

**Report:** Surrey Hills Enterprises CIC – Up-date Report

**Date:** 12<sup>th</sup> September 2018

**Written by:** Wendy Varcoe

### **Purpose of Report**

To provide details of Surrey Hills Enterprises Business Plan 2018-21 and the progress against the Annual Actions for 2018-19

### **Recommendations**

The Members are asked to: Note the development of the new 3-year Business Plan for 2018-21 and the progress and developments against the Annual Actions.

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## **3 YEAR BUSINESS PLAN - 2018 – 21**

The 3-year Business Plan for 2018 to 2021 has been developed following the Surrey Hills Enterprises Board Away Day in August 2018. It forms the focus and actions for developing the Enterprises over the next 3 years and identifies the overall vision, values, objectives and goals that underpin our work and the strategy, 3-year budgets and performance indicators to measure progress against targets.

An annual Action Plan detailing the specific actions for 2018-19 has also been developed.

Key elements of the Business Plan are summarised below.

### **VISION:**

Our Vision is for a thriving rural economy of sustainable and growing local businesses which contribute to environmental sustainability and reflect and enhance the distinct and special nature of the Surrey Hills.

### **VALUES:**

Our culture and the basis for our work and decisions are based on the following values:

- **Enterprising:** we are resourceful, ambitious, innovative and energetic
- **Passionate & committed:** we believe passionately in the importance and value of the Surrey Hills as a national asset and work with energy and commitment
- **Collaborative:** partnerships and collaboration form the basis of our work
- **Professional:** we provide a highly professional service to support our Members and to deliver high quality events and projects to benefit the local community and visitors

## **STRATEGIC OBJECTIVES:**

Our Vision is delivered through 4 Strategic Objectives which form the focus of our work:

### ❖ **Objective 1 – Support Business development in the Surrey Hills**

Inspire and support entrepreneurship and business development with a focus on environmental sustainability - clean growth

#### **Goals:**

- Support the sustainable growth of 300 rural businesses (80/year) through Membership Services over the next 3 years (from 74)
- Deliver 3 Trade events over the next 3 years to promote local businesses to buyers
- Market Surrey Hills produce and services in 30 local markets and shops over the next 3 years & inspire people to purchase local

### ❖ **Objective 2 - Promote Surrey Hills to businesses and people**

Build and promote a premium Surrey Hills brand based on the quality of the environment and the local produce, artisans and services

#### **Goals:**

- Develop Surrey Hills into one of the top 10 nationally recognised countryside destinations and brands based on the quality of the environment and its local produce, artisans and services;
- Showcase the Surrey Hills and local businesses to at least 30,000 local people and visitors each year (from 7,500);

### ❖ **Objective 3 - Environment**

Conserve & enhance the Surrey Hills as a local and national asset.

**Goals:** Deliver 3 environmental programmes over the next 3 years to conserve and enhance the Surrey Hills

### ❖ **Objective 4 - Strong Financial basis**

Build a financially stable organisation that is resilient and with the resources to deliver its objectives.

**Goals:** additional Corporate Sponsors and event sponsors to be recruited to support delivery

## **ANNUAL ACTION PLAN 2018-19**

### ❖ **Objective 1 – Support Business development in the Surrey Hills**

#### **Membership Services**

The initial up-lift in Membership Services has been completed including new marketing materials, improvement to the website, launch of the Trade Mark Surrey Hills with Michael Gove MP, launch of the public e-newsletters to promote members to the wider public and an increase in magazine articles and promotion and a Business Mentoring scheme for Members.

The next up-lift in Member Services is underway and is summarised below:

<b>CHANNEL</b>	<b>AIM</b>
Website	Increase traffic – significant up-lift – drive traffic to site
E-newsletters	Increase in nos receiving e-newsletter – significant increase in sign-ups
Social Media	Significant up-lift in social media coverage – widening the market and businesses promoted to the public
Videos/ photography	Increase visual content – for Surrey Hills & Members
Publications	Widen type and range of publications – generate interest, inspire people to visit Surrey, increase signups for e-newsletter and website traffic
Artisan Trail or APP	A Trail or app to visit artisan workshops, vineyards, businesses and our Charity Members
Surrey Hills Members - Brochure	Profile Members in a high-quality visual brochure widely distributed at visitor / tourist locations/ libraries
Farmers Market project	Outbound marketing of members to customers via farmers markets, fairs and events
Training, skills, connections - workshops	A programme of workshops and training around key issues eg social media, marketing, finance etc.

### **Membership Recruitment**

Membership continues to increase with just over 80 Members and with a continuing range of inspiring local businesses applying for Membership.

Applications for the Trade Mark Surrey Hills Award are assessed and awarded against the following criteria:

- ✓ **Local provenance**
- ✓ **Quality – product / service & customer care**
- ✓ **Support for Surrey Hills**



The details of the criteria and the Membership pledge of support for the Surrey Hills was detailed in the June 2018 report to the Surrey hills AONB Board.

To give a flavour of the range and quality of Members, recent new Members include:

- **Hedges & Hurdles**- hedge laying, hurdle making and woodland management plus public courses
- **Great Tangley Manor** – 1,000 year old Moated Manor House for hire by family parties and weddings
- **Drunken Mouse** – event and street food caterers focusing on local produce
- **Chalk Hills Bakery** – Surrey Hills artisan bakery
- **Plant Passion** – a flower farm in the Surrey Hills
- **Sweet C's Chocolates** – locally made chocolates from single origin Columbian chocolate
- **Gildings Barns** – a rural venue of 3 barns for events and weddings using locally sourced suppliers

❖ **Objective 2 - Promote Surrey Hills to businesses and people**

- **Fantastic Food Festival, Surrey Hills – Saturday 15<sup>th</sup> and Sunday 16<sup>th</sup> September 2018**

A new event to profile Surrey Hills producers and Members to a large public audience. The event is being run by Fantastic Food Festivals in partnership with Surrey Hills Enterprises and Denbies. The aim is for the event to become an annual Surrey Hills Food Festival in early September.

- **Surrey Hills Wood Fair – Saturday 6<sup>th</sup> & Sunday 7<sup>th</sup> October 2018**

A key event to highlight the importance of woodlands in the Surrey Hills and to showcase woodland skills, local artisans, local food and drink and to provide a range of hands on activities and demonstrations. The event is being held at a new location in Fish Pond Copse, Bookhurst Road in Cranleigh and expected visitor numbers are between 5,000 - 6,000, depending on the weather.

- **2019 events** – the new programme of the key events to showcase Surrey Hills and to promote local businesses is being developed

❖ **Objective 3 - Environment** - Conserve & enhance the Surrey Hills as a local and national asset.

The Greenscape Project with funding from the Facilitation Fund is supporting woodland landowners in the Waverley and Guildford areas and is a partnership between Surrey Hills Enterprises, Surrey Hills Board and Lantern UK Ltd. Funding to support Lantern UK Ltd's time to develop and submit the bid has been given by Surrey Hills Enterprises, Surrey Hills Board and a private Donor.

❖ **Objective 4 - Strong Financial basis**

- Annual accounts - The end of year accounts from 1<sup>st</sup> July 2017 to 30<sup>th</sup> June 2018 have been completed and show a small surplus.
- Core Funding - A funding bid to the Wates Family Enterprise Trust for core funding has been successful covering a 2-year period.

## **Governance**

Sue Sturgeon, previous Chief Executive of Guildford Borough Council has joined the Board of Directors and Mark Lebus, Chief Executive of LC Energy has joined as an Ambassador.

Working Groups continue to support 2 key areas of the programme development:

- ❖ Membership & Marketing Working Group
- ❖ Food & Drink Working Group

## **SURREY HILLS ENTERPRISES - Team**

**Patron:** Michael More-Molyneux, Lord Lieutenant of Surrey

### **Directors**

- ❖ Simon Whalley, Chairman and Chairman of Birtley House Group Ltd
- ❖ Rob Fairbanks, Director Surrey Hills Area of Outstanding Natural Beauty
- ❖ Cllr. Mike Goodman, Surrey County Council, Cabinet Member for Environment and Transport
- ❖ Ian McCulloch, Director Silent Pool Gin Distillery
- ❖ Tim Metson, Coverwood Farm and Lakes
- ❖ Sue Sturgeon, retired GBC Chief Executive
- ❖ Cllr. David Wright OBE, Chairman Surrey Hills Area of Outstanding Natural Beauty & Guildford Borough Councillor

### **Ambassadors:**

- ❖ Chris White, Chief Executive of Denbies
- ❖ Mark Lebus, Chief Executive of LC Energy

**Advisor:** Ann Moriarty

**Executive Director:** Wendy Varcoe MBE

**Corporate Partners:** Charles Russell Speechlys, Wilkins Kennedy, Birtley House & Surrey County Council.

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