Create a Mole Valley GDPR compliant Business Database and directory

Key Benefits this will ensure that MVDC can stay in contact with businesses of all sizes within the district and through the directory will help promote inter-trading and can assist in generating business growth within Mole Valley.

Lead Portfolio Holder: Economic Development and Transform Leatherhead

Lead Officer: Economic Development Manager

Timescale: Project to be started in April 2018 and operational by August 2018.

Partners:

Internal: ICT, Legal services, Communications

External: Local business community

Strategic linkages:

Name	Priority correlation	Contribution towards realising Strengths	Contribution towards addressing Weaknesses	Contribution towards realising Opportunities	Contribution towards addressing Threats	Score (%)
Business Database	High	Medium	Low	Medium	Medium	50

Rationale for including within the foundation year. Possessing an up-to-date GDPR compliant business database is absolutely fundamental to the effective and efficient operation of the Economic Development Service so that closer engagement and understanding can be promoted. A positive by-product of creating such a database will help promote inter-trading and can assist in generating business growth within Mole Valley. It also links with other subsequent future projects proposed within the EPS Medium Term bank of projects such as Sourcing Mole Valley. This is an essential foundation project.

³ The General Data Protection Regulation (GDPR) is a regulation by which the European Parliament, the Council of the European Union, and the European Commission intend to strengthen and unify data protection for all individuals within the European Union (EU).

Appendix Two: Near Term Economic Delivery Plan 2018-19 (V0.4)

Strategic Economic Priority: **RETAIN**

Project 1.4

Economic Monitoring Report (EMR): Produce a regular Economic Monitoring Report including key performance indicators (KPIs),

Key Benefits this will have internal and external benefits promoting and disseminating key information about the local economy and its progress, with particular emphasis upon delivery progress of the EPS

Lead Portfolio Holder: Economic Development and Transform Leatherhead

Lead Officer: Economic Development Manager

Timescale: Report to be operational by Summer of 2018. Thereafter, quarterly

Partners:

Internal: Communications, ICT, all relevant business facing staff

External: Surrey County Council, Surrey EDO's, ONS, Coast to Capital LEP

Strategic linkages:

Name	Priority correlation	Contribution towards realising Strengths	Contribution towards addressing Weaknesses	Contribution towards realising Opportunities	Contribution towards addressing Threats	Score (%)
EMR	High	Low	Medium	Medium	Low	43

Rationale for including within the foundation year. This project has the capacity to raise the profile of the local economy, disseminate key accurate, up-to-date and reliable economic information, provide updates on the progress of delivering the EPS it will become a "go-to" document for those interested in the health and progress of the Mole Valley economy. This is an essential foundation project.

Appendix Two: Near Term Economic Delivery Plan 2018-19 (V0.4)

Strategic Economic Priority: **ENTERPRISE**

Project 2.1

Business Support Programme (BSP): Initiate a business support programme aimed at assisting start-up, small and medium sized businesses through “quality certified” providers.

Key Benefits: this will assist those looking to start their business by being able to access experts before and in the early stages of establishing their businesses; it may help to reduce early stage business mortality.

Lead Portfolio Holder: Economic Development and Transform Leatherhead

Lead Officer: Economic Development Manager

Timescale: System to be operational by the winter of 2018. Thereafter, reviewed annually and subject to ongoing funding provision.

Partners:

Internal: Property, Communications, Housing, Planning, ICT, Regeneration and Investment

External: University of Chichester, Start Up Croydon.

Strategic linkages:

Name	Priority correlation	Contribution towards realising Strengths	Contribution towards addressing Weaknesses	Contribution towards realising Opportunities	Contribution towards addressing Threats	Score (%)
BSP	High	High	Low	High	Medium	67

Rationale for including within the foundation year. This project is of great value and importance to the SME sector of the Mole Valley economy. It is a critical aid to access some European funding while that funding remains available. This is an essential foundation project.

Appendix Two: Near Term Economic Delivery Plan 2018-19 (V0.4)

Strategic Economic Priority: **ENTERPRISE**

Project 2.2

Town Markets Revitalisation Strategy: Develop a comprehensive (revitalisation of) markets strategy for both Dorking and Leatherhead to include teenage and farmers markets and the possibility of creating a Sunday “flea market” in West Street (Dorking) – this will help to provide business opportunities and create a new, exciting, experience for shoppers coming to Mole Valley;

Key Benefits this will help to provide business opportunities and create a new, exciting, experience for shoppers coming to Mole Valley

Lead Portfolio Holder: Economic Development and Transform Leatherhead

Lead Officer: Economic Development Manager

Timescale: Project to be started in January 2019.

Partners:

Internal: Environmental Services, Parking, Planning, Investment and Regeneration, Communications, Environmental Health, Licencing, Legal Services

External: Markets Traders, NFU, Surrey Hills Enterprises, Surrey Markets, Leatherhead and District Chamber of Commerce, Dorking BID

Strategic linkages:

Name	Priority correlation	Contribution towards realising Strengths	Contribution towards addressing Weaknesses	Contribution towards realising Opportunities	Contribution towards addressing Threats	Score (%)
Markets strategy	Medium	Low	Low	Medium	Medium	41

Rationale for including within the foundation year. This project responds positively to high demand for assistance both in Leatherhead and Dorking. The strategy to help revitalise the markets promotes closer working with key players and partners within the respective towns and bring a new energy to the towns. It also links well with other related regeneration projects running in both towns at the same time. This is an essential foundation project.

Appendix Two: Near Term Economic Delivery Plan 2018-19 (V0.4)

Strategic Economic Priority: **SKILLS:**

Project 3.1

Local Schools Engagement: Initiate closer working with schools

Key Benefits this will help to promote enterprise education (links with ENTERPISE priority);

Lead Portfolio Holder: Economic Development and Transform Leatherhead

Lead Officer: Economic Development Manager

Timescale: Engagement to be started in September of 2018. Thereafter, ongoing.

Partners:

Internal: Senior Leadership Team and Business Management Team

External: Local schools in Mole Valley

Strategic linkages:

Name	Priority correlation	Contribution towards realising Strengths	Contribution towards addressing Weaknesses	Contribution towards realising Opportunities	Contribution towards addressing Threats	Score (%)
Schools engagement	Medium	Low	Low	Medium	Low	46

Rationale for including within the foundation year. This project will increase engagement with schools and is one of the most important ways of promoting links between the world of education and businesses; MVDC has a crucial facilitating role in this and is a positive response to multiple approaches from local schools who wish to promote greater engagement and mutual understanding. It is also an important “starting point” project in the skills priority and is an essential foundation project.

Appendix Two: Near Term Economic Delivery Plan 2018-19 (V0.4)

Strategic Economic Priority: **INVEST**

Project 4.1

Business Enquiries Service (BES): Establish a Business Enquiries Service, including an up-to-date vacant property register –

Key Benefits this will enable positive response and engagement with internal and external business investment enquiries and help maximise the opportunities to reduce vacant commercial, industrial and retail properties within Mole Valley;

Lead Portfolio Holder: Economic Development and Transform Leatherhead

Lead Officer: Economic Development Manager

Timescale: Project to be started in January 2019. Thereafter ongoing

Partners:

Internal: Planning (Management), Planning Policy, Property, ICT, Transform Leatherhead,

External: Commercial Property Agents, Surrey County Council (Invest in Surrey), DIT, Surrey EDOs.

Strategic linkages:

Name	Priority correlation	Contribution towards realising Strengths	Contribution towards addressing Weaknesses	Contribution towards realising Opportunities	Contribution towards addressing Threats	Score (%)
BES	Medium	High	High	High	High	72

Rationale for including within the foundation year. This project establishes a highly efficient, customer responsive inward investment service. It facilitates businesses occupancy of vacant offices to help reduce loss to PDR. It will also promote a productive engagement with the commercial property agents operating within the district to develop a more unified approach towards marketing Mole Valley as an attractive business location. It is an essential foundation project.

Appendix Two: Near Term Economic Delivery Plan 2018-19 (V0.4)

Strategic Economic Priority: **RURAL AND VISITOR**

Project 5.1

ARCS: Support the organisation of an **Annual Rural Community Summit** each year bringing together key members of the rural community and crucial delivery agencies and organisations

Key Benefits this is a key activity for MVDC and will help keep the rural and visitor economy at the top of the agenda

Lead Portfolio Holders: Economic Development and Transform Leatherhead, and Communities, Services and Housing

Lead Officers: Economic Development Manager and Strategic Leadership Manager

Timescale: ARCS#1 to be delivered during May 2018. Thereafter, ongoing.

Partners:

Internal: All officers involved in delivering the Rural Community Strategy

External: Rural Business community, parish councils, NFU, Surrey County Council, all rural supply-side providers (e.g.: BT, Highways Agency, Police etc.)

Strategic linkages:

Name	Priority correlation	Contribution towards realising Strengths	Contribution towards addressing Weaknesses	Contribution towards realising Opportunities	Contribution towards addressing Threats	Score (%)
ARCS	High	Medium	High	Medium	Medium	72

Rationale for including within the foundation year. This project is a key part of the Mole Valley Rural Community Strategy and the rural and visitor economy which is a priority within the EPS and is an essential foundation project.

Appendix Two: Near Term Economic Delivery Plan 2018-19 (V0.4)

Strategic Economic Priority: **BUSINESS INFRASTRUCTURE**

Project 6.1

Safeguarding Employment Land: Work closely with Planning Policy colleagues to ensure that as much employment land as possible is retained and safeguarded in the next Local Plan.

Key Benefits this will ensure that colleagues are fully engaged with the local business community and aware of their needs whenever developing any plans or policies which will affect business and the local economy. (This also links back to Project 1.2, the Business Reference Group.)

Lead Portfolio Holders: Economic Development and Transform Leatherhead and Planning
Lead Officers: Economic Development Manager and Planning Policy Manager

Timescale: Project will commence in April 2018.

Partners:

Internal: Economic Development Service, Planning Policy

External: Local Businesses, Business Reference Group,

Strategic linkages:

Name	Priority correlation	Contribution towards realising Strengths	Contribution towards addressing Weaknesses	Contribution towards realising Opportunities	Contribution towards addressing Threats	Score (%)
Safeguarding employment land	High	High	High	High	High	74

Rationale for including within the foundation year. This project is essential given the ongoing development of the Local Plan in terms of consultation, influence and commentary in support of the development of the Local Plan in a business friendly manner and is an essential foundation project.

Appendix Two: Near Term Economic Delivery Plan 2018-19 (V0.4)

Strategic Economic Priority: **BUSINESS INFRASTRUCTURE**

Project 6.2 (EPS reference 8.13 c)

North Downs Line study: Part fund a study to establish a third hourly train service on the North Downs Line.

Key Benefits This will provide a number of key benefits to the local communities including the business community.

Lead Portfolio Holder: Economic Development and Transform Leatherhead

Lead Officer: Economic Development Manager

Timescale: Project to be complete by May 2018. This is a one-off project.

Partners:

Internal: Economic Development Service

External: North Downs Community Rail Partnership, Train operators

Strategic linkages:

Name	Priority correlation	Contribution towards realising Strengths	Contribution towards addressing Weaknesses	Contribution towards realising Opportunities	Contribution towards addressing Threats	Score (%)
North Downs Line study	Low	Low	Low	Low	Low	24

Rationale for including within the foundation year. This project responds to calls from business for better transport connectivity. If study is successful and results in a third hourly train it will have benefits for business and residents for many years to come. Infrastructure was one of the most frequently mentioned topics in the EPS consultation and this is one way that MVDC can have a strong influence in public transport matters. In addition, this is a time limited opportunity and is an essential foundation project.

Appendix Two: Near Term Economic Delivery Plan 2018-19 (V0.4)

Strategic Economic Priority: **BUSINESS INFRASTRUCTURE**

Project 6.3

Rent-a-Room campaign: Initiate a rent-a-room marketing campaign

Key Benefits this is intended to stimulate the market to encourage people with spare rooms to rent them to key workers such as teachers and nurses and this is a good, and relatively simple, way of increasing the capacity of affordable accommodation in Mole Valley

Lead Portfolio Holder: Communities, Services and Housing

Lead Officers: Economic Development Manager and Housing Services Manager

Timescale: Project to be started in June 2018.

Partners:

Internal: Housing Services, Communications

External: Local media, Housing Associations, Estate Agents.

Strategic linkages:

Name	Priority correlation	Contribution towards realising Strengths	Contribution towards addressing Weaknesses	Contribution towards realising Opportunities	Contribution towards addressing Threats	Score (%)
Rent-a-room campaign	High	Medium	Low	High	Medium	61

Rationale for including within the foundation year. This project supports housing need and encourages more affordable housing within the district and is an essential foundation project.

Appendix Three: Summary from EPS Consultation

- 1 A 12 page summary of the draft EPS was used for the consultation process which was undertaken with stakeholders and the wider Mole Valley community commencing 9th February and ending on 6th March 2018. The end of the consultation corresponded with a special workshop for Members of MVDC and the Mole Valley members of Surrey County Council.
- 2 The consultation itself was conducted on two levels.
 - (i) An email, containing the documents was sent to all those involved in the strategy development process and others who have subsequently expressed interest in being involved;
 - (ii) The second level was to publish the consultation draft of the EPS on a page on the MVDC web site encouraging interested parties to make comments and express their views.
- 3 A range of views were expressed from local business and other parts of the community. The overall reaction has been very positive with most, if not all, of the respondents welcoming the initiative.
- 4 58 responses were received (with nine of these being from MVDC/SCC members).
 - Of those responses 267 comments were made.
 - Of the 58 responses, 3 of these were from business organisations representing a total of 560 businesses.
 - The 267 responses were categorised these into 19 “themes” (see attached list).
 - The top four were projects (18%), infrastructure (12%), working with partners (9%) and “other” (8%) – these four themes represent just under half (47%) of the comments.
- 5 The key comments on **projects** are that they are, on the whole, well supported and respondents believe will make a significant improvement to the sustained prosperity of the local economy. Comments suggested that there seems to be too many projects (well, 30 – 35 over five years is possible – it was never intended that they would all be delivered in one year), light on specifics (respondents have seen a summary of the strategy, more details will be included in the near term delivery plans and in the project plans which will be created when the individual projects are about to commence), cycling emerged (unsurprisingly) as quite a polarising - strong supporters, strong detractors. Support for the markets project was welcomed and this has been included within the 2018-19 Near Term Delivery Plan.
- 6 The key comments on business **infrastructure** was related to parking, traffic congestion, affordable housing and developing more effective lobbying techniques to influence external lead organisations.
- 7 The key comments on **partnership working** were that SCC were crucial (mentioned a number of times by different people); the implication being that without SCC being fully engaged and supportive of the process, the infrastructure bit of the EPS would, in their view, be undeliverable. There needs to be greater working with other districts and boroughs in Surrey on issues of shared concern. More collaborative and open working from MVDC and especially better engagement was strongly welcomed.
- 8 The key comments on **other** included: good document, thorough, support for priorities and vision, MVDC needs to do more to facilitate investment (this is addressed through the BES, Property agents forum etc.), address “crippling” business rates (not in MVDC gift, of course), overall very strong support for EPS.
- 9 Officers are currently working on amending the EPS to take account of the consultation comments to create V0.6.

Appendix Three: Summary from EPS Consultation

Total comments received (from 58 respondents): 267

Themes	Comments
Projects	47
Infrastructure	33
Working with partners	25
<i>Other</i>	21
High St and retail	18
Document structure	16
Rural and visitor	16
Lack of detail	11
Evidence base	11
MVDC policies	11
Employment Land & PDR	10
Skills agenda	10
SMEs	9
Vision	8
Invest	6
Consultation	5
Retain	5
Accommodation	4
Ageing population	2