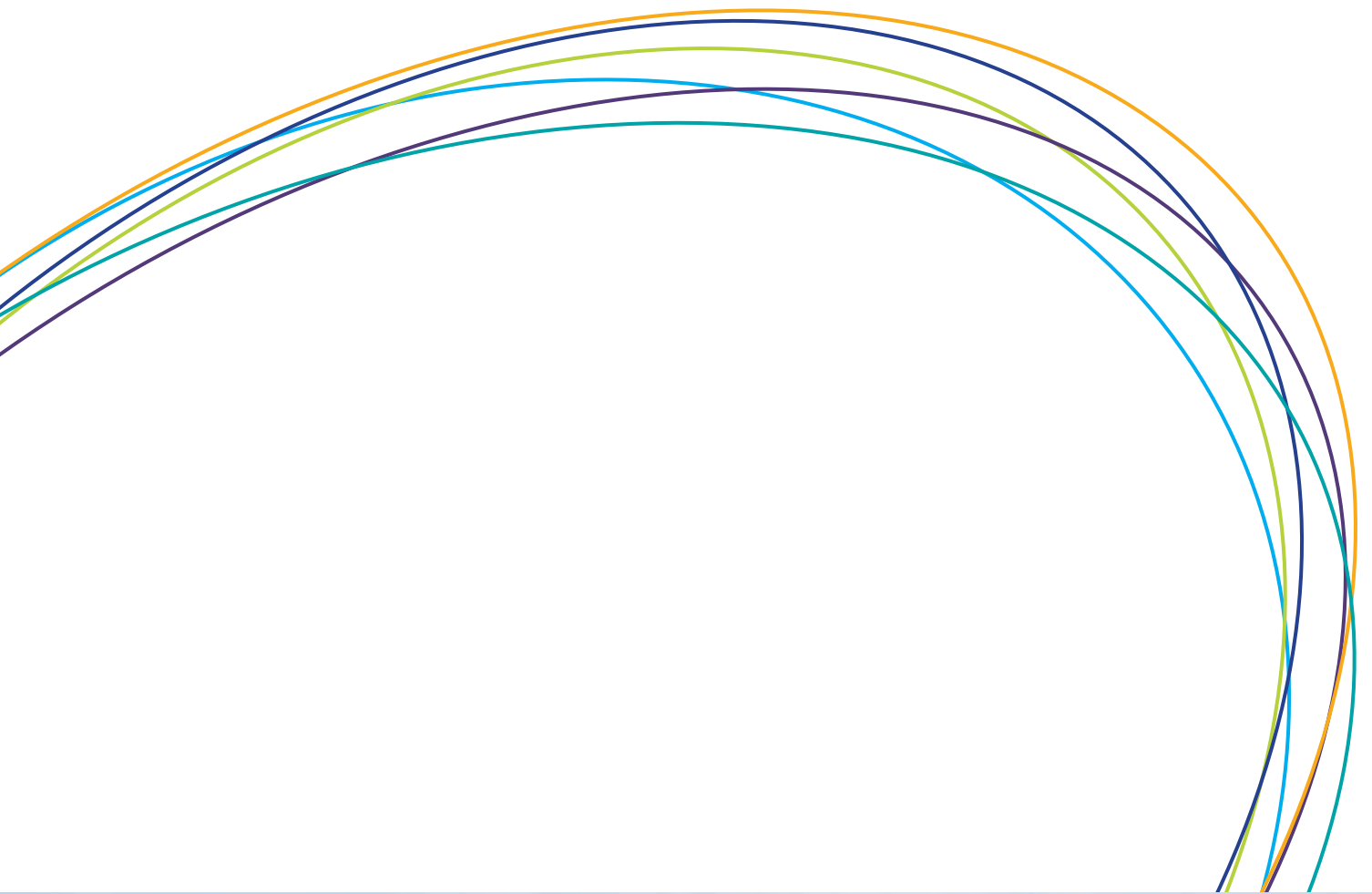


# Guildford Borough Economic Strategy

2013 – 2031



GUILDFORD  
BOROUGH



## 2. Foreword

### Foreword by the Leader of Guildford Borough Council and the Chairman of Guildford's Business Forum.

We are delighted to present our revised economic strategy in 2013. The global economy has moved on significantly in recent years and we must reflect this in our planning and the management of our assets and opportunities. Our long term strategy until 2031 was launched 2 years ago, and because much has changed in national and international economies, along with significant developments in the local and national policy context we are determined that economic growth be at the heart of the borough's agenda. This document builds further on our original plans, looking forward for the next 20 years.

It is vital that we plan and deliver into the future. We firmly believe that as we emerge from recession, it will be forward-thinking communities and boroughs with a clear economic vision that will be best placed to drive development forward in a targeted way that is economically, socially, and environmentally sustainable. Working closely together with our partners and businesses we are reflecting our shared economic aspiration for the Borough.

## Future Plans

**This revised strategy acknowledges the changed and changing circumstances and challenges in which we find ourselves. Working closely together with our partners and businesses we are reflecting our shared economic aspiration for the borough.**

We are very fortunate to have a thriving economy in Guildford, however we cannot afford to be complacent, especially at a time when progress and growth are now firmly on most economic agendas. We also recognise that this strategy is also about providing opportunities in those parts of the Borough that are less active economically and where investment in skills and support networks for those without work is a high priority. The Surrey economy makes a significant contribution to the Exchequer (around £6 billion a year, and second only to London). Our continued and enhanced prosperity is important to the region, the country and us. We are widely recognised as an international centre of excellence for firms in clusters such as digital media, pharmaceuticals, space technologies and ICT, to identify a few examples. We want to use this strategy to set out our strategic objectives to ensure that our economy retains its competitive edge locally, nationally and globally. This has benefits for commerce now, and for our aspiring young people and entrepreneurs into the future, to live and work in the borough.

We want to see Guildford businesses thrive, innovate and be even more productive. We recognise the vital links that our local academic institutions afford our borough. We want them to be able to compete here and abroad by innovating through our research and business capabilities with the University of Surrey, supporting our entrepreneurial clusters and their supply chains, forging new relationships between our businesses and Guildford College, retaining and developing our existing businesses and attracting new businesses. We have and wish to enhance the skilled labour forces they need to be successful. Our plans for the regeneration of North Street, the Slyfield Area Regeneration Programme and commitment to 'Experience Guildford' highlight our ambitions to succeed.

We would like to thank everyone who has helped to develop the strategy – the University of Surrey, Surrey Research Park, and all the businesses that support the Guildford Business Forum and its sub-groups. We would also like to thank our partners, Surrey Chambers of Commerce, the Federation of Small Businesses, Surrey Connects, Surrey County Council and Enterprise M3 Local Enterprise Partnership. We are also especially grateful to local business interest groups, all of whom have contributed to the revised strategy.

Councillor Stephen Mansbridge, Leader, Guildford Borough Council  
Keith Churchouse, Guildford Business Forum Steering Group Chairman

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For further information go to [www.guildford.gov.uk/economicstrategy](http://www.guildford.gov.uk/economicstrategy)

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### 3. Introduction

Guildford Borough Council and its partners, in consultation with many interested parties, have developed this revised economic strategy. No one organisation can deliver economic growth in a borough by itself, but by working together and understanding the drivers and objectives of all partners, a stronger economic strategy can emerge with greater commitment and a real chance of achieving shared outcomes and actions.

The Strategy aims to ensure that Guildford continues to be the 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. The partnership wants to ensure that Guildford borough’s economy is well placed to meet the opportunities and challenges ahead. The new vision strengthens our first one, which was to “maintain Guildford’s position as the top-performing non-metropolitan borough in the UK and to promote an economy that is well-balanced, sustainable and successful, providing a high quality of life for our residents, workers and visitors.”

Our new vision is for **Guildford to be a town and borough with strong infrastructure; world-class businesses with capacity to expand and deliver growth: an evolving and vibrant economy, which creates a progressive and sustainable environment for people today and for future generations living in an ever-improving society.**

This strategy celebrates what makes Guildford a successful and dynamic place to live and work and presents a vision building upon our strengths, making the most of the opportunities offered and tackling the challenges to sustainable and dynamic economic growth. To support this vision, the strategy focuses on five strategic priorities within the borough:

- Leadership
- Enterprise
- Skills and employment.
- Infrastructure
- Innovation

We have formulated these key priorities into a comprehensive and ambitious action plan that concentrates on improvements we need to make in these five areas to create the conditions that support growth while making Guildford an even better place to live, work and visit.

We acknowledge that these economic priorities are reduced from the original economic strategy and we make no apology for this. We want to ensure that we deliver our growth objectives through this plan and we have re-focused on what is both ambitious and achievable in the new economic climate.

We know that the quality of life in Guildford matters to local residents and businesses – the environment, arts and leisure and our revised strategy balances these needs with the case for economic growth.

The strategy is informed by and builds on a number of other studies and strategies including:

- The Surrey Local Economic Assessment, 2012
- Enterprise M3 Local Enterprise Partnership – Strategy for Growth, 2013
- Surrey Connects –Forward through Smart Economic Growth
- Better Place, better Council – Guildford Borough Council’s draft Corporate Plan, 2013 - 2016
- Guildford Borough Council Housing Strategy Interim Statement, 2011
- Guildford Borough Council’s Homelessness Strategy, 2013
- Guildford Borough Infrastructure Baseline, 2013
- The evidence base supporting the emerging Local Plan
- The Surrey Strategic Partnership Plan, 2010 and Surrey’s Rural Strategy, 2010-2015
- Guildford Town Centre Development Study, Cushman and Wakefield, 2010
- Guildford Economic Strategy, 2011
- The Guildford Economic Development Study, 2009
- Guildford’s Sustainable Community Strategy, 2009





## 4. Overview of Guildford Borough's economy

The borough of Guildford is situated on the western edge of the county of Surrey, within close community distance of London. The borough has a resident population of 137,600 (2011), the highest for any district within Surrey. Over four-fifths of the land area of the borough is rural, with the major urban areas located in the town centres of Guildford, and on the western fringes of the borough at Ash and Ash Vale. Guildford is in the main, an affluent area with low crime levels, enjoying well above average life expectancy, education attainment and household income (Source, Guildford economic study 2009).

In 2012 there were 71,700 jobs in the borough for employees and self-employed people across a wide range of industry sectors (Source, Office for National Statistics (ONS) annual population survey Oct 2011- Sept 2012) across a range of sectors. The latest information on the numbers of employee jobs was recorded in 2008 and the highest number of Guildford jobs was found in:

- Public administration, education and health 21,600 (30.1 per cent)
- Finance, IT other business activities 18,300 (25.5 per cent)
- Distribution, hotels and restaurants 18,000 (25.1 per cent)
- Tourism related 5,300 (7.5 per cent)
- Manufacturing 4,600 (6.4 per cent)
- Other services 4,000 (5.6 per cent)
- Construction 2,400 (3.3 per cent)

“Guildford’s successful economy against a range of indicators has made it a place where businesses want to locate and grow”.

The borough is well connected by road, rail and air, and is only 30 miles from London. The Guildford urban area is 20 minutes from the M25, providing access to all parts of the United Kingdom. It is situated on the A3, a major regional trunk road that connects the borough with Portsmouth and the coast and gives direct access to central London. The direct rail service to London

(Waterloo) takes less than 40 minutes. Other destinations easily accessible by rail are Reading, Portsmouth and Southampton. 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.

A third of borough residents live in a rural area, and the rural wards account for 25 per cent of all employment in the borough. In addition to farming, food and tourism the range of jobs and businesses is extensive including shops, workshops, distribution, ICT, childcare and education, residential homes, manufacturing, property, corporate headquarters and offices. Internet business and working from home is increasing. This shows the diversity of the borough’s rural economy and stakeholders support the view that all forms of business can be appropriate in the countryside, and that small rural businesses should be supported to remain in rural areas as they start to expand where possible, as this plays a crucial role in the development of the rural economy.

Average gross weekly pay for full time workers is again above the regional and national average at £658.3 in Guildford, compared to £555.8 for the south east and £508 nationally (source ONS annual survey of hours and earnings 2012). Guildford’s successful economy against a range of indicators has made it a place where businesses want to locate and grow.

However, there are pockets of disadvantage and concentrations of people on low incomes, in receipt of benefits and with no or low qualifications, with some areas being amongst the most deprived in Surrey. In February this year, 1,455 people were claiming Jobseeker’s Allowance which is 1.6 per cent of those under pensionable age who are available for, and actively seeking work of at least 40 hours per week. This is again below the southeast average (2.6 per cent) and national average (3.9 per cent) (Source ONS claimant count with rates and proportions, February 2013).

Because of its attractiveness, the borough faces another challenge. While the economic profile of the borough is that of higher than average incomes there are also higher than the national average housing costs. See the diagram below on affordability, published with permission by Hampshire County Council. The gap between local wages and house prices in the borough is an issue for many local residents.

The cost and availability of housing is an important part of the local business environment. Affordability of housing is directly linked to recruitment

and retention issues, particularly for key workers, young people, and other lower paid workers. It also influences commuting patterns. A lack of affordable homes may be a major factor in determining the willingness and ability of people to live and work in Guildford. The cost of private housing in the borough is high and there is a shortage of affordable homes, therefore some people working in the area cannot afford to live here and are forced to commute in from neighbouring areas where more suitable and affordable housing may be available.

The general affluence of the borough is not only reflected in high house prices but also high car ownership. This together with commuting levels means that the borough experiences high levels of traffic congestion in the town centre and on major routes during peak hours. This is a concern for local businesses and residents.



## Industry clusters

### Finance, IT and professional services

Guildford’s expertise in finance, insurance, information technology, telecoms, transport, and property provide a professional cluster which performs better than the regional average and is an important contributor to economic growth in Guildford. These businesses provide over 18,000 jobs and include **Allianz**, which is a German multinational financial services company headquartered in Munich. Its core business and focus is insurance. Allianz Insurance now employs over 4000 people nationwide. The Guildford Head Office is the base for the Chief Executive and is the main operating site, home to most of the management, administration, finance and information technology services.

### Gaming

Guildford has developed a gaming cluster with the presence of Electronic Arts, Kuju Entertainment and Media Molecule. **Electronic Arts** is a major American developer, marketer, publisher and distributor of video games. It is one of the largest video game publishers in the world.

**Kuju Entertainment** is one of the leading independent game development companies. Operating three studios across the UK, USA and mainland Europe, Kuju has specialist expertise across a wide range of genres on console, PC and handheld platforms. Kuju develops for Sony PlayStation 3, PlayStation 2 and PSP, Nintendo Wii and DS and Microsoft’s Xbox 360. The cluster has been very successful in recent years – companies such as 22 Cans, Bullfrog, Criterion and Lion-Head studios have played an active role in this fast moving industry, and some have successfully sold their ideas and companies to larger multi-national businesses.

### Advanced manufacturing

Advanced manufacturing is another important cluster in the Guildford area. This includes mechanical engineering, electrical and instrument engineering, telecoms, and defence. The aerospace and defence cluster accounts for over 4,000 jobs in Guildford and there has been an increase in research and development (R&D) investment. Advanced manufacturing has a particular strength in technical consultancy and research and development, whereas the automotive cluster is based more on the sale of vehicles rather than manufacturing – although it has the locally based Dennis coachbuilders. However, innovation infrastructure is stretched and more space needs to be found if growth ambitions are to be met.

### Healthcare

Healthcare, life sciences and pharmaceutical form another cluster in the borough. Much of this is a result of Guildford’s strategic location and the co-location of the University of Surrey and the Royal Surrey

Hospital Trust. The university boasts a clinical research centre, which is a leading provider of academic and commercially sponsored early trials with 5 years experience and 150 trials. It also offers a school of health and social care, which is a leading provider of postgraduate and continuing professional development programme in health and social care education. The school is rapidly establishing itself as an international centre for research and education. The hospital recognises the importance of the research and teaching dimension in sustaining outstanding clinical services, and continues to explore opportunities for developing substantial collaborative relationships with academic and teaching partners at the university. The University of Surrey has a major objective to expand its activities at the medical and veterinary science interface in both teaching and research. Its vision is to build a new state of the art research and teaching facility that will combine a veterinary research hub ranking with the top three such veterinary research facilities in the world, linked to a state of the art clinical skills facility. The county of Surrey is uniquely positioned close to two internationally renowned veterinary institutes, with whom they have built excellent working relationships that could naturally lead to collaborative delivery of a veterinary medicine programme.

The veterinary research hub will specifically include a world-class academic research institute and a comparative veterinary pathology research and teaching centre.

### Learning

Guildford is very fortunate to have a number of learning institutions within the borough which make it an ideal centre for an education and learning cluster. All of these clusters demonstrate a high intellectual and intellectual property base. We wish to enhance this base further in our borough through University of Surrey, College of Law and Guildford College.

### Tourism

Tourism is another important cluster in the borough’s economy, which employs around 5,000 people and generates about £269 million for local businesses (Tourism South East, 2010). Overnight visitors created 22 per cent of this spend and day visitors brought in 68 per cent. Current estimates are that tourism spending supports 3,633 full time jobs and 4,959 part-time and seasonal jobs in the borough. Guildford borough’s attractive countryside, leisure opportunities on the river, heritage, the University of Surrey and the town centre shops all help to attract visitors.

**It will be important for public sector partners to work closely with all these clusters in the future, understanding their barriers to growth, and helping them to overcome these to ensure a prosperous future for these industries in Guildford**

# 5. Policy Context

## 5.1 Local Enterprise Partnerships

Local Enterprise Partnerships, or LEPs, are the main drivers of economic development at the sub-national level, since the abolition of regional development agencies in March 2012. They bring business and civic leaders together to drive sustainable economic growth and create the conditions for private sector job growth in their communities. LEPs represent a power shift away from central government and towards local communities and the local businesses who really understand the barriers to growth in their areas. There are 39 local enterprise partnerships operating across the country and Guildford is part of Enterprise M3 LEP.

The Enterprise M3 area stretches from the hinterland of London, along the lines of the M3 motorway to the New Forest and South Coast taking in several towns in Hampshire and Surrey (including Basingstoke, Camberley, Aldershot, Andover, Guildford and Woking) and the city of Winchester, as shown in the nearby map with permission from Enterprise M3.



Figure 2. Enterprise M3 and neighbouring LEPs

### Enterprise M3 - Going for Growth

In its recent 'Strategy for Growth', Enterprise M3 LEP suggests that the area is the best performing economy in England and has the ingredients for continued economic growth despite the slowdown since the 2008 credit crunch and recession and prospects for sluggish recovery. It believes the Enterprise M3 area is well placed to provide new jobs and prosperity to communities within the area and the British economy overall.

It estimates there are 86,500 businesses in the Enterprise M3 area, a quarter of the entire business base for South East England (local units in VAT and/or PAYE based enterprises, ONS, LEP Comparator Profiles, November 2012). The area is home to a diverse range of businesses including Thales, EA Games, Motorola, BP, Allianz, Surrey Satellite Technology amongst many other thriving enterprises. Business survival rates are significantly above regional and national averages.

The Enterprise M3 Strategy for Growth has as its central objective the growth of business, supported by investments in innovation capacity, skills development, infrastructure and place. What the LEP wants to focus on under each of these themes is as follows:

### Bigger role for LEPs

In October 2012, Lord Heseltine set out an ambitious vision for LEPs in his report 'No stone unturned' and in March 2013 the government announced its intention of:

- Creating a new Single Local Growth Fund from 2015. This will include elements of key economic levers of skills, housing and transport funding, with full details set out at the spending review and the Governments recent statement on 'Investing in Britain's future'.
- Asking LEPs to develop long-term strategies for their area through a new multi-year strategic plan. Allocating funding to local areas from the Single Local Growth Fund through a Local Growth Deal. Every LEP will receive some funding from a Local Growth Deal, but the competitive tension in this something-for-something approach.
- Supporting each LEP's capacity to play their part in this new decentralised world, by providing up to £500,000 per year from April 2013 for core funding and strategic planning.

- **Enterprise:** Maintaining and growing the business base.
- **Innovation:** Delivering accelerated economic growth through positive action to promote innovation and growth in high value industries
- **Skills and Employment:** Ensuring that investment in skills and employment meets the needs of employers
- **Infrastructure and Place:** Ensuring that connectivity improvements are in place for road, rail, air and broadband that allow the area's business base to grow.

These themes were raised as priority areas by nearly all the stakeholders involved in the development of the Guildford economic strategy too. People were keen that partners should focus on a limited number of priorities so that scarce resources could be directed to areas of most concern. They also expressed the belief that a joint partnership effort on a limited number of priority areas would have the best chance of removing barriers to economic growth and creating jobs for Guildford residents.

## 5.2 Policy Context – Surrey County Council

**Surrey County Council** sees economic growth as a key priority both to secure an increase in the size and value of the Surrey economy, and an increase in employment. Through implementing the County Council's One County, One Team ethos, it recognises the key leadership role it can play, working with Surrey district and borough councils, businesses and other public sector partners across Surrey, to push forward sustainable economic growth. The County Council also believes it can play a significant direct and indirect role in developing the Surrey economy, as both a provider and commissioner of services, as a large employer and through its wider leadership role. Surrey County Council supports Surrey Connects, a business-local government partnership working with stakeholders to stimulate enterprise growth across Surrey. Surrey Connects has a headline ambition to double the value of the Surrey economy to £52 billion by 2030 (based on an economy worth £26 billion in 2010), through supporting Surrey's key growth and globally competitive sectors to achieve smart economic growth. The County Council is also working with the Enterprise M3 and Coast to Capital LEPs to secure investment in economic growth in Surrey as well as trying to attract (foreign direct) inward investment.

**Enterprise** is identified as a priority by Surrey County Council. In 2010, 6,180 new businesses started in Surrey. That equates to 55 for every 10,000 population. This compares to an average of 40/10,000 population for England and 43/10,000 for the Southeast as a whole. Surrey businesses have a high survival rate (49 per cent after 5 years, compared to 47 per cent for the South East and 44 per cent for England). High business start up rates are a key measure of enterprise and competitiveness.

**Surrey has some significant challenges** to its economic performance. As with many local economies, it is increasingly affected by external events and competition on a global scale - whether of a social, environmental or economic nature. Surrey exhibits many of the downsides of success – congestion, high house prices, pressures on infrastructure, and growing socio-economic disparities.

30 per cent of Surrey businesses are knowledge based compared with 24 per cent in London. Low internet connection speed is a problem for significant numbers of homes and businesses. For example, nearly 40 per cent of premises in the Surrey Hills area (150,000 people) have an internet connection of less than 2 Mb/s and several areas have limited or no connectivity. To combat this the County Council has embarked on an ambitious programme to roll out super fast broadband across Surrey. This programme, which represents an investment of £33 million, will make Surrey the best connected county in the country.

**Comparator economies are catching and overtaking Surrey's economic performance.** Surrey has a mission to be a world-class economy. However, in global terms Surrey is slipping in the international competitiveness stakes. The World Knowledge Competitiveness Index (2008) shows that the south east of England was ranked 74th out of 145 global regions (down from 40th rank in 2004). If the relative rank of the southeast is falling, then it follows that Surrey – as a major component - is also falling.





### 5.3 Issues and challenges for Guildford Borough economy.

Many of the challenges stated for Enterprise M3 LEP and Surrey County Council are equally relevant to Guildford - issues of infrastructure, enterprise, innovation, skills and employment. These will be addressed in more detail in the following sections of the strategy and its action plan, but addressing the key infrastructure concerns is central to the prosperity of the borough and its residents. Many of the challenges are interdependent. An investment in new infrastructure that relieves congestion could unlock capacity for business expansion in the borough, providing an opportunity to create more jobs for local people who would not have to travel as far, and therefore create a more sustainable businesses environment in the borough, helping to create a better society where everyone's skills could be better used to best effect.

#### Employment land

The availability of employment sites is an issue for the borough. The continued growth of the local population means that there is a need to provide new job opportunities within the borough. In order to achieve this it is essential that a sufficient supply of economic land and premises of an appropriate quality are available where needed across the borough. The availability of suitable land and premises is a vital factor in attracting new firms into the area and retaining existing firms that have the opportunity to increase their scale of production.

The new Local Plan will set out a vision and spatial strategy for the borough for the next 15-20 years, detailing how, where and when the borough will change. The policies in the Local Plan will guide the location and type of new homes, offices, shops, transport, and leisure facilities needed to achieve that vision. The new plan will need to balance economic, environmental and social objectives. It will address the need for a balance between ensuring provision of new homes, and employment for all and environmental protection. This revised economic strategy provides a context for local planning policy and it will form part of the evidence base that underpins the emerging Local Plan.

Guildford Borough Council must meet objectively assessed needs with sufficient flexibility to adapt to changing needs unless any adverse impacts of doing so would outweigh the benefits. This means the Council needs to plan for the right amount of floor space, type, size and tenure for the varied needs of existing businesses and new investors. The Council also needs to address other issues that may affect the ability of business to remain in the borough.

#### What Guildford businesses say...

The last quantitative business survey carried out by Guildford Borough Council in 2008 found that the lack of housing that employees could afford is a major problem for firms in the borough and the same issue was raised in all discussions in the production of this strategy in 2012. The same business study found that one third of firms agreed or strongly agreed that there is a lack of suitable sites for their business needs and that building new industrial estates would help their business remain in the borough. 56 per cent of firms questioned expected a floor space increase of 57 per cent. Two out of three said they would not be able to expand at their present location. Of these respondents 20 per cent said they would look at premises outside the borough while a further 24 per cent did not rule it out. The main reasons given for moving out of the borough were transport, congestion and the cost of premises.

A further study by Cushman and Wakefield in 2010 estimated that provision should be made for additions in floorspace and concluded that the supply of employment land to meet future growth needs was insufficient in quantitative terms for businesses in the borough. They suggested it was important to provide a degree of choice and flexibility to ensure that the local property market can operate efficiently when planning for future employment needs.

These issues are currently being addressed by the Council in its Employment Land Assessment, which is due to be published later in the year. Cushman and Wakefield conclude that failure to address this identified need could lead to the relocation of existing businesses to areas outside the borough and present a prohibitive situation to new and small businesses, which wish to establish themselves or invest in the borough

of Guildford. Moreover, they suggest that if some undeveloped parcels of land do not come forward as a result of various constraints this could exacerbate the situation. These constraints include ownership factors, physical or environmental constraints, availability and financial viability.

The consequence of not protecting the existing major employment sites from alternative development proposals is likely to result in: the borough of Guildford assuming an increasing dormitory role with increasing levels of (net) out-commuting; a reduction in available local job opportunities for local residents which is particularly important for those who are less well qualified to travel outside the borough for employment; locally grown businesses being forced to locate and/or relocate outside the borough as a result of lack of choice and availability of sites and premises.

Finding the right employment land is not just an urban issue. The Surrey Rural Partnership's Rural Strategy 2010-2015 was pleased to note that attitudes within local planning authorities to rural diversification have been more positive in recent years, nevertheless, they feel major challenges and opportunities remain, including the need for a more positive attitude from local residents towards land management in rural areas and the partnership suggests that local planning policies should be flexible and positive to support rural businesses and the conversion of farm and other rural buildings into workspace/employment uses.

Another challenge for the borough is access to employment for social housing tenants. Having a job is an increasing priority for those who receive state benefits. Guildford Borough Council's partners are keen to ensure people are able to get the training they need to help them get a job – being employed is important for their self-esteem, is key to empowering people's independence and creating a more cohesive society.

### Conclusion:

This section offers a view of the context in which the Guildford borough economy is operating. It highlights the strengths of Guildford's economy - an affluent area with low crime levels, enjoying well above average life expectancy, education attainment and household income. It looks at the specific issue of employment land shortage, but also shows how Guildford's challenges are common across the wider Surrey and LEP area. The strategic issues of infrastructure, enterprise, innovation and skills relevant to the county council and sub regional area are also very relevant to the borough of Guildford. The next section explores these in more detail and builds a case for them to be addressed as Guildford's main strategic priorities in the future to enhance economic growth for the borough.



## 6. Developing an economic Vision for the borough

As part of the research for this revised economic strategy, key stakeholders were invited to offer their vision of a successful and unsuccessful Guildford in 20 years time. All six sub groups of the Guildford Business Forum took part: - the Rural Economy, Property and Transport, Town Centre Group, Professional Services, Attractions and Tourism and Conference and Accommodation groups. They explored two scenarios – one that was glowing where regular dialogue and good decision-making had been in place between business, public sector organisations, training providers, business representative bodies and other stakeholders with a commitment to economic prosperity. The second scenario was less positive. The groups explored their fears for the borough's economic prospects where dialogue between partners had broken down and they were in a very gloomy place.

The positive scenario for Guildford's economy in 15-20 years time, articulated by the stakeholders can be summarised as follows:

### Leadership

- Guildford's offer to the world has been developed and proudly promoted. Inward investment has been attracted to the borough because of its superb quality of life, the benefits of its strategic location, its beautiful villages and countryside and its thriving rural economy – not to mention its award winning locally produced wine and fine dining, coupled with a superb arts and leisure offer.
- When talking about Guildford borough, what many people comment on is its 'business commitment' – it has more mentors for small businesses than anywhere else in the country, business angels have helped develop several new businesses. Companies are using their corporate social responsible policies to support the priorities agreed in 2013 and are taking on apprentices and supporting them into chosen careers in business, space, technology and new rural economies.
- Over the years a huge confidence in articulating the borough of Guildford's case has grown.

### Infrastructure

- There is great town planning in Guildford. The Council brought forward a new Guildford borough Local Plan, which was adopted in 2015 and looked ahead to 2031. Now, in 2030s, the benefits have been realised – the economy is thriving, the High Street is vibrant, it is easier to get in, out and around the town centre, and it has left an important legacy for the future.
- Guildford Borough Council used the engagement and consultation stages of developing a new Guildford borough Local Plan to engage and involve people. It earmarked brownfield sites for housing developments and, following a review of the green belt boundary, some of the most sustainable areas were able to be removed from the green belt and subsequently developed
- Through the Local Plan engagement and consultation stages, local people have increasingly understood and accepted that some housing growth is essential for the prosperity of future generations. The difficult decision to approve a range of high quality housing means that some older people have been able to find convenient new town centre homes with many amenities within walking distance. Families have moved into the existing houses which older people no longer feel able to maintain. A range of new homes on the market means that young graduates and growing families can afford to stay in the borough. Similarly, the difficult decision to increase affordable housing has also been accepted and seen as a bold but positive move.
- There is less traffic congestion in Guildford and people make more journeys on foot, by bicycle and by public transport. There are social, economic and environmental benefits, including a better urban realm and improved quality of life for people.
- The development of superfast broadband and mobile technology has made a huge difference to all businesses, particularly those in the rural economy. Traditional rural business like farming and food production are benefitting from the new broadband capacity but so are small businesses who work in the home environment.

### Enterprise

- Guildford is recognised as a place of excellence for several new clusters of industries and local businesses have grown to form supply chains to these and the symbiotic relationship has provided many new jobs to residents.
- Exporting to other countries is thriving thanks to the Surrey Chambers Export Initiative in 2013, and Guildford companies are the largest contributor to the LEP's export figures.

## 6. Developing an economic Vision for the borough continued...

- Brave decisions were taken by the Council and its partners to agree an ambitious development programme for the University of Surrey to enable incubation space to be found for fledging businesses, which was addressed through the Local Plan. There is an integrated pathway for fledging businesses in Guildford that is the envy of many. Micro businesses are helped develop into SMEs at the research park, and an innovative funding mechanism to help them grow was put into place.
- Experience Guildford, the BID (Business Improvement District) approved in 2012 has gone from strength to strength and Guildford town centre is a hive of activity. It is bucking the national trend and retailers are queuing up to take premises in the town centre. Its reputation is second to none for niche shopping. Retailers are key partners with those who deliver attractions (arts and culture as well as leisure) in the town centre and both groups are benefiting from the 'experience' on offer in the town centre.
- Tourism and the visitor economy has developed sustainably and now employs 10,000 people double the numbers it did in 2013, and generates £500 million for local businesses. There is a very joined up Guildford offer – tourism, Visit Surrey, farmers' market, locally produced food are an integral part of the economic strategy and rural businesses in agriculture/food/wine are being valued and promoted
- Guildford College has grown to be the biggest and best college in Surrey – its development programme in 2013 resulted in major new centres for Engineering and construction, animal management and sports, bringing 5,000 new jobs in sustainable construction, equestrian management and digital media to the area.

### Innovation

- The University of Surrey is recognised as world class and a leader in many specialisms from satellite technology, to 5G, and to veterinary research. It has a worldwide reputation for its business model to promote research development and SME start-ups, and helping them to secure funding to grow.
- University of Surrey graduates are celebrated as an incredible pool of talent and have spawned specialist industries beyond all dreams in 2013. Some of the brightest brains are leading the world's space technology programmes, and Guildford is recognised as the home of international digital technological research and development, leading the way in space, communication, 5G and gaming.
- The University of Surrey has developed into a world-class research institution and is recognised for driving innovation forward through its supportive environment where innovation success is recognised and celebrated.

### Skills and Employment

- One of the biggest successes for Guildford now is the close relationship forged between its diverse business community and the University and Guildford College on the type of courses, education, skills needed in the new age and both are delivering work ready young people and winning national awards for their approach.
- Guildford College continues to spot business opportunities for emerging industries and provide exciting courses that businesses need - it was one of the first colleges in the country to enrol students on a digital apprenticeship course in 2012 and graduates from the programme have gone on to set up 500 businesses in the supply chain for the gaming industry.
- Diversification of the economy in rural areas in last 20/30 years has been extremely successful and is continuing to evolve.
- The success of social enterprise brought new hope to previously unemployed people, gave them free skills, training, and work experience.

The vision that people gave voice to in all the sessions was one in which they were bold and ambitious for Guildford, the place and people. They wanted strong Leadership that was not afraid to make decisions that would leave a positive legacy for future generations. People valued and were proud of all of Guildford borough's natural assets. They wanted to be at the forefront of smart growth and be in a position to take advantage of opportunities that arise as the country emerges out of recession.



The vision developed through this process for the Guildford economic strategy is for Guildford to be a town and borough with strong infrastructure; world-class businesses with capacity to expand and deliver growth; an evolving and vibrant economy, which creates a progressive and sustainable environment for people today and for future generations living in an ever-improving society.

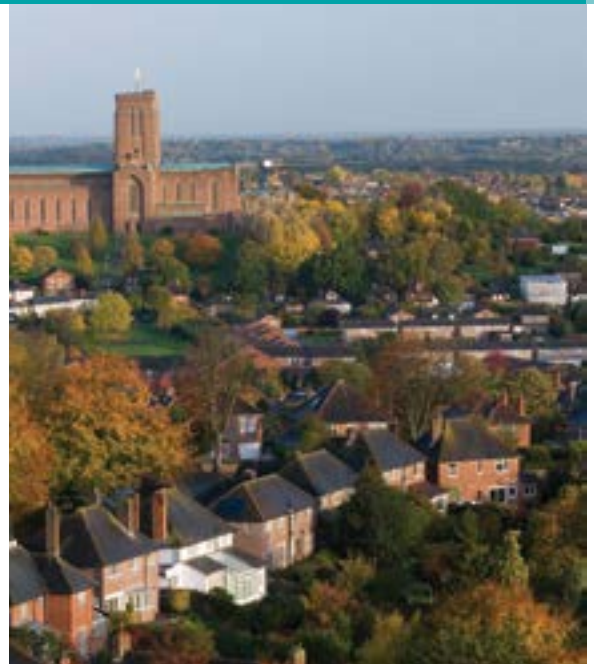
# 7. Strategic Priorities

The latest independent projections of economic growth and employment show the Enterprise M3 Local Enterprise Partnership area outperforming the UK economy over the short to medium term and it is suggested that it will return to pre-recession levels of output and employment earlier than the national economy. While doing nothing may seem attractive, competition from the rest of the UK and overseas means we need to be proactive to maintain our position.

Industries that made us strong are contracting, new sectors like energy and environment remain small and face stiff international competition, London continues to be a major attraction for businesses and residents, taking talented people away from Guildford and adding to congestion.

To deliver the vision for **Guildford's economy**, all partners will need to think of new ways of working, driving forward a small number of key strategic priorities for the council and its partners. There is strong evidence that economic success at a local level depends on the creation and growth of indigenous businesses and higher levels of innovation, knowledge and technology-based employment. Guildford Borough Council needs to develop an integrated approach, working in partnership with the main public sector bodies, business organisations, key businesses and growth clusters, to encourage local business growth. The focus needs to be on the five key priorities identified through the visioning process.

This section outlines these strategic priorities and includes three business case studies to evidence why these priorities are important to the Guildford economy.



This section outlines these strategic priorities and includes 3 business case studies to evidence why these priorities are important to the Guildford economy.

## 7.1 Leadership.

**Leadership:** Leaders of Guildford's public and private sectors working together for the prosperity of the borough

What **Leadership** looks like for Guildford's economic prosperity:

- Setting high and challenging economic ambitions for the borough of Guildford in the revised Economic Strategy to inform the Local Plan
- Developing a small number of key priorities that will make a difference to the economy and delivering them in partnership
- Agreeing and promoting the key messages about Guildford's economy - to Surrey County Council, to Enterprise M3 LEP, to Government and to international companies who might want to set up here
- Helping each other articulate and address the challenges that prevent economic growth for key partners and find ways of unblocking difficulties

Guildford borough's key assets are the high value added sectors, its business facing institution of applied learning and innovation and the strength of its public sector. Guildford Borough Council will bring all these together in the area and speak with one voice to present clear economic cases to Surrey County Council, Enterprise M3 LEP and the government.

This is particularly important going forward as places consider the Heseltine agenda outlined in 'No Stone Unturned'. The Government's comprehensive spending review in June 2013 confirms that it intends to create a Single Local Growth Fund with over £2 billion of budgets from skills, housing and transport for 2015-16 and making a further commitment of £5 billion of transport funding in this single pot from 2016-17 to 2020-21 to enable long-term planning of priority infrastructure. As this fund will provide LEPs with the flexibility to tackle the barriers to growth in their areas and provide influence over the key levers of transport, skills and housing determined in their strategic economic plans, businesses and organisations across the borough of Guildford need to be ready to make a compelling case for investment here, aligning our economic strategy to that of Enterprise M3 where possible, and researching and presenting well-evidenced alternative cases for investment, where it differs.



## 7.2 Infrastructure

The priority for **infrastructure** – is the need to address the difficulties of congestion that cause delays and make journey times unpredictable, lack of high-speed broadband and a shortage of houses for local workers.

Almost every discussion suggested the need for additional investment in infrastructure in Guildford. While one of the key advantages of the area was cited as its accessibility to international and regional transports hubs, the business community is very concerned that congestion is now impacting on the borough's potential of continued economic growth. The solutions being offered suggest a mix of local actions and lobbying for national investments (including Crossrail 2 and improved linkages to Heathrow and Gatwick) through Surrey County Council and Enterprise M3 Local Enterprise Partnership. The Borough is liaising with Surrey County Council on options for the A3, the Bridge Street Gyratory system and potential proposals for a business only park and ride.

Housing market imbalances between supply and demand are another potential barrier to economic prosperity as the cost and availability of housing influences where people live, where they work and the availability of local labour. This is already adversely affecting some of the businesses in the borough and increasing congestion as more people are travelling longer distances to work in the borough.

Broadband and the need for higher internet speeds has been raised as a key priority for businesses across the borough, from rural to town centre businesses where access to increased speeds is necessary to perform at the cutting edge of the business innovation. Lobbying for additional funding for 5G approaches and piloting new solutions is key to future economic success.

A number of businesses were happy to offer themselves as case studies for this strategy. Extracts from three are provided in the section and more are available in the appendices. A global service business, an innovative company, and an established manufacturing business offer their individual comments on operating in Guildford, provide an interesting perspective on the challenges, and issues their business faces. The first of these is from the Allianz group, and their main barriers to growth are infrastructure related.

# Infrastructure

### **Case Study 1. Allianz Insurance PLC is part of the global Allianz group which is one of the world's largest insurers. Founded in 1905 it has grown steadily through innovation and acquisition. In 2004 and 2005 it was voted General Insurer of the year at the British Insurance Awards.**

Allianz has over 4,000 employees in the UK, of whom 1,000 are based at the head office in Ladymead, Guildford. In summary, some of the current challenges associated with operating in Guildford are: proximity to London (where higher salaries can often be achieved); high housing costs; traffic congestion; public transport and parking policies which exclude the major businesses on the periphery of the town centre and high costs such as business rates, relative to the limited benefits and support provided to businesses.

#### **The attraction of Guildford for Allianz is its location, its candidate market and its scope for growth:**

**Location** – Commutable from London, near the M25 and Home Counties which helps them attract and retain talent in the business. However, the competition from the London employment markets means that, because they cannot offer the facilities employees reasonably expect, for example good public transport or adequate car parking, they are losing some potential new recruits.

**Scope for Growth:** They have the physical space they need to grow and develop their business at their Guildford Headquarters, which sends a positive and strong message to the local community and to the rest of their business. The reason they cannot capitalise on this potential is that they can neither get employees to work by public transport nor increase their car parking capacity to match their growth potential.

### The 3 key infrastructure issues they face relate to transport, broadband and housing:

#### Transport:

**Car parking – The company’s** car park has reached full capacity, even with the measures that they have put in place as mentioned below, this is having an impact on their ability to recruit for the Guildford office. Some of the measures they have introduced to deal with this are:

- A company-wide car –share scheme to encourage and enable employees to reduce single-occupancy car journeys for commuting or travelling on business.
- They have significantly increased on-site secure storage for bicycles (we have space for around 60 bikes) and improved shower and changing facilities.
- Offering interest-free loans for public transport.
- Introducing a minibus service for Allianz employees between the office and Guildford rail station; as well as to enable employees to access Guildford Town Centre at lunchtimes, without the need to drive in and park.
- However, they are unable to go further with these initiatives, without corresponding support from the local authority in terms of facilitating car parking for employees and a public transport policy that recognises that many of Guildford’s major employers are not located in the town centre.

**Park and ride schemes** - Allianz has had some helpful dialogue with Guildford Borough Council and Surrey County Council on how park and ride schemes could feature in future parking solutions for their staff.

**Public transport** does not provide a service they can use.

**Cycle routes** - these are very fragmented and in many cases include sections that involve cycling along major traffic routes.

**Traffic congestion** - in the absence of public transport and the ability to use park and ride schemes, all the commercial and retail businesses on Ladymead are dependent on travel by car that, adding to the high volume of through traffic, means that Ladymead traffic is at a standstill several times a day.

#### Broadband:

In order to alleviate pressure on their head office facilities, they are enabling employees to access Allianz systems from their PCs at home, but this has only a limited take-up owing to the absence of fibre optics and alternative fast connections in much of the region.

#### Housing:

The limited stock of affordable housing in Guildford adds to the traffic problem, as many employees commute from outside the Borough.

**If they cannot resolve these issues**, the challenges they face potentially cap the growth of business in this area, as they limit their ability to attract and retain talent. Consequently, when they win new business and continue to expand in the UK, they now consider other regions, which are more proactive in providing an environment in which businesses can grow, in addition to offshore solutions that do not have the high operating costs that they face in Guildford.

## 7.3 Enterprise

**The enterprise** priority is to support existing businesses and help them to address the problems that are preventing them realising their growth potential.

What **Enterprise** looks like for Guildford’s economic prosperity:

- Targeting leading business to understand their needs and perceived constraints to agree intervention and support needed.
- Understanding the key business clusters across the borough and developing relationships with them to help them expand and develop supply chains.
- Engaging with local businesses, signposting them to national and local sources of information for their business support needs and export opportunities.

The Guildford economy consists mainly of small and micro businesses, operating in a wide range of sectors. While smaller businesses can be more nimble and entrepreneurial, larger companies are often more resilient to changes in the economy, provide greater opportunity for the attraction and retention of staff and support stronger trade and productivity. Helping businesses to grow requires a business friendly climate, and an Enterprise M3 LEP survey in 2011 found that regulations were a major problem for businesses, particularly SMEs (Small and Medium sized Enterprises). Creating and maintaining a business-friendly environment is particularly important in Guildford where there are a large number of small businesses. This requires on-going public/private sector dialogue and collaboration across all sectors – high growth, rural, urban, and tourism. Regular discussion forums and sector-based events are useful. Other

areas have found that seminars with public sector purchasers and suppliers about anticipated longer terms needs allow local firms to plan ways to develop the capacity and expertise necessary to successfully compete for these contracts.

#### Tourism

Tourism and the visitor economy are made up of diverse number of small and medium enterprises and one that has been identified as a priority for growth by the Enterprise M3 LEP. Guildford Borough Council is ideally placed to offer support and take a lead in any initiatives coming forward. Guildford has a wide range of facilities including G Live, and the Yvonne Arnaud Theatre both of which attract national touring shows. It also has a number of smaller arts facilities such as the Guildford House Gallery. The Tourist Information Centre is very successful and is one of the few in the Enterprise M3 area. The borough offers a great variety of tourist attractions such as the Scheduled Ancient Monument of the Castle, the Royal Horticultural Gardens at Wisley and Chilworth Powder Mills. The rural part of the borough makes a valuable contribution to tourism and the visitor economy through the numerous National Trust properties and attractive landscaped gardens such as Loseley House and Clandon Park. Developing a better tourist offer and exploring opportunities on business tourism with the Enterprise M3 LEP are priorities for many businesses and other stakeholders.

# 7. Strategic Priorities continued...

## 7.4 Innovation

The innovation priority is to help businesses to increase their research and development spend and to support existing clusters in product development and through business support.

Guildford's innovative strengths are rooted in the knowledge economy and advanced technologies, sophisticated services and high levels of creativity. The area has a strong innovative base, with the University of Surrey demonstrating its ability to transform that knowledge into economic growth and supporting growing industries on the Research Park.

### What are our plans for **Innovation in the Borough?**

- All partners supporting the University of Surrey and other places of learning, the Research Park and Guildford College to drive innovation forward.
- Supporting a vibrant and mutually beneficial interaction between academia and business so that new knowledge can be transferred to businesses in the borough.
- Supporting open innovation, knowledge transfer networks and growth funding for spin out and start up companies.
- Help all businesses to see that they have the capacity to innovate and drive through productivity gains in their business.

## Case Study 2. The second case study is from Surrey Satellite Technology based at the Surrey Research Park where Matt Perkins Chief Executive Officer provided his view.



Surrey Satellite Technology Limited (SSTL) is the world's leading small satellite company, delivering operational space missions for a range of applications including Earth observation, science and communications. The Company designs, manufactures and operates high performance satellites and ground systems for a fraction of the price normally associated with space missions, with 550 staff working on turnkey satellite platforms, space-proven satellite subsystems and optical instruments.

Since 1981 SSTL has built and launched 41 satellites – as well as providing training and development programmes, consultancy services, and mission studies for ESA, NASA, international governments and commercial customers, with its innovative approach that is changing the economics of space. In 2008 the Company set up a US subsidiary, Surrey Satellite Technology US LLC (SST-US) with facilities in Denver, Colorado to address the United States market and its customers for the provision of small satellite solutions, applications and services. SSTL Headquarters are in Guildford, UK

### Leadership

SSTL sees Guildford as an economic powerhouse in Surrey and the South East. They find that leadership on economic issues varies. SSTL has a good relationship with the county council and the senior team at Guildford Borough Council. SSTL feels these key partners are listening to their messages and making things happen. They had an excellent relationship with SEEDA (South East Economic Development Agency) which supported their activities financially and promoted them widely. They question whether the needs of Guildford are being addressed by the new Local Enterprise Partnership arrangements. SSTL has an excellent relationship with national government SSTL believes that this is a pivotal time for the UK space industry, with Government recognising and supporting their high tech manufacturing and service industries to achieve economic growth and skills development. They believe the UK now has a strong foundation to make a big impact in the global space.

### Infrastructure

SSTL believe that inadequate infrastructure is the biggest issue hindering economic prosperity across the borough. The problems on the A3 around the town is putting business people off. The congestion extends their working day and makes them less likely to stay in employment in the area. With over 100 companies on the research park, they believe the western access needs to be addressed as a matter of urgency.

SSTL say that housing in the borough is too expensive for most of the employees on the research park. Houses that employees can afford in the area are needed to make the park more sustainable in the long term. A range of good quality housing is needed - rented housing for foreign employees who do not want to buy in Guildford, properties with one or two bedrooms for young professionals to buy and rent, and homes for young families.

Surrey Satellite Technology Ltd (SSTL) is now the world leader in small satellite manufacturing, has, to date, achieved export orders of close to £500m, and is still growing with both an increase in employment in its main business as well as in its subsidiary remote sensing activity.



## 7.5 Skills and Employment

Guildford's priority for **Skills and Employment** – is 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.

Guildford residents are well qualified with 40,200 (45.1 per cent) having NVQ 4 equivalent and above (degree or higher degree level). This is higher than the LEP average (39.5 per cent), much higher than the south east (36.2 per cent) and the national averages (32.9 per cent). However, there are 3,700 people with no qualifications. (Source, ONS annual population survey, Jan 2011 – Dec 2011).

There are pockets of disadvantage and concentrations of people on low incomes, in receipt of benefits and with no or low qualifications, with some areas being amongst the most deprived in Surrey. In February 2013 1,455 people were claiming Jobseeker's Allowance (957 men and 498 women) which is 1.6 per cent of those under pensionable age who are available for, and actively seeking work of at least 40 hours per week. Over 330 people between the ages of 16 - 64 were claiming Jobseeker's Allowance for over 12 months, 220 for between 6 and 12 months and 890 for up to six months. This is again below the south east average (2.6 per cent) and national average (3.9 per cent) (Source ONS claimant count with rates and proportions, February 2013).

There is a growing demand for skilled workers, particularly those with niche skills in innovative and emerging sectors. Talented people are internationally mobile and many of the case studies in this strategy point to the fact that key employers are already importing skilled workers from around the globe. In the future the challenge for Guildford will be to identify skills needs in advance and this is becoming increasingly difficult as the economy is changing so quickly. Developing a relationship with local employers and gathering skills intelligence from them to inform training providers from the University of Surrey, Guildford College and local schools will be essential to improve the supply of talented people with the right skills needed by businesses. Having good information on the local skills needed by Guildford businesses will help to target training for those disadvantaged individuals who have found it difficult to get jobs in the past, or those who are re-entering the job market – for example women seeking employment opportunities after raising children.

What **Skills and employment** looks like for Guildford's economic prosperity:

- Find and address skills shortages of key sectors and clusters for Guildford businesses and work with local training providers to provide relevant training courses
- Work with Enterprise M3 LEP to inform a skills strategy for the area
- Identify skills training for disadvantaged groups and unemployed people to help them into employment through a range of interventions such as: training, job placements; job clubs; mentoring
- Work closely with Guildford College on boosting opportunities for apprenticeships in the Borough and support their efforts (and those of the University), to modernise the curriculum to reflect local and employer needs
- To support the entrepreneur and social enterprise culture

### Case Study 3. Alan McClafferty, CEO Dennis Coachbuilders

John Dennis Coachbuilders' history goes back to 1895 and today they are the UK's leading fire engine manufacturer having supplied over 50 per cent of fire engines currently in service. They retain their founding values – the highest quality and the best service. They understand exactly what their vehicles are used for and so build strong, dependable vehicles for their customers and their customers' communities.

#### Strategic Issues facing the company

- **Workforce:** The business has an ageing workforce (average age 44) and young people are not coming forward to join the firm. This has increased from an age of 36 fifteen years ago. The company believes that manufacturing business like this are out of favour with young people and schools now. In the past there used to be between 30 to 40 applications for the 6 apprenticeships offered by the company each year, but last year there was only interest from one young person.
- **Travel:** People do not want to come into Guildford to work because the congestion is bad. They see that travel time is becoming more important to people. If they can get a job near home, and save on travel time, they are more likely to take it – even if wages are slightly higher in Guildford Town Centre. Time spent away from home seems to be more relevant today than it was before, and the company believes the unpredictability of Guildford's traffic is a negative in the minds of their likely employees.
- **Enterprise:** Business Forum at Slyfield Industrial Estate – The company would like to see a forum for businesses on the estate and would be happy to get involved in one. They believe it would be good for businesses on the estate to input into discussions that affect them, and use their combined expertise to seek new opportunities. They could also voice their needs to councils, colleges, university and others as appropriate.
- **Skills and the Workforce of the future:** The Company would like to see a thriving apprenticeship scheme working in their business and across the town to ensure manufacturing jobs in Guildford for future generations. They would like to have discussions with other businesses experiencing similar problems to their own and work with schools and parents to redress current trends that are moving away from manufacturing skills as an option for young workers.

#### Local issues

- **Infrastructure:** The company believes that single entry/exit at Slyfield Industrial Estate is a barrier to economic growth. Plans have been around since at least 1975 for a second road into

## 7. Strategic Priorities Conclusion

Section 7 set out the strategic priorities for increasing Guildford's economic prosperity in the future. The case studies we presented come from three very different businesses. All show their desire to locate in Guildford borough, appreciating its environment and unique location, and show the difficulties they are facing with infrastructure, enterprise, innovation and skills and suggest these are the strategic priorities many businesses are facing in Guildford borough today.

The next section looks at the initiatives the partners want to deliver in the coming years and suggests how organisations can help each other achieve their organisation's goals while advancing the continued economic prosperity of Guildford for current and future generations.

## 8. Contributions from Partners

Guildford's Economic Strategy 2011-2030 considered the different economies in different parts of the borough and broke the borough down into four distinct economic areas, each of which had its economic profile, objectives and actions. There were defined as: Guildford town centre; Guildford urban area; Ash and Tongham urban area and the rural area.

The Borough worked with key partners and identified 14 objectives and a range of actions (24) relating to these. Work has progressed on these and regular reports have been produced for the Guildford Strategic Partnership and the Guildford Business Forum.

### Just some of the successes include:

- Achieving Business Improvement District status in 2012.
- Support for 'Visit Surrey' and the moving the Tourist Information Centre to Guildford House, which saved £35,000 in annual rent, and increased the number of annual visitor figures by 103 per cent (from 69,405 in 2010 to 140,814 in 2012).
- The Waitrose proposal for Leaplane Lane/York Road site.
- Joint working by key agencies on congestion problems and projects made possible from the county council's local sustainable transport fund.
- Good progress on the Local Plan, including the completion of the Economic Land Assessment for discussion in the Local Plan consultation.
- Interim housing numbers (322 new homes each year) agreed in May 2012.
- Bringing over 40 private sector homes back into use and getting government funding from the New Homes Bonus for these.
- Support from Enterprise First and Connect 2 Innovation for start-up and high growth businesses.
- Developing the Guildford Bike project which is a successful partnership between Guildford College, Guildford Borough Council and the Surrey Lifelong Learning Partnership. The College is training previously unemployed members of the community on the programme which provides free skills, training and work experience to young people to sell re-furbished bicycles at affordable prices in a showroom at Slyfield.
- Development of Guildford College Apprenticeship initiatives.
- Positive developments through the Surrey Superfast Broadband Project to get superfast broadband to all areas of the borough. Further work on many of the initiatives will continue and some will be subsumed into this new revised Economic Strategy. This strategy is significantly different and is more strategic – looking at the big economic ambitions of the key stakeholders in Guildford Borough in the coming years.

**This chapter outlines the bold actions partners are signing up to in a combined effort to add value to their contribution to Guildford's prosperity and leave a legacy of which all can be proud.**



# Partners



## 8.1 Guildford Borough Council

As the lead partner, Guildford Borough Council is fulfilling its leadership role by producing an economic strategy that harnesses the strength of key stakeholders to enable the private sector to set, develop and deliver challenging economic targets for the borough. Some of our key priorities in support of this are:

- Developing a Local Plan that makes best use of opportunities to support and build economic growth across the whole of the borough. The Council is adopting Enterprise M3 LEP's Planning Charter which highlights the importance of planning to economic growth and promotes better communication between local authorities and businesses so that economic performance is improved in borough and district council areas.
- Considering the establishment of a Public Service Board, which will take on responsibility for delivering the economic strategy involving the main public sector bodies in the area. Guildford Borough Council is committed to working with other Surrey councils, districts and county, to collectively agree key action on economic development activities which could extend to the development of joint or pooled budgets for projects of benefit to two or more neighbouring districts.
- Guildford Borough Council understands the importance of the rural and village micro economies and will work with partners to ensure the rural way of life is understood and rural businesses such as farming, land use and agriculture are an integral part of the economic strategy and they get the support needed to develop and improve.
- Continuing to do all it can to address infrastructure issues that impede economic prosperity. Guildford Borough Council recognises the difficulties caused by congestion in the Guildford borough area and is constantly seeking ways to relieve bottlenecks (road & rail) by developing well argued cases for interventions that support business productivity and economic growth. It hopes these cases will influence Enterprise M3's recently established local transport body. It is working closely with other partners through the planning system to more actively support commercial and other developments which, in turn, would support growth locally and provide benefits to Guildford residents.
- Bringing forward a mixed-use retail led development of the land in North Street, next to the Friary shopping centre. This has been a long held ambition for the Council and it has entered into negotiations for a landowners agreement that will hopefully lead to the preparation of a scheme for the area that will ensure the sustained and co-ordinated development of Guildford town centre as the principal retail and commercial heart of the borough.
- Actively pursuing other major developments on key sites including Guildford Park car park and Bedford Road car park. Both sites are part of a detailed project plan to secure residential and other commercial development uses, supporting the wider economy of the town centre.
- Progressing the Slyfield Area Regeneration project (SARP) as a long term plan capable of providing more than 1000 new homes within the next 7-15 years.

Guildford Borough Council is very keen to provide the right level of housing for local workers and communities and will work with Enterprise M3 LEP and other districts and housing developers to establish objectively assessed housing needs and commercial properties that could be converted into residential units. The Council has recently received grant funding to acquire or refurbish empty homes and lease properties to bring them back into use to meet housing need.

It will also continue to lobby for better faster broadband for businesses, and identify areas in the borough where faster broadband would unlock strategic business developments.

The Council recognises the contribution that local businesses make to the economy and prosperity of the borough. It supported the creation of a business improvement district (BID) for Guildford town centre where businesses work together in deciding initiatives that benefit the whole town. The BID, now called Experience Guildford, has a budget of over £500,000 a year for the next five years. Major initiatives include the appointment of a nighttime economy manager and blue cap town rangers to support visitors and businesses during the day and night time. The Council is committed to achieving the Purple Flag award, which recognises excellence in the management of town and city centres at night and so encouraging visitors, businesses and residents alike to enjoy the town as an attractive, accessible and safe place to visit during the day and into the evening.

Tourism is also important to the Guildford economy and the borough has many major attractions including theatres, festivals, shows and sporting events. The Council will continue to promote the borough and develop a growth plan that will enhance the experience of being a visitor to the area and further contribute to Guildford's economic prosperity. It intends to play a leading role in any LEP initiative on developing the business tourism market and will work with partners to develop a unique business tourist offer with Guildford as a central focus. The Council will also explore opportunities to further develop rural tourism, ecotourism and cultural tourism together with other interested parties.

Guildford Borough Council intends to work with local businesses through a business engagement strategy to identify the **skills and employment** needs of key sectors and clusters and will engage with Enterprise M3 LEP to develop a business led skills strategy that meets the needs of Guildford businesses. It is already supporting a LEP wide apprentice programme and in 2013-14 is investing £80,000 in the local apprentice scheme that will offer ten apprentice placements at Guildford Borough Council. It is keen to work in deprived wards with other partners to up skill people to avail of local job opportunities and has increased its support for the Guildford Community Job Club. The Council now has an employment advisor based within the Housing Advice Service for two days a week (as part of the Employment, Learning and Housing Support Partnership). The advisor's role is to help tenants or other people in housing need into employment, education and training through the DWP work programme and other support arrangements. This will also include improving the skills of those that are not yet job ready and will focus on basis skills training and using computers.



## 8. Contributions from Partners

### 8.2 Surrey County Council

Surrey County Council is keen to support Guildford Borough Council's strategy by:

- Pooling growth in business rate receipts, including with other Surrey Councils, to back infrastructure or other development that would support economic growth where pooling would increase the aggregate of receipts available for these purposes.
- Working with Guildford Borough Council and other partners to consider the merits of Guildford applying for 'city status' as a conduit for future investment in the area to ensure that Surrey gets its share of government money from programmes such as 'City Deal'.
- Promoting Guildford and its significant tourist potential through a strategy for tourism reflecting its contribution to economic growth.
- Including rural business needs from Guildford's businesses in its Surrey Rural Strategy and developing a countywide high-speed broadband network that will make Surrey the best-connected county in the UK.
- Delivering a major programme of road schemes through the Surrey Future initiative to agree, in partnership with districts and boroughs, infrastructure priorities for the next 15 – 20 years to support Surrey's economic development, and to build consensus around how we manage planned growth sustainably.
- Creating the Supply2Surrey portal, including the Build Surrey portal launched on 7 February 2013, to help local businesses bid for council contracts as part of the council's pledge to ensure that 60 per cent of its spending goes to local businesses.
- Promoting Guildford as the 'most competitive centre in the UK outside London' as defined by the UK Competitiveness Index in both 2009 and 2010, wherever it can, to encourage start-up businesses into the area and persuade anchor businesses to remain in Guildford for the long term.
- Working in partnership with Surrey Connects on the innovation priority by attracting (foreign direct) inward investment in Surrey's key growth sectors, some of which have a presence in Guildford, notably in the computer gaming, ICT and digital (including cutting edge work on a 5G centre of excellence), pharmaceuticals, electronics and space and satellite sectors.
- Supporting the skills and employment priority by promoting the skills and apprenticeship programmes in the county – with 265 apprenticeships for young people in 2012-13. It has plans to extend its successful incentive scheme for Surrey businesses to take on apprentices to 500 young people in 2013-14, including Guildford. This will be one of the largest county council supported apprenticeship programmes in the country.



## 8. Contributions from Partners

### 8.3 University of Surrey

The University of Surrey supports the **enterprise priority** by promoting an enterprising spirit amongst its students through professional and industry placements and works with 850 partner organisations to deliver the programme. The University is working to ensure that value is created, that jobs are formed, that ideas translate to flourishing new ventures and that clusters form around the University, particularly through its research park. The Surrey Research Park is regarded as one of the most successful Parks in Europe and students are some of the most enterprising in the UK and has:

- Raised over £400m in venture capital over the last 7 years
- In excess of 140 companies employing over 2,750 staff
- Contributed £0.6bn annually to the regional economy
- One of only three science parks in the UK still owned, funded and managed by its university generating £10m independent income
- Examples of success that include the growth of Detica from 30 staff to over 1,200, the creation of a games cluster in Guildford which started on the Park in 1991 and grown in the town and has attracted significant foreign direct investment from EA UK and Microsoft as well as generated a number of games related spin out companies, and supported the growth of the export focussed company IDBS which has won a number of Queens Awards for its ground breaking and highly commercial work
- A 'hatchery programme' and is currently supporting 60 start-ups through the programme. The quality is outstanding, 95 per cent survive after three years
- Supported early stage companies and raised £12m through the University's Business Angel network, Surrey 100, over the past 18mths.

The University of Surrey is a key player in supporting the **innovation priority** and wants to plan its academic growth in ways that leverage the skills, resources and effort of multiple partners and deliver wide economic and social benefit. Its academic growth is focused on:

- The development of 5th and further generation mobile communications technologies
- Space technologies
- The One Health/One Medicine agenda, initially focussed on the delivery of a Veterinary Medical School by 2015 and the expansion of Clinical Medicine as well as complementary activities on the Surrey Research Park
- The development of a Medical School in the five to ten year timeframe
- The creation of a World Class Business School
- Support the digital economy

The University of Surrey is lead coordinator for the UK Higher Education in the Satellite Applications Catapult and in addition is working closely with regional partners such as the University of Reading and the National Physical Laboratory on new research collaborations in Earth Observation including Carbon Footprint Monitoring, Climate Change, Water and Environmental Management, Security and Disaster Monitoring.

The University of Surrey is focussing its teaching on developing the competitive edge and using its relationships with industry and the professional training year to ensure relevance. It strongly supports the **skills and employment priority** and has the highest employability figures for its students of all universities in the country, 40 per cent of placement students get jobs from the companies that provided their placement and it is in the top ten for value added salaries.



UNIVERSITY OF  
SURREY

## 8. Contributions from Partners

### 8.4 The Royal Surrey County Hospital Trust

The Royal Surrey County Hospital Trust is a leading general hospital and specialist tertiary centre for cancer, oral and maxillo-facial surgery. The hospital support the **leadership priority** by serving a population of 320,000 for emergency and general hospital services. The Trust is also the lead specialist centre for cancer patients in Surrey, West Sussex and Hampshire, serving a population of 1.2 million. The Trust has more than 520 beds and 14 operating theatres. It employs 3,500 staff, making it the largest employer in Guildford. It has very close links with the University of Surrey and has an extensive education, training and research portfolio.



The Royal Surrey County Hospital collaborates with Frimley Park in a number of areas and together with Ashford and St. Peter's has established Surrey Pathology Services, which is now providing pathology services across all three Trusts, and has an ambition to house this service centrally from the Guildford site. The Trust is very keen to support the **infrastructure priority** and would like to collaborate with Guildford Borough Council on planning, transport and car parking issues around this proposal.

The Royal Surrey County Hospital Trust has **innovative** ideas for its longer term (5+) year vision. It is working towards a transformational reconfiguration of health services in Surrey, with the aim of creating a nationally and internationally recognised centre of clinical/academic excellence in the county, with the scale and resilience to survive and prosper in the very challenging economic times ahead. This could potentially be achieved through increasingly close collaboration between a number of the Surrey Trusts, or perhaps even the full merger of a number of these trusts to create a new Surrey University Hospitals Foundation Trust. Such an institution would be a substantial and powerful provider with a catchment population of up to 1 million which would have the scale to offer highly specialised services of outstanding quality, including some secondary and tertiary services currently delivered in London teaching centres. Having bold ambitions, being focused on delivery and having willing partners on side to support this agenda will be key to economic success of Guildford's hospital in the future.

The Royal Surrey County Hospital Trust supports the **skills and employment** priority. It continues to seek opportunities to expand its academic and teaching collaborations, particularly with the University of Surrey. It has now agreed three new joint appointments to strengthen that relationship, as well as a programme of work to define how the right institutional machinery between the two organisations could lay the ground for a small scale Academic Health Science Centre. The Trust has also engaged in a longer range dialogue with other potential academic partners such as the University of Southampton and UCL Partners, and is actively considering options for participation in the Academic Health Sciences Networks, which are likely to emerge in the coming years. The Hospital Trust would like to develop significantly enhanced research and teaching links with the University of Surrey and/or other academic partners that would help to attract outstanding clinical staff and enable the merged trust to offer leading edge treatments to patients.



GUILDFORD  
BOROUGH

## 8. Contributions from Partners

### 8.5 Guildford College

Guildford College is the largest College of Further and Higher Education in Surrey and one of the largest employers in the Guildford area. The College trains and educates more 16-18s than local school sixth forms and currently enrolls around 12,000 learners on to a broad curriculum across 15 sector skills areas, with courses available from entry level to degrees. The College demonstrates **its leadership role** by working with over 1,500 local employers, as well as universities, schools and other partners to meet skills needs and currently has 800 apprentices. College student's progress on to further and higher education and training courses, degree study, and employment.



There are a number of areas where Guildford College feels it can contribute to better economic outcomes for Guildford through its leadership role with other partners by working with Guildford Borough Council, the Surrey Lifelong Learning Partnership, Surrey County Council and the voluntary sector to contribute to the social enterprise agenda to maximise employment opportunities. It is also keen to work with Surrey County Council and local providers to meet local Special Needs and provide skills that lead to employment opportunities for this group. The college would also like to work with Surrey Police and youth organisations to make Surrey a safer place to live, work and study where businesses and visitors feel safer.

Guildford College governors have approved a £20m investment in the College over the next three years and keenly support the **infrastructure priority**. Supplemented by funding from the Skills Funding Agency, the College is undertaking a renewal programme and investing in major new centres for Engineering and Construction at Guildford, Animal Management at Merrist Wood, and sports facilities at Farnham. With a strategy for growth the College aims to invest in the longer term in more entrepreneurial developments which align with priorities of the regional growth strategy, Surrey County Council and the LEP, employers and partners, and which will enable further continuing investment in college facilities. Guildford College is very keen to work with Guildford Borough Council planners to ensure a successful re-development of Merrist Wood and Guildford College to deliver a sustainable learning environment in the future.

Guildford College contributes to the **enterprise priority** and wants to work further with the Guildford Business Forum, Surrey Chambers and the Federation of Small Businesses to hear the voice of small and medium sized employers and develop apprenticeships and curriculum to meet employers' needs.

Guildford College is very supportive of the **skills and employment priority**. Its mission is to inspire and enable individuals, employers and the communities it serves to be successful, achieve their ambitions and aspire to new challenges. The Guildford College Group comprises three colleges each with distinct brands and offers: Farnham College – small 6th Form college; Guildford College – large general further and higher education college and Merrist Wood College – medium sized land-based college. At the last Ofsted inspection in 2009 the College was awarded a grade of 'good.' There are outstanding areas at each campus, and the residential accommodation at Merrist Wood was graded outstanding by Ofsted in 2012. The College also provides Basic Skills training and support for young people Not in Education Employment or Training

[NEETs], the unemployed and those at risk of redundancy or looking to re-train and up-skill. With its broad offer which includes community outreach and Special Needs the College has a positive social as well as an economic impact on the local community. **The Community Skills Shop** is a venture to lease an empty shop in Park Barn from Guildford Borough Council to provide a community drop-in centre for information and advice on education and training opportunities, voluntary organisation information, and basic skills sessions.

**Guildford College's ambitions for improving the skills training on offer in Guildford includes:**

- To be the biggest and best college in Surrey with an 'outstanding' rating
- Increasing the number of apprenticeship frameworks offered and developing a relevant higher Apprenticeships offer and SME offer
- Modernising the curriculum offer to reflect local and employer needs, particularly in relation to digital media, sustainable technologies, STEM subjects
- Investing in College facilities to provide a modern sustainable environment for teaching and learning and employability skills
- Playing a key role as partner in community and social enterprise projects to develop stronger communities
- Working with Guildford Borough Council and residents on a cohesive approach to help the economically inactive back into work, particularly in the Stoke and Westborough areas
- Working in collaboration with the University of Surrey on areas of mutual interest, including animal management, equine and sports studies, and progression routes to higher education
- Working with the Royal Surrey Hospital and Primary Care Trust on routes into nursing and technician training

## 8. Contributions from Partners

### 8.6 The Guildford Business Forum

The Guildford Business Forum proactively gathers the views of Business Forum groups and offers them in response to consultations from public sector bodies. Having formed some quarter of a century ago, its aims are to work collectively with its varied businesses, Guildford Borough Council and Surrey Chambers of Commerce to promote economic growth and prosperity in the community. The Forum has a significant and positive business voice in the community and will work further for the benefit of the borough and the objectives detailed in this strategy.

Guildford Business Forum is engaged on **infrastructure issues**, providing views, opinions and offering solutions within the confines of possibilities and budget. The Forum aims to build on its support to the Guildford economy over the last 25 years to aid the development of a sustainable infrastructure that will promote suitable growth in the borough both now and into the future.

Guildford Business Forum believes that **enterprise** is at the core of the Forum's objectives to maintain and enhance the economic health of the borough. The Forum wishes to continue to work closely with Guildford Borough Council, Surrey Chambers of Commerce, Guildford College and other organisations such as Experience Guildford (The Guildford Business Improvement District) to encourage, develop and promote enterprise into the future.

Guildford Business Forum supports and encourages **innovation** that allows positive projects to be delivered to improve the economic environment of the borough and offer new business opportunities. The Forum is acutely aware that the economic environment has changed and a range of approaches are needed to create positive deliverable outcomes particularly for effective solutions to infrastructure.

The Guildford Business Forum is keen to play an even greater role in the development of the **skills agenda** for Guildford businesses by

- Finding ways of addresses the skills shortages in various business areas, such as retail.
- Continuing its positive and proactive relationship with the University.
- Coordinating the voice of business and talking to the university and college about skills needed by its members.
- Promoting apprentices to its forum members and working with organisations such as Guildford College to use available initiatives to enable young people to enter and thrive in the work environment.

### 8.7 Surrey Chambers of Commerce

Surrey Chambers of Commerce represents the Surrey business voice on LEPs and sees its **leadership role** as representing and promoting the voice of Guildford and the needs of its business members to the Local Enterprise Partnership, Government and abroad.

Surrey Chambers of Commerce represents its members' views on major consultations and acts as a conduit to help its members to better understand the best way of interacting with the planning system. It is keen to promote better communication on **infrastructure issues** between local authorities and businesses so that economic performance is improved in local areas and is very keen to help to facilitate the LEP's Planning Charter.

Surrey Chambers is contributing to the **enterprise priority** by providing business support information to local businesses and signposting them to national and local sources of information. It is also encouraging local business to win and expand their markets through export and trade by working closely with the UKTI regional office. The Surrey Chambers is leading on this workstream for Enterprise M3 and is in a unique position to offer support to Guildford businesses.

Surrey Chambers of Commerce supports the **innovation priority** and has set up a new Creative Forum to enable innovative ideas to come forward and be accessed by Guildford's business community.

Surrey Chambers of Commerce offers a wide range of training opportunities to local businesses through events, networking opportunities and taster sessions. It also identifies the future training needs of its members and offers this information to strategic decision makers and training providers to support the **skills and employment priority**.



## 8. Contributions from Partners

### 8.8 Job Centre Plus

Job Centre Plus wants to participate in the **enterprise priority** by developing better engagement with Guildford employers to promote Job Centre Plus offers to them of which they may be unaware at present

Job Centre Plus wants to support unemployed people into 'work experience' with the council and its partners. It is particularly concentrating on providing **skills and employment** opportunities for lone parents/18-24 year's olds/drug and alcohol users. Job Centre Plus is keen to work with other Guildford borough partners to find support for the Guildford Job Club.



### 8.9 SATRO.

**SATRO** is a Surrey based independent, not-for-profit social enterprise that exists to inspire young people about their future careers. Its programmes involve over 850 volunteers a year, from a huge range of different businesses, large and small. SATRO particularly supports the **enterprise priority** and would like to work more closely with Guildford Borough Council on its Employer Engagement activities. It has strong links with over 700 businesses in the Surrey area – many in Guildford. It also works closely with all schools in the Guildford area. It has a self-financing business model, and would like to see ways of sharing this knowledge for the benefit of young people and businesses. SATRO has traditionally had a strong relationship with the University of Surrey and the Research Park and is hoping to move to new premises there later in 2013. SATRO would like to develop a closer relationship with businesses at the research park to find more career opportunities for young people.

**SATRO** would like to support the **skills and employment priority** by offering ideas on how Business Forum Sub-groups could explore ways of placing young people aged 18/19 in meaningful placements/work trials, apprenticeships or school-leaver level employment opportunities across a broad spectrum of activities particularly around STEM industries. It would also like to work more closely with the college in a collaborative fashion and help 'broker' course development between local businesses and the college and find places for SATRO's level 1 students on graduation from their courses. SATRO would like to have an opportunity to involve the hospital more in the recruitment of Guildford borough young people in its many work streams – admin, finance, HR, through apprentices, and other recruitment schemes.

## Turning these commitments into action

Partners have been asked to provide detail and timescales to deliver the priorities listed in this chapter by completing a strategic priority action template. This continues to be developed and will be discussed by the Public Service Board that Guildford Borough Council is going to convene.

## 9. Delivery, Governance & Monitoring

### Delivering the strategy

Guildford Borough Council does not have sufficient powers or resources to do this work alone and need a wide range of partners to share and invest in the strategy in order for it to be successful. Increasingly, the voluntary sector will play a greater part in supporting the economic activity within the borough through social enterprises delivering training and skills for those less able to benefit from employment opportunities.

We intend to set up an Executive Liaison Board including members of the Guildford Business Forum, Councillors and other key partners to review our performance against the Strategy. We will also create a quarterly economic dashboard to review the Borough's economy which could influence the future direction of our thinking, but also provide key evidence on the success of our action plan.

An annual report will be published to monitor how the local economy is performing. It will be assessed against a number of indicators that are attached in the strategy's action plan shown in the appendix.



## 10. Conclusion

This revised strategy has been produced to reflect the very ambitious vision for the Guildford borough's future economic growth up until 2031. All partners recognise the importance of their contribution to the success of the strategy and know that working together on a shared set of ambitions increases the chances of successful economic future for Guildford, leaving a legacy of which all can be proud.

Final words from our Leader, Councillor Stephen Mansbridge, Guildford Borough Council

"We are a very diverse community in Guildford, and we come together to create something unique. Our economy is at the heart of our prosperity and will provide the wealth to enhance all that is good about our borough. This revised economic strategy shows we share a common purpose with our key public sector partners and businesses in the borough. We need to agree what is important to Guildford and we need to be seen leading our vision for sustainable growth. This will give us confidence to change and ensure that our young people can continue to live and work in Guildford borough.

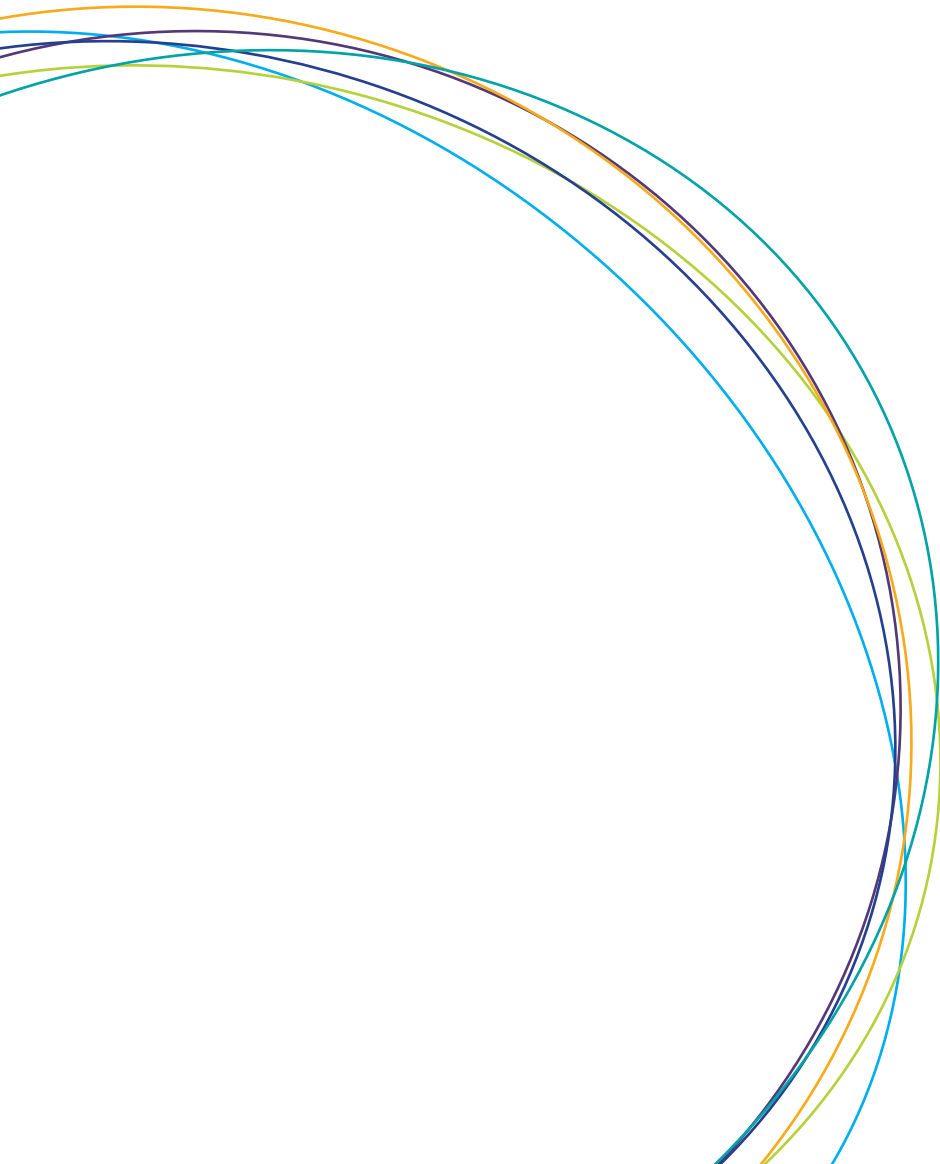
This strategy sets out the economic policy context and provides an overview of the borough's economic strengths and challenges in a global economy. How we respond will influence the competitiveness of the borough and its ability to retain and attract businesses in the future. The vision and priorities outlined here in this strategy are to achieve a competitive borough balancing our excellent quality of life and enabling economic growth.

We acknowledge that some issues need to be tackled at a national level; however, local organisations working in partnership have the ability to contribute to real change. The action plan accompanying this strategy continues to grow and sets out what we all want to achieve for the borough. All parties are welcome to add additional actions to the strategy going forward and work together over the coming years to bring these plans to fruition and ensure that **Guildford is a town and borough with strong infrastructure; world class businesses with capacity to expand and deliver growth; an evolving and vibrant economy which creates a progressive and sustainable environment for people today and for future generations living in an ever improving society."**



# 11. Appendices

- Appendix 1- Action Plan (Guildford Borough Economic Strategy)
- Appendix 2 - Main Economic Drivers – Guildford Borough/Town centre



# Appendix 1 Action Plan

This action plan is currently under development. Guildford Borough Council’s proposed actions are outlined and other partners are confirming and adding to the action plan over the coming months. If you would like to comment on the action plan, or get involved in the delivery of any the actions, contact us at [Chris.Burchell@Guildford.gov.uk](mailto:Chris.Burchell@Guildford.gov.uk)

## Leadership – harnessing the strength of Guildford’s key stakeholders to deliver economic prosperity and growth

	Strategic Action	Short term project (2013-15)	Medium term project (2015-2020)	Output	Target	Responsibility
1	Develop an economic strategy that brings Guildford’s public & private sectors together to set, develop, deliver challenging economic targets for Guildford	Produce a refreshed economic strategy	Set up arrangements to oversee and deliver the actions in the economic strategy in a Public Service Board	Economic strategy and action plan Inclusion of economic strategy monitoring arrangements in Public Service Board	Economic strategy by July 2013 Economic strategy action plan agreed by end of 2013	GBC economic development team GBC corporate development team for the Public Service Board action
2	Ensure that GBC’s Local Plan makes best use of opportunities to support and encourage sustainable economic growth	Produce contribution for Local Plan		Inclusion of case for building sustainable growth in Local Plan	Contribution offered by end of 2013	GBC economic and planning teams
3	Adopt the Enterprise M3 LEP Planning Charter	Planning Charter highlighting the importance of planning to economic growth		EM3 LEP Planning Charter adopted by GBC	Planning Charter adopted by end of 2013 and communicated	GBC planning and communication teams

## Infrastructure – improvements for road, rail, air, broadband and housing that allow Guildford's business base to grow

	Strategic Action	Short term project (2013-15)	Medium term project (2015-2020)	Output	Target	Responsibility
1	Address congestion, along with road, rail and air bottlenecks	Identify local priorities that support economic growth through transport strategy up to 2050 (Guildford Town and Approaches Movement Study)  Commission a review of town centre parking needs, now and in the future  Promote events, seminars, studies on Heathrow capacity to local businesses and specifically promote increased rail access to Heathrow	Introduce major road improvements in Guildford Town Centre  New park and ride site west of the town centre  Lobby for sufficient rail access to Heathrow	Improved access and traffic flow and reduced congestion  550 car parking spaces  Gather Guildford Business comments on Heathrow's hub status	Movement study completed by Mar 2014  Major road improvements in place by 2020  Date for opening park and ride west of town centre  Submission to the Davies commission for Heathrow Hub status	HCC, supported by GBC  SCC and GBC  Heathrow Hub status – EM3 LEP
2	Ensure regeneration of the North Street site in Guildford town centre, securing it as one of the most important regional centres in the South East	Negotiation of a co-operation agreement with the Council's preferred partner  Negotiations in co-operation with major landowners	Masterplan, scheme for North Street and financial arrangements in place	Mixed use retail led development for Guildford town centre	Co-operation agreement in place by summer 2013 and development of North Street to be completed by 2015	Guildford Borough Council
3	Progress the SARP project	GBC considering a series of strategic delivery options – for example option to develop Clay Lane link road, increasing the business capacity on the Slyfield site, and accommodating a community recycling centre on site		Clay Lane link road  Increased business floor space at Slyfield.  1000 new homes from 2020-2025, with at least 35 per cent being affordable housing	Increased floor space for industrial areas and new modern business premises by 2015 recognising the current need of current businesses for expansion  Planning application for community recycling centre by end of 2013	Thames Water, Surrey CC  Guildford BC
4	Better broadband with faster internet speeds and additional capacity to ensure Guildford businesses have world competitive speeds and costs	Lobby for better broadband for businesses in rural and urban areas  Encourage local businesses to attend EM3 LEP events to understand how broadband can support them	Identify areas in the borough where faster broadband would unlock strategic business developments  Explore how University of Surrey's 5 G project could help Guildford businesses	Guildford contribution to reviews of broadband studies and investment plans	Support targets to enable all homes and businesses to have access to superfast broadband speeds by 2016	GBC economic development and ICT teams and SCC  5G team at University of Surrey

**Infrastructure – improvements for road, rail, air, broadband and housing that allow Guildford’s business base to grow continued...**

	Strategic Action	Short term project (2013-15)	Medium term project (2015-2020)	Output	Target	Responsibility
5	Ensure Guildford has a housing development strategy to support the needs of the local economy	Ensure economic considerations are included in the Local Plan  Objectively assess housing needs to support economic growth in Guildford borough	Provide information on stalled and strategic sites in public ownership which could deliver housing	Guildford playing a strategic role on the emerging EM3 Housing Investment Board  Housing provision for key economic centres  Target for direct development by the Council agreed	Increase the affordability of housing for local workers  Increase conversion of unused office space to housing  Identify suitable sites to deliver direct development targets	GBC Housing team with support from economic development team  GBF Property and Transport sub-group
6	Review and progress development plan to provide new homes  Work in partnership to bring empty properties back into use and increase accommodation options	Review complete by Sept 2013  Ongoing		New homes available and sites in pipeline for delivery  Empty properties converted to homes	Review by September  Opportunities identified across Surrey as part of programme in funding bid	Housing Mgt and Housing Advice GBC  Housing advice, private sector services, landlords

## Enterprise – Maintaining and growing Guildford’s business base

	Strategic Action	Short term project (2013-15)	Medium term project (2015-2020)	Output	Target	Responsibility
1	Improve business support information for Guildford businesses	Work with EM3 LEP to identify what support exists locally and support the emerging LEP portal where all national and local support information will be available	Develop a business engagement strategy for Guildford that identifies the support high growth businesses need	Number of Guildford businesses registering on LEP portal	Minimum of 500 local companies using the LEP business support portal	EM3 LEP and GBC Economic Development team
2	Developing key account management with Guildford businesses	Map and analyse key companies and clusters in Guildford Borough with whom GBC wants to form closer relationships and agree the interventions to engage/support with them	Involve key business/cluster in specific projects or lobbying activities	Report on key businesses and clusters	100 different businesses supported each year	GBC Economic Development team, SCC, Surrey Connects and EM3 GBF steering committee
3	Develop visitor economy	Develop a borough Tourism Strategy Ensure Guildford’s unique visitor offer is recognised in the emerging EM3 visitor economy strategy Prepare for Purple Flag accreditation for Guildford Town Centre by June 2014	Explore opportunities to further develop business tourism, rural tourism, ecotourism and cultural tourism with EM3 LEP	Tourism Strategy Devise a new business tourism strategy for Guildford and feed into other sub-regional strategies	Tourism strategy in place by October 2014 Increase the value of visitor expenditure by 50% from now to 2020.	Business and Tourism Team, GBC Business forum’s attractions and tourism and conference and hospitality groups, Experience Guildford SCC and EM3 LEP
4	Develop the rural economy	Map and analyze the rural economy to identify key clusters of economic activity and overall contribution to the Borough economy To support enterprise and stimulate the creation of a wide variety of businesses To retain the skill set to support traditional industries whilst providing opportunities to access education and training		To provide strategic framework within Local Plan covering housing, infrastructure and economic land to support the rural economy To work with EM3 to secure funding for enterprise development in rural areas.	To grow the number of rural businesses by 25% by 2020	Business and Tourism Team, GBC Guildford Business Forum Attractions/ Hospitality Groups SCC and EM3 LEP

**Innovation – promoting innovation and growth in high value clusters to accelerate economic growth in Guildford**

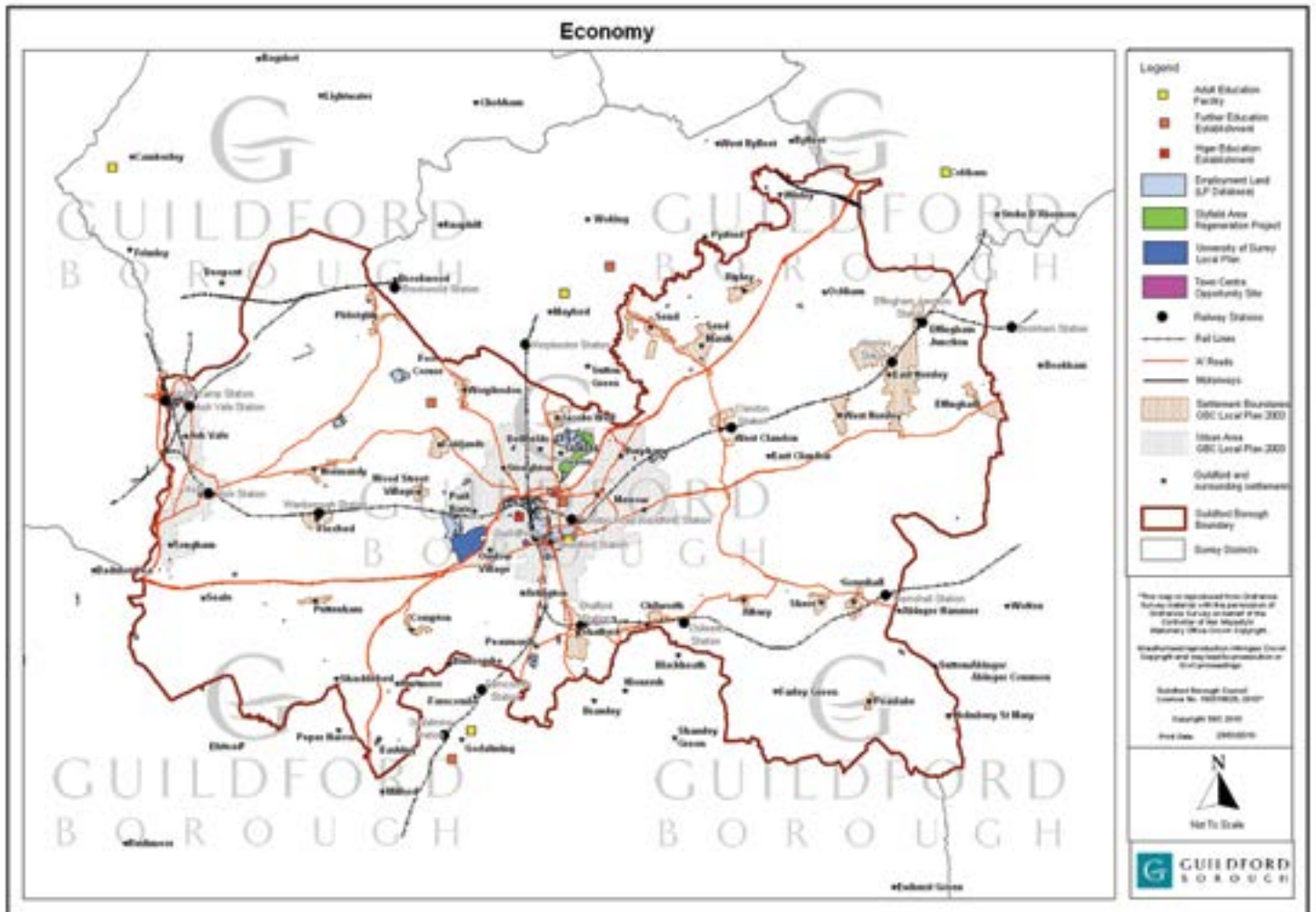
1	Drive innovation in all that we do, fostering a culture of entrepreneurship, and business growth in niche sectors such as aerospace, cyber security, digital economy, medical and pharmaceuticals	Support and promote opportunities in Guildford borough to create sector based innovation networks  Support innovative clusters to identify the support their businesses need to grow	Expand existing innovation centre capacity at the University of Surrey or elsewhere in the borough  Stimulate and support Business Angel schemes, Venture capital programmes, the University of Surrey business mentors and Surrey 100 club to talented Guildford businesses	Number of networks established  Number of businesses participating in the networks  Innovative clusters providing more jobs to local people and using local firms as part of their supply chain	Guildford networks established for key cluster industries  50 new businesses involved in networks each year	Surrey Research Park University of Surrey GBC Economic development team EM3 LEP SCC and Surrey Connects
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**Skills & Employment – providing the right skills and employment support for Guildford businesses**

	Strategic Action	Short term project (2013-15)	Medium term project (2015-2020)	Output	Target	Responsibility
1	Increase the supply of labour that local businesses need to grow, especially those with high level skills	Ensure Guildford skills needs are reflected in the emerging EM3 skills strategy  Support apprentice programmes  Work with partners in deprived Guildford wards to upskill people to avail of local job opportunities	Work to support Guildford College representation on emerging Employment and Skills Boards  Work with local businesses to identify the skills needs of key clusters  Working with EM3 to monitor and respond to changing skills needs as industry sectors develop	Guildford input to the EM3 skills strategy  Number of apprentices supported by Guildford businesses  Numbers of people in Guildford's deprived wards who have completed training courses and secured employment	10 apprentices employed by Guildford Borough Council  100 apprentices taken on by Guildford businesses each year	SCCI JobCentre Plus Guildford College Guildford Business Forum sub-groups GBC economic , HR, community teams
2	Employment support for tenants and housing applicants as outlined in GBC's Homelessness Strategy	Ensure GBC helps tenants and housing applicants access support to get back into education, training and employment  Promote access to job clubs  Review the HELP project and widen remit increasing access to basic skills and other training.		At least 10 tenants per year helped into education, training or employment	Approaches made to local businesses and contractors through employment and support project for notification of job opportunities and mock interviews.	Housing Advice, Housing Mgt, Surrey Lifelong Learning Partnership

## Appendix 2

# Main Economic Drivers and Future Opportunities



### Town Centre

The Council is determined to attract a significant amount of new private sector investment into the town centre to secure the long term economic, environmental and cultural viability of the whole town centre. One major site is on North Street where the Council wants to work with a development partner to bring forward a major retail led development scheme. It is envisaged that a new bus passenger facility will also form part of this scheme. Other major development in the town centre include a supermarket led mixed use scheme on Bellerby Theatre site.

### River Wey and adjoining land

The River Wey is one of the town centre's main assets. It provides opportunities for riverside access, other leisure, sport and recreation. While some sections are well used and well maintained, parts are in need of attention and improvement. The Council would like to work with the adjoining landowning partners, to open up the riverside, and to provide continuous pedestrian access along the both sides. On some sites this could be achieved through redevelopment; where possible, to encourage greater use of the riverside for restaurants, cafes, bars and new homes in suitable locations. Important redevelopment sites with potential to improve the riverside are Portsmouth Road and Bedford Road surface car parks, Pembroke House, Mary Road, land rear of 77-121 Walnut Tree Close, and Debenhams.



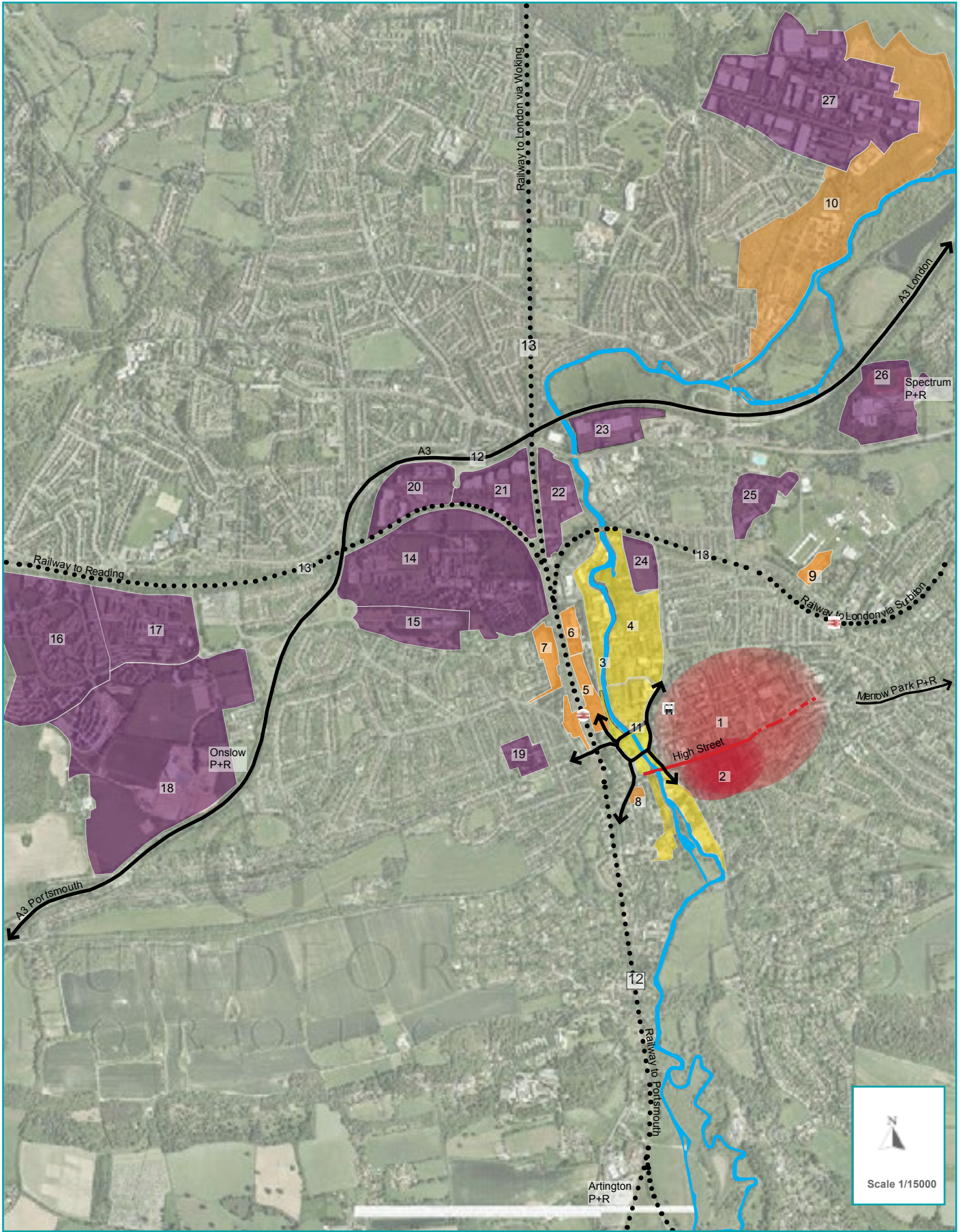
### Other development opportunities

The Council has had a longstanding ambition to regenerate key sites in the town centre and within the borough. Redevelopment of brownfield sites will help the Council and other landowners to deliver new homes and offices in sustainable locations, ensuring that Guildford continues to remain an attractive place to live and work. The Council continues to progress the Slyfield Area Regeneration Project (SARP) as a long-term plan capable of delivering more than 1000 new homes and a wide range of community uses.

### Transport infrastructure

Traffic congestion in the town centre and on the gyratory in particular is considered to be one of the town’s main weaknesses. Improvements to existing infrastructure is a top priority of the Council to support the planned growth in the borough, and in particular, town centre. Work is ongoing to investigate potential solutions for the gyratory to reduce the impact of car on the town centre, including reducing the level of through traffic and congestion and improving journey times. A number of strategic studies on A3 are also in the pipeline to assess further improvements that could ease congestion. A new Onslow Park and Ride site, which received planning permission in November 2012 and is being built, will intercept traffic approaching the town along the A3 and A31 Hog’s back from the west and help reduce congestion on the A3 between the Stag Hill interchange junction and the Wooden Bridge junction. Through Local Sustainable Transport Fund (LSTF) we continue to make improvements to walking and cycling including bus priority and corridor improvements on routes into the town centre, employment locations and other destinations in Guildford.





# Main Economic Drivers and Future Opportunities

## Town Centre development opportunities

1. Town Centre - new retail led mixed use development.
2. Heritage Quarter - better integration with the wider town centre.
3. River Wey- open up and improve access.
4. Land adjoining River - redevelopment opportunities.

## Other development opportunities

5. Station redevelopment - new gateway, mixed use development.
6. 1 and 2 Station View, Jewsons warehouse site- housing or mixed housing and offices.
7. Guildford Park car park - potential for new housing.
8. Guildford Plaza - housing and offices.
9. Stoke Park depot site - potential site for new homes.
10. SARP - 1000 new homes and community uses.

## Infrastructure improvements

11. Gyrotory - relieve congestion and humanise.
12. A3 - reduce wider impact.
13. Railway Line - reduce visual / barrier impact.

## Existing strengths to be built upon

14. University of Surrey.
15. Guildford Cathedral.
16. Surrey Research Park.
17. Guildford College.
18. Surrey Sports Park.
19. Farnham Road Hospital.
20. Cathedral Hill Industrial Estate.
21. Guildford Business Park.
22. Woodbridge Meadows Industrial Estate.
23. Ladymead Retail Park.
24. Guildford Cricket Club.
25. Guildford College.
26. Spectrum Leisure Centre.
27. Slyfield Industrial Estate.

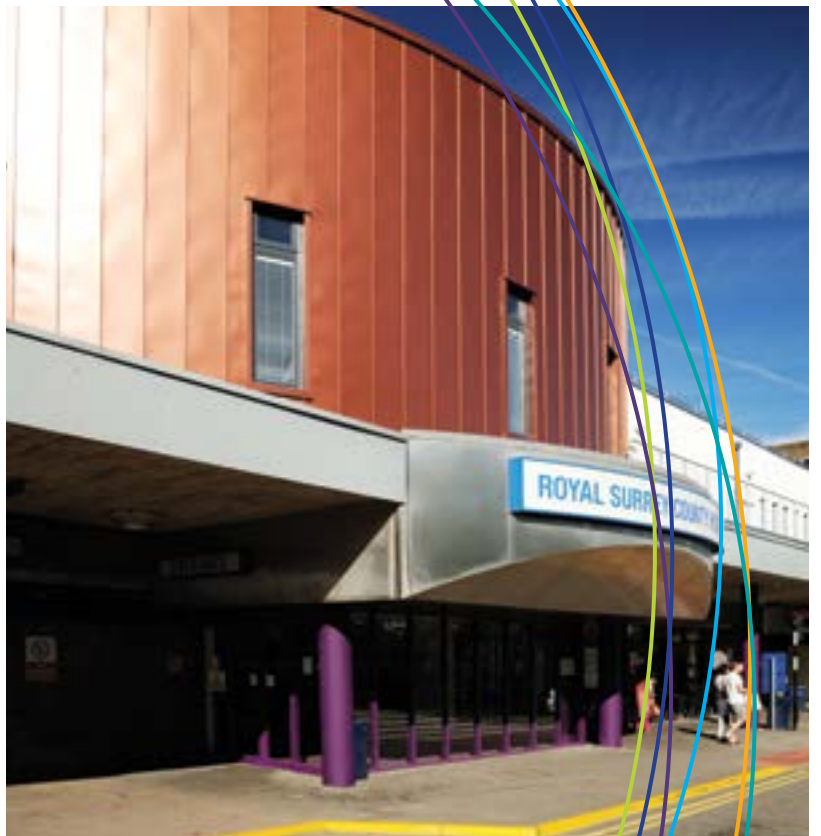
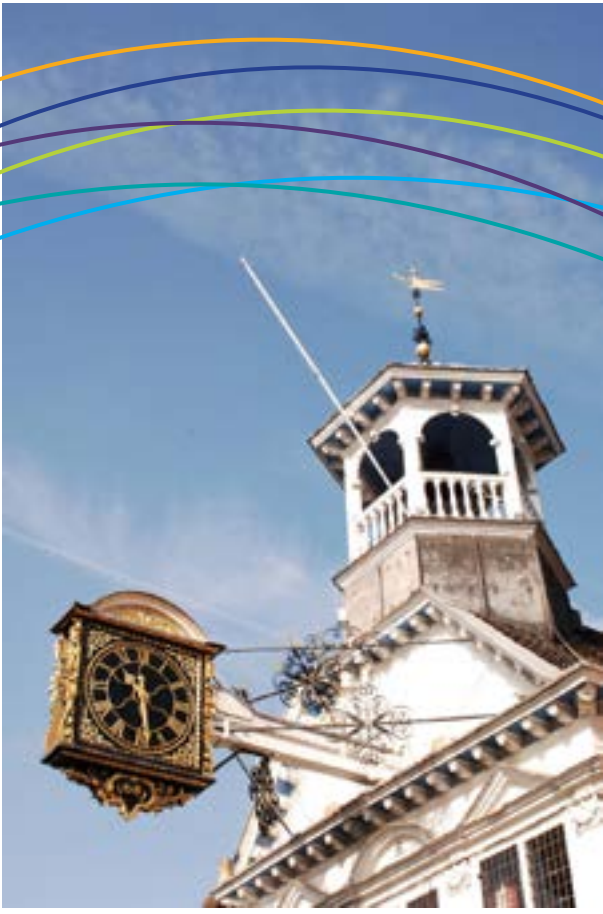
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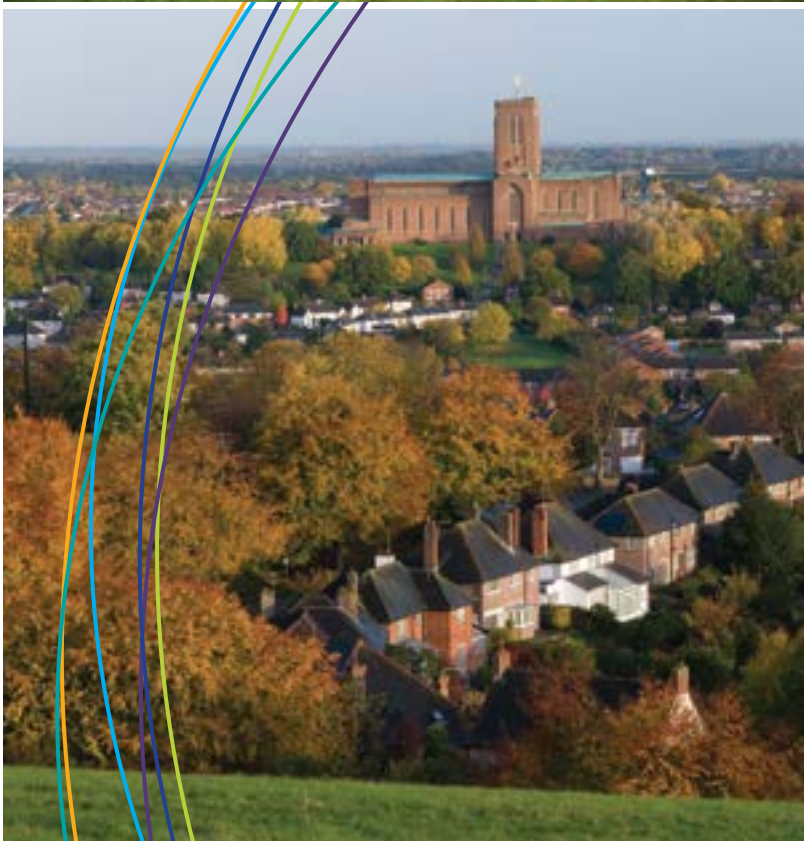
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