

Annex G 1 - Economy

Economy Worksheet

WORKSHEET EC1: EMPLOYMENT

Sub-section 1: Employment		
<p>Census of Population</p>	<p>Q1 What is</p> <ol style="list-style-type: none"> The ratio of employed people to the total working age population? The ratio of working women to working men? <p><i>Compare these ratios with regional and national averages. This will help identify if there is hidden unemployment locally.</i></p> <p>(Worksheet S1 Q4 also refers to employment)</p>	<p>Dorking and surroundings have a high level of labour market participation with both males and female rates rates in the central wards several percentage points above the GB average. Highest rates are found in Dorking North (male, female : 90.6 and 76.5 respectively). Conversely both unemployment and inactivity rates are low. In general rural female activity rates are slightly lower; in Leith Hill ward for example has a rate four percentage points below the GB average.</p>
<p>Census of Population 2001 More recent local surveys Comparing LFS with ABI employer analysis</p>	<p>Q 2: What proportion of local people commute out of the town/hinterland to work and how far do they go?</p> <p><i>Compare the proportion with averages for other market towns (a list of towns is available on the Market Towns website).</i></p> <p>(Worksheets T1; T2; T3 also refer to travel)</p>	<p>There is a high level of in and out commuting – notably out by train to London, out by car to other employment centres like Gatwick or Thames Valley, and in by various modes. Average distance travelled to work at ca 15km is in line with the England average but this covers a wide dispersion between those working at home or within 2km of it and those travelling 20-40 km.</p>
<ul style="list-style-type: none"> New Earnings Survey, published by the Office for National Statistics Surveys by the Local Authority. 	<p>Q 3 Household earnings:</p> <ul style="list-style-type: none"> What are average household earnings? How do they compare with the national and regional averages? What percentage are above and below the average income level? 	<p>Both earnings and average pay rates are well above regional and national averages reflecting the nature of the occupational mix (see Q5.)</p>

<ul style="list-style-type: none"> • Census of Population • Annual Employment Survey 	<p>Q 4 How do employment rates in specific key industry sectors compare over time with regional and national averages?</p>	<p>There is a high proportion of managerial and professional jobs in the total mix; sectors like plant operatives and elementary occupations are well below the GB average. Eg Dorking North ward: managers/senior officials 21.2% against 14.9% for GB and professional 17.2 against 11.2% GB</p>
<p>Local survey of businesses Labour Force Survey</p>	<p>Q 5 Employers: a. Which employers employ over 100 people? b. What is the proportion of the local workforce employed by them?</p>	<p>Dorking has a significant number of large employers around the periphery eg Unum, Friends Provident in the financial services sector, Biwater in water engineering and Kuoni in the leisure sector. Johnston Engineering is a rare example of a large scale manufacturer. In the public sector, apart from local authority numbers, there are major players like the Highways Agency. The overall result is a well diversified large employer base.</p>

Sub-section 2: Unemployment		
Local Authorities Job Centre Plus	<p>Q 6 How do local unemployment rates for</p> <ul style="list-style-type: none"> • male unemployment • female unemployment • youth unemployment <p>compare with regional and national averages?</p> <p>(Worksheets S1 Q3; T2 Q2; T3 Q18,19 also refer to children & young people)</p>	<p>Unemployment rates in Dorking are less than half the GB average for both male and female. Although there are slight ward variations, the profile of Jobseeker Allowance bears out the strong labour market position with claims of up to 6 months well above the corresponding GB proportion and the over 12 months proportion at or below the GB figure. JSA proportions accounted for by the 18-24 age group are below the GB average; for the over 50 group, the share is above the GB figure. – suggesting that within the strong overall labour market, older workers have more difficulty finding jobs.</p>
NOMIS.	<p>Q 7 What sectors of the unemployed population are proportionally higher by age/gender than the regional and national averages?</p>	<p>Neither unemployment nor economic inactivity is a general issue for Dorking. The figures in Q6 suggest that inasmuch as there is any unemployment issue it tends to be relatively short term and more concentrated in older workers.</p>
<ul style="list-style-type: none"> • Annual Employment Survey • NOMIS 	<p>Q 8 Has unemployment fallen or risen in the last 5 years, compared to the national average?</p>	<p>Unemployment has been consistently below the national average. After a marked decline between 1991 and 2001 census it has fluctuated around a low level.</p>
<ul style="list-style-type: none"> • Annual Employment Survey • NOMIS. 	<p>Q 9 Are there any specific trends in unemployment in the local area, for example in a particular industry?</p>	<p>There are no significant trends</p>
<ul style="list-style-type: none"> • Annual Employment Survey • NOMIS 	<p>Q 10 What proportion of those who are unemployed have been out of work for:</p> <ul style="list-style-type: none"> over 6 months one year 	<p>See answer to Q6. In a ward like Dorking North 100% of JSA claims have been under 6 months (mid 06 figures). In the Holmwoods the figure was 77.8% (GB = 63.4).</p>

Sub-section 3: Employment outlook		
<ul style="list-style-type: none"> • Customs and Excise VAT Registration. <p>The local Business Link Operator</p>	<p>Q 11 What are:</p> <ul style="list-style-type: none"> • the success rates for new business start ups? • the failure rates for new business start ups? <p><i>Compare local statistics to the regional and national average, over a five year time period to identify trends</i></p> <p>ii. How many specific business closures have there been in the last three years?</p>	<p>In some sectors eg restaurants/cafes there is a notable churn on the High St though individually such individual closures are small even if presentationally they can suggest a degree of retail blight. Motor vehicle retail has also seen some casualties - Mays and Buell at either extremity of the town centre.</p>
<p>surveying local firms enquiries to the Business Link Operator, LAD/UAs or Learning & Skills Council</p>	<p>Q 12 i. How many local firms are planning to expand?</p>	
<ul style="list-style-type: none"> • local Business Link Operator • District Council economic development department • Regional Development Agency. 	<p>Q 13 What economic development/inward investment grants are available?</p> <p><i>Identify types of funding, eligibility criteria, sources and amounts available.</i></p>	<p>Firms are eligible only for national schemes – selective targeting would not be appropriate given the strength of the economy. Business Link (based in Woking) is the principal public sector source of information; there are a range of high street banks, accountancy firms etc offering information to small firms on support available.</p>

SWOT analysis

You need to consider what the information you have gathered tells you in the light of these questions:	Write your answers here. Base them on the information you have gathered:	Conclusion					
		It's a Fact	Strength	Weakness	Opportunit	Threat	Need more
Is unemployment a significant issue locally?	No		X				
Are there are any recent trends in long term unemployment?	There are no significant trends discernible and the diversity of sectors suggest the local economy should be reasonably robust and able to adjust.		X				
Is the town a dormitory town or has it a significant employment role?	Both in and out commuting is a significant feature. Both the number of large firms in and around the town, and the range of small firms represented mean that the economy is not simply based on servicing the needs of outward commuters though recycling their earnings must play a major role in revenues to local retail and service firms		X				
Is local employment particularly dependent on specific industry sectors and /or on a small number of large employers?	No. employment is well diversified by both size of firm and sector		X				

<p>Is employment growth within only some industry sectors, or spread more widely?</p>	<p>Though the whole local economy is quite vigorous, there are relatively few examples of technology intensive businesses with really strong growth prospects – nor is there the soft technology infrastructure to encourage such businesses to locate here. This isn't an immediate problem but could be a longer term weakness.</p>					X	
<p>How much confidence is there within the business sector?</p>	<p>Business confidence remains strong though trends in interest rates and cost pressures are of some concern</p>						X
<p>Is the number of jobs available locally increasing or decreasing?</p>	<p>Availability of skills, cost of land and – crucially – the congested infrastructure are all constraints on future long term growth</p>					X	
<p>What opportunities are there for job creation from the expansion of existing local firms?</p>							X
<p>How vigorous is the local economy - based on new business start-ups / closures?</p>							X

WORKSHEET EC2: BUSINESS SUPPORT

Sub Section: Support available to businesses		
Local Business Directory	Q 1 What services are offered to businesses by local bank branches?	The major high street banks all offer a full range of services though most of these are effectively a retail facility only with decision making in larger centres like Guildford.
Yellow Pages Business Directory Regional Development Agency	Q 2 Which of the following organisations have a presence in the town? <ul style="list-style-type: none"> • Small Business Service • Business Link • Chambers of Trade or Commerce • Learning and Skills Council • Enterprise Agency • Local food network/partnership or farm advisory service <p>(Worksheets EN2 Q15,16; EN3 Q5; also refer to land-based industries)</p>	Of this list, there is only an immediate presence of the Dorking Chamber of Commerce (which largely has a networking role in contrast to the more significantly resourced Surrey Chambers which covers Mole Valley from Epsom) . Business Link and The Surrey Learning and Skills Council operate from Woking. The short lived operation of the EEDA backed Enterprise Gateway from Dorking was a rare example of local business support delivery within the town.
Register of Business Enquiries Business Directory District Council Business Surveys	Q 3 How well used are business support agencies such as: <ul style="list-style-type: none"> • Business Link Operator • Business Links • Chambers of Trade or Commerce • Learning and Skills Council • Enterprise Agency • FRA/National Association of Farmers' Markets 	The chamber has just under 100 members ranging from single person businesses to large employers like Friends Provident. Take up of other services is modest – reflecting the lack of an immediate presence.

<p>District Council the Business Link Operator the Regional Development Agency</p>	<p>Q 4 a. What previous business support or initiatives have been available/been used? b. What is the evidence of these initiatives proving successful?</p>	<p>In general the area has not been a major consumer of business support initiatives – which may simply reflect the basic strength of the economic base. Initiatives like Connected Surrey (giving assistance with broadband) exist on a wider basis as of course does the general suite of Business link advice accessible through an 0845 number.</p>
<p>District Council Local knowledge</p>	<p>Q 5 If the town has a town centre manager, town centre forum or similar partnership organisation, who are they? <i>If there is more than one town centre manager, town centre forum or similar partnership organisation find out if there is an overlap between their services/ remit.</i> (Worksheets EN2 Q11; EN3 Q1; S4 also refer to community involvement)</p>	<p>Dorking has a town centre manager who is based in private sector premises in the High St and who, like their other Mole Valley counterpart in Leatherhead, reports to the MVDC Head of Economic Development Unit. The TCM has a service delivery function complementary to that of the broader consultative role of the Town Centre Forum which meets under the chair of a local councillor</p>
<ul style="list-style-type: none"> • Town Centre Manager(this may be the District Council, one of the local business advice centres, or a consortium of local businesses). 	<p>Q 6 What results have there been from any existing town centre management work? <i>you need to evaluate any results of monitoring and funding reviews, and also identify examples of good practice or ways in which activities could be extended.</i></p>	<p>The TCM team have an ongoing role in seeking to facilitate the reletting of major or difficult to let sites on the High Street where empty shop fronts can have a serious presentational downside. They have also been involved in major strategic projects like the Dorking Heart of the Surrey Hills initiative to promote tourism through both hard copy and on-line media.</p>

Sub section: Business networking		
Business Link Operator Chamber of Commerce	<p>Q 7 What regular events are there to bring the business community together; for example, breakfast clubs and trade fairs?</p> <p><i>Find out:</i></p> <ul style="list-style-type: none"> • <i>what they are</i> • <i>how often they are held</i> 	<p>The Chamber now runs a series of drop in networking events and there is also a weekly Business Breakfast group (BBG) meeting. Both provide a sort of informal referral role – keeping economic added value within the immediate environs. In addition there are less frequent events like the West Street Open Day which perform a wider marketing role.</p>
Chamber of Commerce Local business people	<p>Q 8 What arrangements are there for local suppliers to be able to network? Examples may include a Business Directory or website for the town.</p>	<p>A number of local business directories exist The chamber also maintains an on-line listing of members. The BBG site is searchable by trades of its members</p>
<ul style="list-style-type: none"> • Local surveys • Yellow Pages • Chamber of Commerce Local businesses	<p>Q 9 What business meeting and business conference venues are available?</p> <p>Are these venues available when needed?</p> <p>Are these venues big enough?</p> <p>Are these venues available at reasonable rates?</p>	<p>There is a range of facilities available from local hotels or pubs offering small rooms through to the major new Hayley conference centre at Wotton House giving full facilities for much larger events. Rates reflect the market but there is nothing to suggest tariffs are a major problem.</p>

Sub section: IT and e-business		
<ul style="list-style-type: none"> Chamber of Commerce 	<p>Q 10 Is there a published strategy relating to the use of information and communication technology (ICT)? Is the strategy readily available? Is the strategy easily understood?</p>	<p>Surrey Chambers have had a major push on ICT especially broadband in the county but there is not a Dorking ICT strategy as such. Nevertheless broadband is available throughout the town and hinterland via ADSL technology (with competing providers); cable is available in the central urban area.</p>
<p>Chamber of Commerce Business Link Operator Local surveys</p>	<p>Q 11 What local training and support is there to help companies address ICT problems and to develop their ICT capability?</p>	<p>Connected Surrey exists to give advice and support (including some grants for new installations) on broadband services. See www.connectedsurrey.com</p>
<ul style="list-style-type: none"> www.bt.com/broadband www.adslguide.org.uk 	<p>Q 12 What is/will be the availability of high-speed Internet access (at 512 kbits/second and at 2Mbit/ second) :</p> <ul style="list-style-type: none"> Now In 6 months' time In 12 months' time 	<p>See Q10. Broadband availability is not an issue. Speeds up to 8MB are increasingly available; most providers now offer 2MB..</p>
<ul style="list-style-type: none"> Chamber of Commerce Business Link Operator or by Local surveys 	<p>Q 13</p> <ul style="list-style-type: none"> What proportion of all businesses use broadband? What local businesses are considering using broadband in the near future? 	<p>n/k</p>
<p>Chamber of Commerce Business Link Operator Local surveys</p>	<p>Q 14 What do local businesses see as the key benefits of using broadband? <i>Examples could be: speed, convenience, cost savings, access to wider markets, increased customer contact, faster response, access to wider resources, business innovation.</i></p>	<p>Speed and (for small/microbusinesses) being able to run web applications without tying up the phone line are key points highlighted by eg Surrey Connected who case studied the Surrey Gourmet in Dorking. Reliability compared with dial up is crucial as businesses seek to access or move high volumes of data.</p>

<ul style="list-style-type: none"> • Chamber of Commerce • Business Link Operator • Local surveys 	<p>Q 15 Why do some local businesses not use broadband?</p> <p><i>Reasons may include</i></p> <p><i>Difficulty with availability</i></p> <p><i>Financial cost</i></p> <p><i>Too time consuming</i></p> <p><i>No business advantage</i></p> <p><i>No ICT support available</i></p>	<p>Broadband is increasingly the norm and only those whose business model requires very little data movement will rely on dial up. Simple installation and cost are rarely barriers; expertise and confidence are more significant factors .</p>
<ul style="list-style-type: none"> • Chamber of Commerce • Business Link Operator Local surveys 	<p>Q 16 How many local businesses</p> <ol style="list-style-type: none"> Use e-mail? Have a website? Make purchases or sales over the Internet? Gain access to key business resources over the Internet? 	<p>Email and basic websites giving information about a business are near universal. Interactive websites allowing online purchases are much rarer outside larger firms or those with a technology focus. Some retailers deliberately focus on a traditional high quality service, on high street approach and do not seek to compete in the on line market place which tends to be serviced from lower cost locations.</p>
<p>Chamber of Commerce Business Link Operator local survey.</p>	<p>Q 17 How many local businesses collaborate over the Internet with partner firms?</p> <p><i>Look here at cluster or supply chain relationships</i></p>	<p>There are very few instances of horizontal collaboration though some firms use on-line connections with wholesalers and suppliers. Horizontal networking tends to rely on informal methods.</p>
<ul style="list-style-type: none"> • Local Authorities 	<p>Q 18 Which public sector offices and sites currently have broadband communication facilities for external access?</p> <p><i>What proportion is this of all public sector office locations?</i></p> <p>(Worksheets S2 Q5; S4; S5 Q10; S7 Q6; T2 Q11,12; T3 Q16 also refer to local government services)</p>	<p>The library is the principal (and well used) open access facility- all Surrey libraries offer this service though it is not likely that the business community is a major user.</p>

SWOT analysis

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		It's a Fact	Strength	Weakness	Opportunity	Threat	Need more info
Are there shortfalls in the range of services offered by local bank branches, financial institutions and other business support services? If so, what are they?	The lack of an immediate business support presence (as opposed to a well developed network of business services) in Dorking is a weakness. There is also some concern about the fact that banking services are confined to “front end” though this is a much wider problem among towns of Dorking’s size			X			
Are there any opportunities to expand support for local businesses?	With public sector business support provision increasing delivered through hubs and telephone/on-line there is unlikely to be much scope for a fulltime presence here. A part time “clinic” approach” might be more realistic.				X		
Is there is a need to create, develop and or fund business events?	It is not clear that there is unfulfilled demand for such events; constraints on business persons’ time is probably a more serious barrier.						X

<p>Are there are enough business meeting and conference venues locally?</p>	<p>Relatively recent additions like the Atrium and Hayley at Wootton mean there is now a wide range of types and size of facility.</p>		X				
<p>To what extent are local businesses making use of Broadband and Internet technologies</p>	<p>Very local data on this (especially use rather than connection) is generally lacking.</p>						X
<p>Are there are technical or security concerns with remote broadband access to public sector ICT systems?</p>	<p>Such problems have not been noted.</p>						

WORKSHEET EC3: TRAINING AND EDUCATION

Sub-section 1: Pre-school to College Years		
<ul style="list-style-type: none"> Local Education Authority 	<p>Q1 How many pre-school places in nurseries and playgroups are there compared with the number of pre-school children in the area?</p> <p><i>Take into account any planned changes in the levels of service provision.</i></p> <p>(Worksheets S1 Q3; T2 Q2; T3 Q18,19 also refer to children and young people)</p>	<p>Quantitative data not available but there are a wide range of day nurseries, pre-school playgroups etc available to the 0-4 year old population (673 in last census). These are located both in the town and in the hinterland villages.</p>
<ul style="list-style-type: none"> Local Education Authority 	<p>Q 2 Is there access to good quality schools in the area?</p> <p><i>Compare rankings in school league tables with other, similar towns.</i></p>	<p>Dorking has a number of high performing primary schools with scores/value added scores above the national and education authority average.</p>
<ul style="list-style-type: none"> Local schools and colleges Local Education Authority 	<p>Q 3 How well qualified are local school leavers?</p> <p><i>Compare the number of pupils at age 16 with five GCSEs at A-C level age 19 with one or more A Level to the regional and national averages</i></p>	<p>Ashcombe in particular scores very highly amongst comprehensive schools at both GCSE (67% for A*-C including maths and English and A/AS level) 900 points on the new scoring approach – almost 200 points above the national and LEA average.</p>
<ul style="list-style-type: none"> Local Education Authority Individual schools 	<p>Q 4 Is there a high number of school exclusions?</p> <p><i>Identify the levels of exclusions and compare with other towns.</i></p>	<p>No. Absences of all types were low. Mole Valley exclusions (nearly all temporary) are low in absolute terms.</p>

<p>Chamber of Commerce Business Link Operator Local survey</p>	<p>Q 5 Does the area attract and retain enough graduates? If no, are there any policies in place/being planned to address this problem?</p>	<p>Although the proportion of the workforce with graduate qualification is high (34.1%), there is some evidence that these tend to be more mature employees. The high cost of housing works against retention of young graduates – many of whom go out of the area to university and do not immediately return. Unlike eg Guildford and the Leatherhead end of Mole Valley, there is relatively little technology clustering around Dorking.</p>
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Sub-section: Vocational & Adult Learning Opportunities		
<ul style="list-style-type: none"> • Learning and Skills Council • Local schools and colleges • Chamber of Commerce • Surveys of local residents, employees and employers 	<p>Q 6 Do local training organizations provide vocational work based training that reflect the needs of local residents and employers?</p> <p><i>Compare training areas with local employment opportunities.</i></p>	<p>There are no FE colleges in Dorking (or indeed Mole Valley) though an extensive range of courses is available at NESCOL (Ewell), East Surrey College (Redhill) or Guildford college. While these locations may not be a barrier for those within Dorking itself, particularly when supplemented by in-house training opportunities within larger employers, there is a greater obstacle for rural communities particularly those without private transport. Previous surveys have suggested that the biggest barrier to take up of learning is lack of time available. A number of community initiatives have been taken with hard to reach groups. (see Surrey LLP and Mole Valley CLP for details).</p>
<p>Adult education centres</p> <p>Surveys of local residents, employees and employers</p>	<p>Q 7 What non-vocational courses are provided locally and how easy is it for people to access a wide range of courses.</p>	<p>The Dorking Centre provides a limited range of eg Arts and Crafts and Foreign Language courses (see Surrey adult education brochure) but there are concerns that as funding has been diverted towards basic skills provision, such courses have been squeezed .</p>

Sub-section: IT-supported learning		
<ul style="list-style-type: none"> • Library • Local Education Authority • Survey 	<p>Q 8 How many public Internet learning and access points are there within the town and its hinterland?</p> <p><i>Find out the number of Internet points available in the towns and the surrounding villages per head of population. For example, are there Internet points within a telecottage, electronic village hall, telecentre, internet café, library or school?</i></p>	<p>The key learning and access point is the Dorking library which is well used. The removal of opportunities at the Dorking Learning Shop has been criticised.</p>
<p>Local surveys</p>	<p>Q 9 What proportion of households have Internet access at home, work or school/ other educational establishments?</p>	<p>There is a lack of quantitative data in this area but one would expect the social profile of a generally affluent area to mean a high level of home access and consequential reduced provision of collective facilities (other than when at school) – making the excluded more vulnerable. There have been a number of small scale initiatives eg to recycle PCs being replaced to those who would not otherwise afford them.</p>
<ul style="list-style-type: none"> • The town website • Tourist Information Centre • Library 	<p>Q 10 Is there a local community ICT group?</p> <p>(Worksheets EN2 Q11; EN3 Q1; S4; S6 also refer to community involvement)</p>	<p>There is no area wide initiative but some individual very local communities have run projects.</p>

SWOT analysis

You need to consider what the information you have gathered tells you in the light of these questions:	Write your answers here. Base them on the information you have gathered:	Conclusion					
		It's a Fact	Strength	Weakness	Opportunit	Threat	Need more
Are there are sufficient pre-school places in nurseries and playgroups?	Limited data exists but some suggestion that, within a generally satisfactory situation, there are some localised shortages and/or access problems especially for those with transport difficulties.	X					
Is there is a problem in local schools with academic achievements or exclusions?	No. The absolute numbers of exclusions are very small (see Dorking Ad article on 22.02.07 based on foi request). Academic results are strong – which may put added pressure on housing demand.		X				
Are there significant vocational or non-vocational training gaps, which could be filled locally?	It is not clear that there is extra demand for either vocation or non-vocational which can be viably or appropriately filled locally. More effort to connect the sections of community most reluctant to take up training with existing opportunities may be more productive.	X					
What proportion of people have access to the Internet?	Quantitative data is not available but the thesis is that a high level of private household access makes exclusion all the more noticeable.		X				

WORKSHEET EC4: LEARNING AND SKILLS DEVELOPMENT

Sub-section 1: Overall Economic Performance		
	<p>Q 1 What are the regional norms and trends for those industry sectors that are present in the town?</p>	<p>The economy is predominantly service orientated – particularly in retail, banking and insurance, travel etc. Growth is steady but land constraints probably rule out the sort of major HQ investment of the sort now being experienced in the Leatherhead end of Mole Valley. This is unlikely to lead to a step change either up or down in demand for labour.</p>
	<p>Q 2 To what extent has the town centre become a less significant location for retail and service sector development?</p> <p><i>Assess to what extent it is maintaining and attracting branches of major chains, and maintaining or attracting independent shops.</i></p> <p>(Worksheets S7; T2 Q12; T3 Q16 also refer to the retail and service sector)</p>	<p>For reasons of both the town’s size and nature of retail premises, chain brands are not a major feature. The town has successfully retained or attracted new independent shops but there is some sign of increased churn. The green belt boundaries have tended to act to keep economic activity quite central to the town , some long established edge of town service firms and the business parks on the western end.</p>
	<p>Q 3 How has employment in retail and service sector changed regarding full time/part-time jobs?</p> <p>(Worksheets S7; T2 Q12; T3 Q16 also refer to the retail and service sector. Worksheet S1 Q4 also refers to employment)</p>	<p>In retail there has been a marked growth in part time jobs (eg to cope with Saturday demand peaks); a lot of these are filled by local young people at school or college.</p>

Sub-section 2: Generic Skills Gaps		
	<p>Q 4 What are the issues around the attainment of basic literacy and numeracy skills?</p>	<p>In general Mole Valley has very low levels of people with no basic skills but there are exceptions. LLP analysis shows Holmwoods (SOA 547) has the highest education, skills and training deprivation score of all the Mole Valley SOAs and is 22nd out of the 709 in the county. It even appears in the upper quartile nationally (6844 out of 32,482) which is very unusual by Mole Valley standards</p>
	<p>Q 5 Skills: What particular generic skills needs do the industries in your area have? To what extent are they being met?</p>	<p>The most common requirement are general administrative and management skills with more specialism in eg bookkeeping/accountancy etc.</p>

Sub-section 3: Employers' Needs		
	<p>Q 6 Training:</p> <p>a. How do existing training services in the town meet employers' requirements?</p> <p>b. How good are those services?</p>	<p>The larger firms are generally able to develop their own skills internally or by recruitment. For smaller firms it is more difficult with lack of very local access to eg FE exacerbating the time constraints for releasing staff. Distance learning solutions provide one answer though some research has noted that a more structured learning environment works better for some.</p>
	<p>Q 7 Which employers provide local training or have their own training facilities for which there might be scope for sharing?</p>	<p>This needs further investigation. A lot of the large firms training is company specific so may not be suitable..</p>
	<p>Q 8 What are employers' specific skills training and development needs?</p>	<p>See q5. No very specific needs have emerged so far.</p>
	<p>Q 9 What specific recruitment and staff retention issues are there that could be addressed through local training provision?</p> <p>(Worksheet S1 Q4 also refers to employment)</p>	<p>The biggest obstacle to recruitment and retention is not skills so much but the very high local cost of housing.</p>
	<p>Q 10 Skills development:</p> <p>How do employers encourage training and skills development?</p> <p>How do employers participate in training and skills development?</p> <p>What are the barriers to that participation?</p>	<p>Large firms tend to have a more structured approach to their own staff development as well as the ability to interact with other players like Surrey Economic Partnership looking at such issues. (SEP have for example promoted an initiative to meet skills requirements for young people in the financial services sector). For small firms it tends to be much more ad hoc with focus on very immediately job-relevant skills rather than broader career development. Biggest obstacle is time for release.</p>

	Q 11 To what extent do employers recognise the business benefits of training and skills development?	At the general level almost all will sign up to the benefits of training but translating this into specific willingness to release staff is more difficult.

Sub-section 4: Peoples' Needs		
	<p>Q 12 Is there adequate local provision for all the types and levels of learning that are needed?</p> <p><i>Look into whether different learning preferences are met or reflected in what is available.</i></p>	<p>In general for those with a reasonable level of mobility access to learning is not the biggest barrier; previous work by eg CLPs has however noted the greater barriers in rural areas.</p>
	<p>Q 13 Learning opportunities:</p> <ol style="list-style-type: none"> Are people aware of learning opportunities either as individuals or as employees? By what means have they become aware of the opportunities? 	<p>There is a wide range of written material available eg SCC Adult Learning brochure but increasingly people will turn to the web (or intranets for large companies) for sight of what is available.</p>
	<p>Q 14 To what extent do people have to travel elsewhere to match their skills and aspirations with appropriate employment?</p> <p>(Worksheets T1; T2; T3 also refer to travel)</p>	<p>In and out commuting is a major feature of Dorking's economy. This is probably an inevitable consequence of economic specialism and generally high levels of mobility, but the particular reliance on private motor cars (often with little car sharing) causes significant peak hour congestion.</p>
	<p>Q 16 How important is the voluntary sector in the town as a pathway to skills development?</p> <p>(Worksheets S5 Q6; S6 Q5 also refer to the voluntary sector)</p>	<p>Overall volunteering locally is probably more a way by which people give back the benefits of skills rather than develop them. (This is not to underplay the role of charities in supporting skills development in niche areas eg for those with disabilities.)</p>
	<p>Q 17 What is the voluntary sector's track record as a training provider?</p>	<p>Need more data.</p>

	<p>Q 18 Is transport an issue specifically in the context of accessing training/education?</p>	<p>Transport is one significant issue for the “harder to reach” groups in terms of accessing training. But it has a much wider role in exclusion issues for the locality.</p>
	<p>Q 19 Is Adult Education recognised locally as a pathway to future learning?</p>	<p>Adult education has tended locally to be perceived as more of a recreational activity for more mature learners than as a way of developing hard skills.</p>
	<p>Q 20 Is childcare available and adequate to meet the needs of those attending courses?</p> <p>(Worksheets S1 Q3; T2 Q2; T3 Q18,19 also refer to children and young people)</p>	<p>Again this is one of the contributing factors to exclusion for some groups but not a general problem.</p>
	<p>Q 21 Are there a significant number of childcare providers requiring local training?</p>	<p>Not aware of a particular need.</p>
	<p>Q 22 What links are being made locally between children and family learning programmes and the encouragement of further learning opportunities?</p>	<p>In general family learning opportunities are not well developed in Mole Valley. See http://www.surreyllp.org.uk/site/clps/mole_valley/summary.htm for statemnt of learner needs.</p>

Sub-section 5: Provision & Mechanics		
	<p>Q 23 Training provision: Who provides training within the town? Where does the training take place? When does the training take place?</p>	<p>The open training is provided through eg the Dene st Centre as well as specialist providers like Lucis. This whole area is likely to be changed further with contractorising plans. A number of organisations have registered an interest in delivery.</p>
	<p>Q 24 What mechanisms are in place to link the main learning information, advice, and guidance advisors/providers?</p>	<p>In general (this is not just a Dorking issue) mechanisms are fragmented and not particularly user friendly. The growth of various web portals is having only a limited effect in simplifying the picture.</p>

SWOT analysis

You need to consider what the information you have gathered tells you in the light of these questions:	Write your answers here. Base them on the information you have gathered.	Conclusion					
		It's a Foot	Strength	Weaknes	Opportu	Threat	Need
Are industries in the town in the growth sectors of the regional economy? Are the skills needs of these sectors being met?	The economic base is both diverse and well orientated towards growing service sectors albeit constrained by geographical factors.		X				
How does the health of the local economy compare with other towns and the regional economy as a whole?	In general the economy is high value but (not least because of physical constraints) it is not particularly well positioned to grow. It has however coped with some external shocks like the loss of US visitor trade to the antiques trade.		X				
Is there any significant cluster of businesses in the town (for example, tourism, specialist retailing, and engineering) and why is the town attracting these businesses?	In general the town is well diversified rather than orientated towards clustering (for which it lacks an obvious driver like a technical research base). Indeed over time it has probably become more diversified eg in retail. There is a potential threat if eg the diversification of West Street means it loses the critical mass as a visitor destination					X	
What significant skills shortages or recruitment problems are existing businesses experiencing?	The major problem is related to housing cost and availability particularly for employees with young families	X					

<p>What is the mix of generic and sector-specific skills that local employers most value and most need to help their business?</p>	<p>General administrative skills are the most sought after</p>	<p>X</p>					
<p>Can local people access training locally that will improve general skills levels in the community and work to the benefit of local businesses and the local economy?</p>	<p>Subject to the proviso about transport difficulties affecting some excluded groups, the general answer is that locally (ie up to 12 miles) will cover such needs</p>		<p>X</p>				
<p>What delivery agencies, trainers, and infrastructure bodies are active in the town? What facilities are available in the town that could provide a venue for local delivery of information, skills training, etc?</p>	<p>See earlier analysis re business support. In general business infrastructure is quite weak – in terms of a specifically local presence</p>			<p>X</p>			
<p>Where are decisions made about the provision of training opportunities within the town? By whom are these decisions made?</p>	<p>In general these decisions are made at county level eg LLSC,SCC and may be perceived as remote and driven by eg national agendas</p>			<p>X</p>			

WORKSHEET EC5: RETAIL AND TOWN CENTRE SERVICES

Sub-section: Retail shops and services		
<p>Chamber of Trade or Commerce The district council (if they have undertaken a retail study) GOAD Experian town centre surveys or your own local surveys</p>	<p>Q 1 Look at the businesses in the town</p> <ol style="list-style-type: none"> What proportion are retail, and how many people do they employ? What proportion provide consumer services, and how many people do they employ? <p>(Worksheets S1 Q4 also refers to employment. Worksheets S7; T2 Q12; T3 Q16 also refer to the retail and service sector)</p>	<p>ATCA 2002 data shows 550 employed in convenience retail and 610 in comparison retail 230 are employed in retail services and a further 220 in restaurants and licensed premises.</p> <p>Even taken all together these only just exceed the 1300 in offices but crucially all the sectors are well diversified.</p>
<p>Chamber of Trade or Commerce The district council (if they have undertaken a retail study) GOAD Experian town centre surveys or your own local surveys</p>	<p>Q 2 How many shops in total are there?</p> <ol style="list-style-type: none"> What is the total floorspace in the town centre in out-of-town centres in the villages? <p>(Worksheets S7; T2 Q12; T3 Q16 also refer to the retail and service sector)</p>	<p>Dorking has some 180 retail shop (not service) units mainly stretched along the three arms of the Y formed by High St, South St and West Street. The relatively small St Martins Walk precinct is the only relatively recently built collection of modular units; the other shops are nearly all individually constructed units of varying ages which generally preclude economic amalgamation into larger entities of the floor size increasingly demanded by multiples.</p> <p>There is little edge or out of town shopping nearby except for some specialists like timber merchants, DIY etc. However there is significant competition from big supermarkets at eg Leatherhead, Reigate, Burgh Heath and Broadbridge Heath which are believed to take a significant amount of business from those for whom the town centre involves a car trip anyway.</p>

		<p>Villages like Westcott, Mickleham, Brockham have retained some small scale shopping facilities – though as at Mickleham there is one combined shop/post office and this has only survived through partial community ownership. There have been some individual losses of rural shops – most recently at Strood Green.</p>
<ul style="list-style-type: none"> • Chamber of Trade or Commerce • The district council (if they have undertaken a retail study) • GOAD Experian town centre surveys or your own local surveys 	<p>Q 3 What type of shops and services are there in the town centre and surrounding villages? List them by numbers and percentages of each type. An example might be: Banks, 6, 12% <i>Other shops and services may include chemists/pharmacies; butchers; charities, antique shops; clothes stores; shoe shops; bakers; grocers; supermarkets; hardware stores; general stores; solicitors; accountants; garages; pubs; cafés; dentists; doctors/medical/care - and so on; add to the list as appropriate.,</i></p> <p>Identify any particular shops and services that attract visitors and shoppers from outside the town. Include any shops and services which have branches in other areas or towns.</p>	<p>Dorking’s town centre comprises a varied mix from 2 modest supermarkets (and a part of another major retailer) down to a number of specialist shops in the antiques trade (though that sector has been under pressure and West Street has seen some diversification). Services like estate agents, building societies and banks, solicitors and accountants are well represented as are charity shops. Weaknesses are clothing multiples (especially for popular childrenswear), shoe shops (just one major name) and food independents (no wet fish or greengrocer). Bookshops, florists, jewellers and hardware are all present and the pharmacy sector has recently been strengthened with a new unit with extended hours in the purpose built health centre at the east edge of the town. The antiques trade is the best known USP of the town (though international visitors have declined) but the somewhat eclectic wider mix of small shops has a loyal following.</p>
	<p>Q 4 How many charity shops are there? (Charity shops pay lower rates and rentals.)</p> <p>(Worksheets S6 Q6; S7 Q5 also refer to the voluntary sector)</p>	<p>8 (one has recently been displaced by redevelopment work). In general the numbers and location have been quite static after some increase in the 90s; all are valued by the charities for collection of goods for onward distribution as well as direct sales.</p>

<ul style="list-style-type: none"> District Council: look at their Retail Capacity Studies and Retail Impact Assessments of specific developments 	<p>Q 5 Has retail floorspace in the town centre been lost in the last five years? If so, by how much?</p> <p><i>Look at historical data on retail and commercial floorspace in the town centre and compare it with any out-of-town developments.</i></p>	<p>Up to date quantitative data will need to await the new study just commissioned by MVDC but in general there has been little loss of town centre space and limited conversion away from A1 use (generally away from the core). There is a waiting list for premises though the specific circumstances of the town have also seen a considerable churn rate (together with a small number of units empty for prolonged periods).</p>
<p>Property Intelligence plc From local property agents</p>	<p>Q 6 Retailers register their interest for additional floorspace. What are the anticipated retail floorspace requirements in the future based on this?</p>	<p>See Q5</p>
<ul style="list-style-type: none"> GOAD Experian town centre surveys District Council's Retail Capacity Study your own local surveys 	<p>Q 7. How many shops are vacant in the town centre and how many have been vacant for more than two years?</p> <p><i>If there seem to be a large number compared with the regional and national vacancy rates, find out why the vacant shops are not being reopened.</i></p>	<p>There are some complex lease issues affecting some significant sites particularly at the town's "gateways" but in general prolonged vacancies are not the issue so much as the mismatch between premises available and modern retailing requirements.</p> <p>The issue receives a lot of attention from the town centre manager team.</p>

<p>GOAD Experian town centre surveys District Council's Retail Capacity Study your own local surveys</p>	<p>Q 8 How many new shops in the centre have opened in the last three years? How many shops have had major refits in the last three years?</p>	<p>Physical constraints tend to limit major structural changes but both M&S and Sainsburys have updated their offering as has the major shoe retailer, Smiths have recently moved to new premises, and two major units in prime town centre space are currently being completely reconstructed for reoccupation. But in general the shops remain a mix of traditional small premises. One potential supermarket enlargement is currently delayed by prolonged deliberations surrounding county council ownership of one part of the proposed enlarged site. Another possible supermarket development is currently the subject of major community controversy as well as difficulties in overcoming access problems.</p>
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Sub Section: Markets		
<ul style="list-style-type: none"> • National Federation of Market Traders • Association of Town Centre Managers • National Farmers' Retail and Markets Association (FARMA) British Association of Market Authorities 	<p>Q 9 Do the town and surrounding countryside have markets? If so What kind (eg, provision markets, livestock markets, farm shops, farmers' markets, WI markets)?</p> <ul style="list-style-type: none"> • How many? • How often? • What size? <p>a. How many of these sell local produce?</p> <p>b. Which local producers are not represented in local markets?</p> <p>(Worksheets EN2 Q12,13; EN3 Q5 also refer to the land-based industries)</p>	<p>Dorking has a weekly general market and a monthly farmers market – both on weekdays – with an occasional Saturday farmers market. The general market is highly dependent on some key stalls – while the farmers’ market has been under some pressure from the increased range of organic and locally sourced food available through eg supermarkets and a specialist shop on the high st . There has been some pressure expressed in our consultation for more non-weekday farmers markets</p> <p>The Dorking livestock market has not been present for many decades.</p> <p>In the rural area there are a small number of farm shops and pick your own centres.</p>
<p>The market operator (often from the District Council or from the National Association of British Market Authorities)</p>	<p>Q10 How often is the general market held?</p> <p>a. How have the number and type of traders and stalls changed over the last three years?</p>	<p>a)Weekly b) Not very significantly; in particular three core stalls – fruit&veg, fresh fish and butchers - have a very loyal and longstanding clientele</p>

<p>The National Farmers Union, District Council The Market owners and operators.</p>	<p>Q 11 What are the potential threats to the local provision and/or livestock market?</p> <p><i>Look at historic data on number of stalls, turnover levels, throughput, how many people they employed, etc. This will help you to assess any vulnerability to closure</i></p> <p>(Worksheets EN2 Q12,13; EN3 Q5 also refer to the land-based industries)</p>	<p>See comment on A9. One particular threat to the weekly general market is, if the proposed supermarket development goes ahead, what would happen both temporarily and permanently to the market's existing location on the top car park decks. It is not clear the market could recover from any significant interruption to its existence.</p>
<ul style="list-style-type: none"> Defra 	<p>Q 12 How far away is the nearest abattoir or meat cutting plant</p> <p>(Worksheets EN2 Q12,13; EN3 Q5 also refer to the land-based industries)</p>	<p>Henfield in W Sussex is now the nearest following closure in Guildford. The future absence of provision in Surrey was one feature noted in a SEEDA study on 2000 but the issue was market driven and no specific leverage was identified.</p>

Sub-Section: Looking to the future		
<p>Any survey of local shops and services</p>	<p>Q 13 Are local retailers confident about future trading and the town's role as a shopping destination?</p> <p><i>Find out whether local retailers plan to expand or move to new premises, or if they are concerned about particular constraints on future business. If they have concerns, what are they?</i></p> <p>(Worksheets S7; T2 Q12; T3 Q16 also refer to the retail and service sector)</p>	<p>In general the retailers seem to feel confident that a combination of the town centre customer base and the loyalty of others who value the "non-clone" nature of Dorking's retail offering means they are well positioned</p>
<ul style="list-style-type: none"> • The Valuation Office • The District Council • Through local property agents 	<p>Q 14 Are rents for retail premises stable or increasing?</p> <p><i>Look at rents over the last three years and compare them over time with competing centres.</i></p>	<p>Rent increases do not seem to be deterring the uptake of premises even though they may be forcing some churn. Historically Dorking's retail rents have been modest – well below the rates for larger centres like Epsom and Redhill but above comparators like Reigate (Collins Erdman Lewis data only available to 2001).</p>
<p>The Tourist Information Offices for your town and nearby/other county towns Local/nearby hotels The Internet</p>	<p>Q 15 In which brochures or other publicity material is the town centre actively promoted as a shopping destination?</p>	<p>A variety of tourism and other publications from MVDC plus other freesheets like the Challenger as well as the main paid local paper promote the town. The visit Dorking website also fulfils this role.</p>

SWOT analysis

You need to consider what the information you have gathered tells you in the light of these questions:	Write your answers here. Base them on the information you have gathered.	Conclusion					
		It's a Fact	Strength	Weakness	Opportunity	Threat	Need more info
How much of the local shopping provision is in the town centre, out-of-town centre or in the villages?	The fact that the retail offering is concentrated in the centre is an asset to the town but the mix of old premises is also a potential threat.		X			X	
Are there any obvious gaps or shortages in provision of different types of shops and services?	Clothing multiples (especially for women and children); wet fish and greengrocers are notable absentees. Finding suitable premises for the former is particularly challenging.				X		
How effective is the use of retail floorspace?	There are a number of anomalies. In general the central town area provides a compact range of retail offerings, but this masks some quality issues and it is not clear the extent to which some value is leaching out.		X				X
Has the town centre has become a more or less attractive location for retail development?	For a long time there has been a shortage of quality units sought by major retailers though this has not prevented some long running issues of high profile vacancies (which overall statistically remain low fluctuating at 3-5%).					X	
If there is commercial demand for additional retail floorspace?	Despite the waiting list, it is not so much the need for quantitative additions as for a better match to retailers' requirements in size per unit and quality. Ironically the best physical stock (St Martins Walk) is commercially unpopular.		x				X

What is retail confidence like?	In general reasonable though there is a lot of nervousness about the potential impact of any positive decision on a large supermarket off the high street.						X
Are the local provision and/or livestock markets vulnerable to closure	See earlier comments about the specific circumstances of the markets. A combination of hygiene requirements and high land values have already shaken out meat processing capacity.				X		

WORKSHEET EC6: COMMERCIAL AND INDUSTRIAL PROPERTY NEEDS

Sub-section 1: Supply of property		
<ul style="list-style-type: none"> District Council Local property agents 	<p>Q1 How much land for development has been allocated in the Local Development Plan plan?</p> <p>(Worksheets EN1; EN2; EN3 Q4; S2; S3 Q11; S5 Q8; S6 Q1,3 also refer to the built environment. Worksheets EN1 Q7,14; EN3 Q4; S2; S5 Q10; T! Q3 also refer to development)</p>	<p>The only major unimplemented land for commercial development is at the end of Curtis Road.</p>
<p>District Council Local property agent</p>	<p>Q 2 Floorspace:</p> <ol style="list-style-type: none"> What is the total amount of commercial and industrial floorspace available? Where is it? How much of it has been built or let in the last three years? 	<p>n/k</p> <p>most of the larger units are spread round the periphery of the town and particularly the business parks on the western side of town which are the newest build</p>
<p>District Council Local property agent</p>	<p>Q 3 How many premises suitable for new small businesses are there at affordable rents?</p> <p>Look at the number of smaller premises and find out rent levels.</p>	<p>Although there are some modern units available, there is some concern at the attrition of office and industrial premises to residential – driven by the extremely high demand (and thus land value) of the latter. Though these individually are small premises, the overall effect is a long term diminution of available business land of this type.</p>
<p>District Council Local property agent</p>	<p>Q 4 How many premises are there that allow for ‘expansions’ or ‘grow on’ by existing local firms?</p> <p><i>Generally, you will find shortages are more often in the space for expansion rather than for start up premises</i></p>	<p>Again the western side of Dorking caters for grow on by more successful firms. Total statistics suggest rate of take up of vacant space has declined somewhat since early 00s.</p>

Sub-section 2: Demand for properties		
<p>Local property agents District Council</p> <ul style="list-style-type: none"> • Surveys of local employers 	<p>Q 5 Available floorspace: How much available office or industrial floorspace is vacant or on the market? Where is it?</p>	<p>The total amount of vacant office and business floorspace in the Dorking area of Mole Valley was last estimated at 7295 sq m with 1952 sq m of vacant industrial floorspace. Most of the larger elements of this are in the business parks on the west edge of the town.</p>
<ul style="list-style-type: none"> • District Council • Local property agents 	<p>Q 6 What have been the trends in vacancy levels in industrial and commercial property? Compare historical vacancy levels in properties of different ages and sizes.</p>	<p>There seems to have been a small increase in vacancy rates – noted in 2004 MVDC monitoring report.</p>
<p>District Council Valuation Office Local property agents</p>	<p>Q 7 What have been the trends in rental returns in recent years? Compare historical data on commercial rents. Note that increased rents and yields denote greater demand for floorspace.</p>	<p>There is some concern that some of the weakness noted in occupancy rates has not been reflected in rental rates – suggesting market clearing mechanisms are working imperfectly.</p>
<ul style="list-style-type: none"> • Local employers • Business Link • Regional Development Agency 	<p>Q 8 Future planned expansion: How many existing commercial and industrial businesses are there with commitments to expand? Where are they located? (Worksheets EN1 Q7,14; EN3 Q4; S2; S5 Q10; T! Q3 also refer to development)</p>	<p>Quantitative data not available but it is not clear that the business base is in high growth sectors. A more significant trend may be existing firms seeking to consolidate on core locations – Biwaters being a current example.</p>

<ul style="list-style-type: none">• District Council• Small Business Service• Regional Development Agency	Q 9 What economic development and funding initiatives are in place to assist the expansion of local firms and incoming firms?	MVDC EDU is the major influence here but it seeks to operate in a facilitating and brokerage role; funding initiatives are not a significant factor in the area. (See also answers on Business support in Ec2)
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SWOT analysis

You need to consider what the information you have gathered tells you in the light of these questions:	Write your answers here. Base them on the information you have gathered:	Conclusion					
		It's a Fact	Strength	Weaknes s	Opportu nities	Threat	Need
How have vacancy levels for commercial properties changed in the last three years?	Given the supply constraints, this is not a serious concern but there is some signs of weakness			X			
Are existing commercial and industrial firms planning to expand?	See A8						X
Are there sufficient premises at affordable rents for new small businesses, and for businesses that want to expand?	There is certainly some concern that pressure for conversion to residential is making some long term inroads into available supply even if there are no immediate shortages. The worry is that, without long term safeguarding, the local employment potential will be damaged putting more pressure on out commuting as residential population increases					X	X
What is the overall demand for, and gaps in the provision of, different types of commercial and industrial property. Take into consideration size and age of available property.	Most of the growth in both supply and demand for business property is in the northern half of MVDC. Quality of retail premises remains a challenge.						

WORKSHEET EC7: TOURISM AND VISITOR SERVICES

Sub Section 1: Who are our visitors?		
<ul style="list-style-type: none"> • Local Tourist Information office • Visitor surveys 	<p>Q 1 How many visitors come to the area each year? Consider:</p> <ul style="list-style-type: none"> Day visitors Overnight visitors Longer stay visitors <p>(Worksheets S1 Q8 also refers to visitors and tourism)</p>	<p>Mole Valley statistics from 2004 study show 2.65 million day trips 233,000 staying trips</p>
<ul style="list-style-type: none"> • Visitor Surveys conducted by the District Council or Tourist Board 	<p>Q 2 Visitor activity: Is visitor activity susceptible to seasonal peaks and troughs? If yes, when do these occur, and why?</p> <p>Compare visitor numbers and employment rates at different times of the year.</p> <p>(Worksheets S1 Q4 also refers to employment)</p>	<p>With a major attraction being the AONB countryside around and the opportunity for walking, rambling etc, there is inevitably more tourism business outside the winter months during which, also, local national trust properties (but not grounds) are closed. However with a major component being the “visiting friends and relatives” (VFR market) which is less seasonally dependent, the peaks are not unduly marked and a number of major visitor attractions – notably Denbies – are busy all year round. Growing commercial conference business can also further spread the load.</p>

Sub Section 2: What do tourists want?		
<ul style="list-style-type: none"> Local Tourist Information office Visitor surveys 	<p>Q 3 Where do visitors go during their visit?</p>	<p>Many visitors go to the major north downs sites like Box Hill, Leith Hill to take advantage of the local landscape and access the major long distance paths like the North Downs and Greensand Ways. Others look to the built heritage in the town itself ranging from its churches to the museum and the caves or browsing in the specialist antiques and other shops.</p>
<p>Local Tourist Information office</p> <p>Visitor surveys</p>	<p>Q4 What do visitors do during their visit?</p> <p><i>Look at, for example, whether they go shopping, visit tourist attractions, do sport, visit friends/relatives, etc.</i></p>	<p>VFR is a crucial market but this is often combined with other activities whether in the town or countryside. Shopping is an important year round activity as is visiting the vineyard. At certain times of the year (Leith Hill Festival, Arts Alive ec) there is a particular burst of cultural activities though Dorking is actually well provided with concerts etc throughout the year. There is a modest cinema attached to the Dorking Halls but in general some concern at the limited offerings suited to younger families.</p>
<ul style="list-style-type: none"> Visitor Surveys conducted by the District Council or Tourist Board 	<p>Q 5 How much money do visitors spend in the town and the surrounding area?</p>	<p>The total economic value of tourism in Mole Valley is estimated at £165m.</p>

Sub-section 3: What does our town offer tourists?		
<ul style="list-style-type: none"> Local Tourist Board Yellow Pages 	<p>Q 6 Activities: What are the main tourist or visitor activities in the town or nearby? Are there any specialist tourism enterprises, such as language schools or conference centres that may encourage people to visit the area? If so, what proportion of visitors use these facilities?</p> <p><i>Consider both major activities (for example, festivals, sports events, key landmarks, etc), and smaller scale activities (for example, footpaths, cycle ways/cycle hire, etc).</i></p>	<p>High profile attractions are the Denbies vineyard and the NT property at Polesden Lacey. The Surrey Hills surrounding the town have an extensive network of paths and bridle ways. It is the “green package” which is probably the most important component of the tourism offering but this is complemented by other aspects like the “Heritage Trail” in the town, the cultural offerings at the Dorking Halls, and specialist educational courses eg in alternative therapies.</p>
<ul style="list-style-type: none"> Local authority Local transport providers 	<p>Q 7 What are the transport links: To the town in the first instance (for example, road and rail) For visitors once they have arrived (for example, buses, hire cars)?</p> <p><i>Consider whether there are viable alternatives to private cars.</i></p> <p>(Worksheets EN1 Q10; S3 Q1,4; T1; T2; T3 also refer to public transport or travel)</p>	<p>Dorking is well served by rail both from London and on the east west link to Reading and Gatwick Airport. Access to Heathrow by public transport is however poor and slow. Road access is good thanks to the 5m distance from the M25 (albeit congested at peak hours) and to the N/S and E/W trunk roads.</p> <p>Apart from the now withdrawn specialist seasonal explorer bus, local bus services are not convenient for visitors either in terms of timetable coverage or ease of information. Taxis are available from ranks at the main station and in the town. Car hire is available from some small local firms; national operators are accessible from Guildford or the airports.</p>

<ul style="list-style-type: none"> • The Tourist Information Office • local survey. • www.tourismforall.org.uk • www.holidaycare.org.uk 	<p>Q 8 How accessible is the town and its facilities for people with disabilities?</p> <p>(Worksheets T3 also refers to disability issues)</p>	<p>Given its hilly geography, the town is inherently not very accessible to those with disabilities. But this is exacerbated by particular shortcomings in access at the stations – the principal east/west station (Dorking Deepdene) has a long flight of steps up to the platforms, while the pattern of London trains stopping and starting from the island platform accessible only by subway with steps means that Dorking man station is generally not accessible for those with disabilities. Within the town things are getting somewhat better with increasing use of dropped kerbs and eg “kneeling“ buses, but there is a lot of pavement clutter in the form of bollards, A-boards etc.</p>
<p>District Council Local Tourist Board Local surveys</p>	<p>Q 9 What is the range and capacity of accommodation available with respect to these grades:</p> <ul style="list-style-type: none"> • B&B • Guest House • Hotel • Self-catering • Caravan and camping • Youth hostels • Bunkhouse barns 	<p>Dorking has a wide range of accommodation available from 4* hotel at the Burford Bridge through to the Youth Hostel on the slopes of Ranmore. Self-catering and caravan/camping is all available nearby and B&Bs are available both in the town centre and surrounding villages.</p>
<p>District Council Local Tourist Board</p>	<p>Q 10 Competitions:</p> <p>a. Does the town enter any national competitions, such as 'Britain in Bloom'?</p> <p>Do the surrounding villages enter the 'Best Kept Village'?</p>	<p>Yes</p> <p>Yes</p>

<p>local food groups Tourist Information Office</p>	<p>Q 12 Food directory: Is there a local food directory for the town and surrounding hinterland?</p> <ul style="list-style-type: none"> a. How is it produced? b. Who is it distributed to? c. How often is it updated? <p>(Worksheets EN2 Q13; EN3 Q5; S5 Q9 also refer to food)</p>	<p>Available on line at Surrey Food Links which is searchable for the mid-surrey area covering Dorking</p>
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Sub-section 4: Do we need to improve what we offer?		
<p>Tourist Information Visitor Centre Local surveys Visitor surveys Tourist Board Tourism officer</p>	<p>Q 13 Visitor information:</p> <ol style="list-style-type: none"> If there is a Tourist or Visitor Information Centre in the town, how well used is it? Where are the Visitor Information Points in the town? Around the town and its environs, are there: <ul style="list-style-type: none"> current visitor guides town trails up to date walking and cycling trails <p><i>Consider the number of enquiries in various forms, including phone calls, 'hits' to the Internet and the number of visitors to the Centre.</i></p> <p>(Worksheets EN1 Q10; EN3 Q7; T1 Q5; T2 Q6; T3 also refer to pedestrian access. Worksheets EN3 Q6,7; S5; S6; T3 Q17 also refer to recreation and leisure))</p>	<ol style="list-style-type: none"> there is a Visitor Information Centre in the foyer of Dorking Halls which has reasonable use (<i>check figures from staff</i>) there is a general information board in the town centre and some smaller specialist boards eg greeting potential walkers alighting at Dorking Deepdene There is a good range of guides, maps, town trails etc available from the VIC and elsewhere – some free and some charged. There is also an effective website www.visitdorking.com giving information on everything from accommodation to suggested itineraries for days out; however some aspects of this eg the events page desperately need better maintenance.
<ul style="list-style-type: none"> Visitor surveys Tourist Board District Council Tourism Officer Local survey 	<p>Q 14 Is there adequate and effective pedestrian and road signing to visitors' attractions and services (for example, parking and public toilets, the Tourist Office and the town centre)?</p> <p><i>Look at signage to/from tourist attractions from key points such as at car parks, the train station, and between attractions.</i></p>	<p>Pedestrian and road signing along the principal roadways is good but the network of alleys is probably an asset hidden from most visitors.</p>

<p>Local survey</p>	<p>Q 15 How convenient is public transport for shopping areas/facilities and tourist attractions?</p> <p>(Worksheets EN1 Q10; S3 Q1,4; T1; T2; T3 also refer to public transport or travel)</p>	<p>The station locations are not good for the town centre attractions, and the bus links are poor – fragmented and not integrated in timetabling with arriving trains. There is no real time information available at bus stops (though this is now being implemented at some village locations) and there is little reality to back up the exhortation in some tourist literature to leave the car at home.</p>
<ul style="list-style-type: none"> • Local survey 	<p>Q 16 Parking: How many car parks, coach parks, meters, free parking zones, etc, are there? Are they situated conveniently for the Town Centre, shopping and tourist attractions? (Worksheets EN1 Q9; S7 Q2; T1; T3 also refer to transport access)</p>	<p>Dorking has a number of car parks (but no coach parking) conveniently located for the town centre. There is an increasing problem with onroad parking either in unregulated side streets or (shortterm) on yellow lines where the minimum 1 hour tariff encourages motorists to chance it for a few minutes.</p>
<ul style="list-style-type: none"> • Visitor surveys • Tourist Board • District Council, Tourism Officer 	<p>Q 17 To what extent does the number, range and quality of visitor services and ancillary services match visitor expectation and needs? (Worksheets EN1; EN2; EN3; S3 Q7,11 also refer to environmental quality)</p>	<p>The follow up to the 2004 tourism healthcheck generally indicated a lot of satisfaction with the tourism offer particularly for the older visitor looking for a market town experience in terms of specialist shops, local attractions and cafes/restaurants. Attractions for young people were more limited with workshop attendees feeling the town was not overly “family friendly”.</p>
<p>Local survey</p>	<p>Q 18 What do visitors think about the general appearance and attractiveness of the town/hinterland, and the public facilities?</p> <p><i>Look at:</i></p> <ul style="list-style-type: none"> • <i>The number of and standard of public facilities (for</i> 	<p>The natural environment of Dorking scores highly but the town centre is more problematic. Public toilet provision has been a source of irritation, and even the long awaited replacement facility in south street will not deal with the particular problem of provision in the evening after the St Martins Walk facility shuts. Seating in the high street is</p>

	<p><i>example, public toilets; seating (in covered and uncovered areas); accessibility for older people and the less able; litter bins. Add to this list as appropriate.</i></p> <ul style="list-style-type: none"> • <i>The general appearance: for example, are the streets clean and tidy? Is graffiti a problem? Are there well-tended flower beds and borders, etc? Are the railway station/bus terminals in good repair? Add to this list as appropriate.</i> <p>(Worksheets EN1; EN2; EN3; S3 Q7,11 also refer to environmental quality. Worksheets EN1; EN2; EN3 Q4; S2; S3 Q13; S5 Q8; S6 also refer to the built environment)</p>	<p>limited (and not sited in particularly attractive points) and in general the street furniture has a rather tired look. The flow and noise of traffic from the major trunk road through the High Street detracts from the ambience of the town.</p> <p>In general streets are clean and tidy and in summer there are attractive displays of hanging baskets. However some visitors have commented on the lack of trees and shrubs in the town centre. Graffiti is not a significant problem but general maintenance of eg streetlighting, kerbs, highway surfaces, paving stones gets some adverse comment</p>
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SWOT analysis

You need to consider what the information you have gathered tells you in the light of these questions:	Write your answers here. Base them on the information you have gathered:	Conclusion					
		It's a Fact	Strength	Weaknes	Opportu nities	Threat	Need
How important is tourism spending and tourism-related employment to the local economy?	Tourism is a key and growing part of the mole Valley economy accounting for some 2000 full time equivalent jobs		X				
How vulnerable is the local economy to seasonal variations in tourism?	The year round underpinning from VFR tourism mitigates the impact of the decline in visitors to the countryside and NT properties in winter months. There may be some more scope to develop business tourism and conferences to increases the robustness.		X		X		
How do historical employment rates and business stocks in tourism related services, such as hotels and catering, compare with regional and national averages over the last 3-5 years?	Anecdotal impression is that market is growing but key impetus to that was longer ago with the establishment of the vineyard.						X
Is visitor activity concentrated mainly within the town itself or within the hinterland?	A lot of the visitor activity is focussed on the village and rural hinterland AONB etc but this is balanced with a range of attractions in the town itself.	X					

<p>How good are the transport links into the town and to tourist attractions?</p>	<p>See Q7. In general the good links to the town from eg London and Gatwick are not matched by good transport around the town and to visitor attractions. Both service provision and information is fragmented; even the limited electronic information on buses which used to be available at Dorking main station has been withdrawn</p>			X			
<p>What Tourism information sources there are in the area, and how well used are they?</p>	<p>Information at the VIC is good but there is poor provision of information at the “gateways” whether for those arriving by car or train.</p>			X			
<p>Do the town and its hinterland have adequate parking facilities for both residents and visitors?</p>	<p>Parking in the town is problematic - not least because of the large numbers of houses in the centre built before garages became the norm. Parking charge structures do not optimise use of the parking which is available. In the hinterland the narrowness of lanes etc means that both parking and the capacity of the network to accommodate traffic is heavily constrained.</p>			X			