

Foreword

Cllr Colin Barnard

The Spelthorne Economic Development Strategy 2017-2022 builds upon the Borough's first economic strategy 2013 – 16 and focus on prioritising the key needs for business to settle, grow and thrive. Through the strategy the Borough aims to realise its ambitions and release its potential as a leading economy not just in Surrey but the wider sub-region.

The strategy has been produced at a time when the local, national and international economies are all taking stock and preparing for the future with regards to the impact of significant events and decisions such as the Governments preferred location of Heathrow for the UK's additional runway, southern rail access to Heathrow, plans around business rates retention and setting, and of course Brexit.

The health of the Spelthorne economy has shown remarkable growth over a number of years, as evidenced by our position in the top quartile of local authorities in the UK for competitiveness, 17th best location for high tech occupations and with Staines-upon-Thames identified as the fastest growing town in the UK for new start-up businesses.

Spelthorne possesses the foundations envied by other locations, particularly given its proximity to London and Heathrow, forming part of a powerfully functional economic area; the M3, M4 and M25 which help drive the prosperity of the south east all run through or in close proximity to Spelthorne. Members and Officers of the Council are united in working hard to ensure that economic growth and the associated benefits to our community continue to grow and Spelthorne can compete with the best.

We are already witnessing significant developments in the Borough, particularly in Staines-upon-Thames where over the course of this strategy we will see a new hotel, residential accommodation and additional retail space. This will further add to the attraction of the Borough to those who wish to locate their business or indeed, live, work or shop in Spelthorne.

Spelthorne has worked hard talking with and listening to business and part of this dialogue has contributed to the content of the strategy, but critically, it has helped nurture and develop the vibrant and dynamic Spelthorne Business Forum which is a key component in providing information and opportunities for our small and medium enterprises to grow and thrive.

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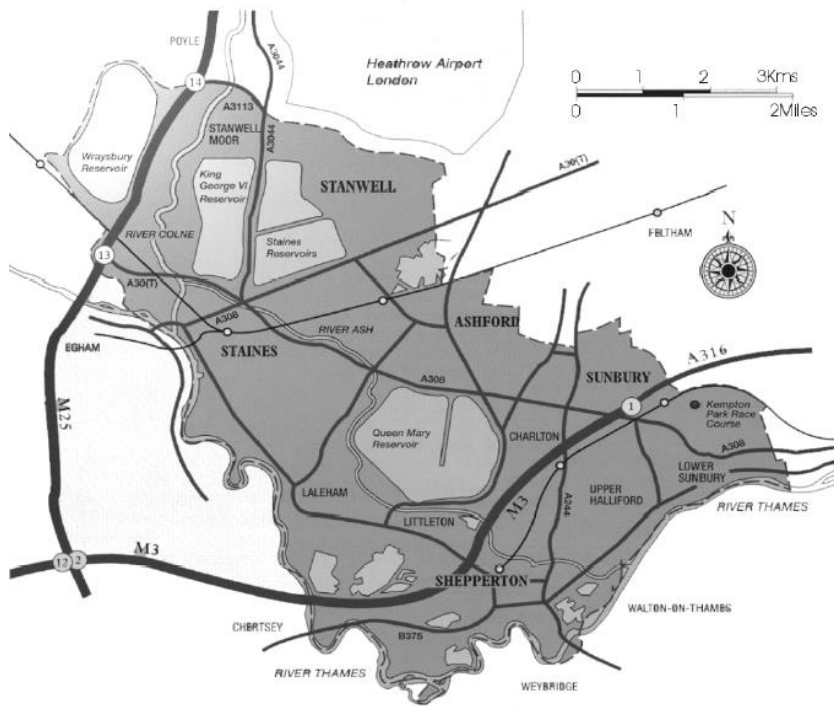
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1. Introduction

- 1.1 Spelthorne has an excellent location immediately to the south of Heathrow and adjacent to the economically buoyant area to the west of London. The Borough has exceptional communication links, a substantial business base with many successful international businesses and a strong economy.
- 1.2 The country has now substantially recovered from the worldwide recession that began in 2008, but has left its mark on a number of industries including manufacturing. There are strong expectations for growth in the local economy¹ and over the last 3 years economic success in Spelthorne has been better planned and managed through the implementation of the economic strategy.
- 1.3 This Economic Strategy was adopted by the Council on 22 February 2017. It sets out the actions the Council will be taking over the coming five years to further secure the sustainable growth of the local economy. This strategy builds upon the 2016 Spelthorne Council Corporate Plan² which identifies 4 key priorities including economic development, with a key aim *'To stimulate more investment, jobs and visitors to Spelthorne to further the overall economic wellbeing and prosperity of the Borough and its residents'*.
- 1.4 These actions have been developed following consultation with businesses in June 2016. Many will be longer term, but this strategy will be regularly reviewed and then refreshed on an annual basis. Much of this work will be in partnership with other organisations. Together we will build on the strengths of the economy as well as deal with any barriers that inhibit a stronger economy.

¹ See the Council's Local Economic Assessment

² <https://www.spelthorne.gov.uk/CHttpHandler.ashx?id=3622&p=0>

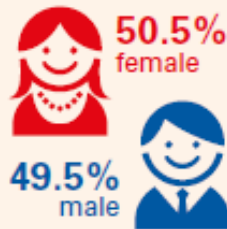


Map 1 Borough of Spelthorne

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Spelthorne in Numbers

Our communities:



(Source: ONS Census, 2011 - neighbourhood statistics for residents aged 16 to 74)



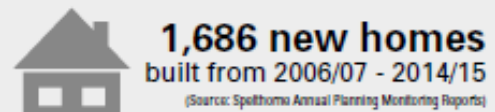
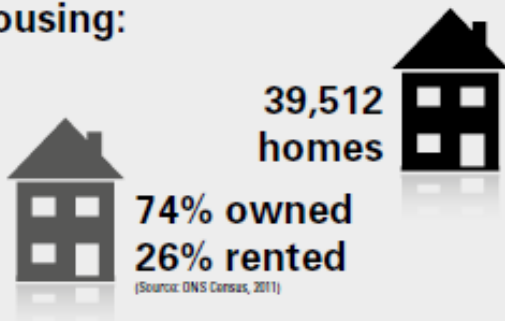
(Source: ONS Census, 2011)



16.6%
expected increase
in over 65s

The population of those over 65s is expected to increase by 16.6% from 2014 to 2024 in Spelthorne. (Source: 2014 based ONS Subnational Population Projections)

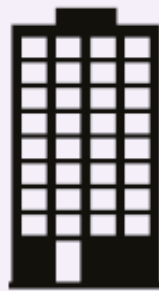
Housing:



Local economy:

4,555 businesses
including BP, British Gas,
Pinewood (Shepperton Studios),
dNata, Wood Group Kenny

(Source: Spelthorne Local Economic Assessment, 2013)



Number 1
for new Business Start-ups

(Source: Bank Search Information Consultancy Ltd - Spelthorne Business Start-Ups 2014)

Environment:



18 parks
in the borough

65%
of the borough is
Green Belt

(Source: Spelthorne Planning Monitoring Report 2015)

12 miles
River Thames frontage

(Source: Paragraph 4.8, Spelthorne Economic Strategy, 2013)

17%
of the borough is water

(Source: Spelthorne Planning Monitoring Report 2015)



Your Council:



Gross Budget £56.7m
Net budget £13.6m

June 2016

39 councillors
Conservatives - 32
Liberal Democrats - 3
Independent - 3
Labour - 1



335 staff
June 2016

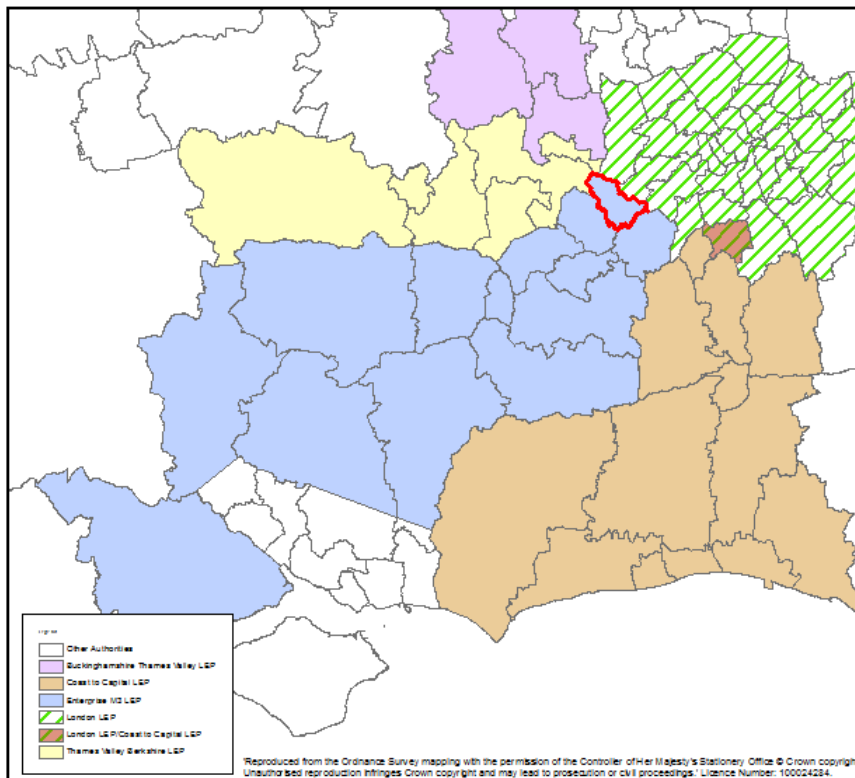
2. The Spelthorne Economy

a. Background

- 2.1 Spelthorne's economy is part of the wider Heathrow economy covering Hounslow, Hillingdon, Richmond, Slough and part of Windsor & Maidenhead, Elmbridge and Runnymede. Heathrow is a very strong economic driver of not only the wider economy of west London, but also regionally and nationally. Spelthorne's location on the southern airport boundary gives a significant airport related focus to the Spelthorne economy and underpins its particular strength.
- 2.2 Spelthorne is part of the Enterprise M3 (EM3) Local Economic Partnership (LEP) area stretching from the Borough to the New Forest in Hampshire. Out of 39 LEP's across the country, the EM3 has the second highest gross value added³ per head average annual growth rates for the period 2008 to 2014⁴. Spelthorne is recognised via EM3 as the best connected Borough in the Partnership area. The Partnership seeks to 'drive prosperity in the M3 corridor' and has a common vision for the area to become '*The premier location in the country for enterprise and economic growth balanced with an excellent environment and quality of life*'. Surrey, where Spelthorne is situated, is the largest contributor to the national economy outside London.

³ Gross value added is a productivity metric that measures the contribution to an economy, producer, sector or region. Gross value added provides a dollar value for the amount of goods and services that have been produced, less the cost of all inputs and raw materials that are directly attributable to that production

⁴ <https://www.ons.gov.uk/economy/grossvalueaddedgva/articles/gvaforlocalenterprisepartnerships/1997to2014>



*of businesses
I expect to
and 80%
o take on
iff.....*

Map 2 Local Economic Partnerships

- 2.3 In November 2016 the Council completed the second Local Economic Assessment of the Borough as part of the background to preparing the 2017 - 2022 strategy. The findings confirm Spelthorne's excellent connectivity as well as other significant strengths in terms of the amount of business activity, diversity of business sectors, presence of growth sectors and a growing small business sector. It also has a significant retail sector focussed on Staines-upon-Thames.
- 2.4 This was supported by a survey in June 2016 of local businesses which gauged current business experiences. The survey results⁵ were extremely encouraging and showed that 89% (78% in 2013) of those who responded expected to expand their business in the next two years and 80% (68% in 2013) expected to take on more staff. This must be regarded as a very positive indication of business confidence within the Borough.
- 2.5 The assessment and business responses did, however, show a range of current challenges in terms of costs, skills, getting / keeping customers, planning, accommodation and competition.
- 2.6 The following paragraphs outline, under four headings, further details about the key findings of the local economy:
- Locational context
 - Scale and nature of business activity

⁵ Local Economic Assessment – page 32 paras 3.64

- Economic performance
- Employment and the labour market

b. Locational Context

- 2.7 The Borough is small geographically, being only some 7 miles long by 2.5 miles wide. However, it has more business space per hectare than any other Surrey district.
- 2.8 With over 806,629m² of warehouse/ retail / office business floor space, 5,365 VAT / PAYE registered businesses (an increase of 18% since 2013), a population of 98,500 and over 50,000 residents in employment, it is an important integral part of the sub-regional economy centred at Heathrow.
- 2.9 Spelthorne has excellent connections with the M3 and M25 motorways passing through it as well as the A30 trunk road. The M4 motorway is only 5 minutes travel time away.
- 2.10 The Borough's connectivity is enhanced by its high level of rail access with six railway stations in the Borough. Staines is the fifth busiest passenger station in Surrey. London Waterloo is just 32 minutes travel time from Staines and services also go to Reading, Windsor and Weybridge. The Shepperton branch-line also provides services to London Waterloo via Kingston-upon-Thames.
- 2.11 Staines-upon-Thames, the Borough's principal town centre, is one of the closest town centres to Heathrow – approximately 10 minutes by road to Terminal 5. Staines-upon-Thames is both an important business and retail centre serving north Surrey and beyond.

c. Scale and nature of business activity

- 2.12 The large and diverse number of businesses in Spelthorne are spread widely across the Borough.
- 2.13 The main business space categories are Industrial and warehousing, office & retail. The amount of floor space in Spelthorne in these categories amount to an approximate total of 806,629m² compared to 794,203m² in 2013; an increase of 12,00m². The limited availability of warehousing space is brought about by high land value and the



protection of the green belt and that modern warehousing generally requires a substantial building. These are concentrated mainly in defined industrial estates and other areas across the Borough. Many of the warehouses are part of the large air freight sector. The total amount of industrial / warehousing being marketed is just 4,434 m² (April 2016 Annual Survey of Vacant Premises) which illustrates a lack of capacity to meet warehousing needs.

- 2.14 Office floor space amounts to 213,928m² which is an increase of over 13,000m² from 2013, retail space reduced by 3,500m² although warehousing increased by just over 3,000m². The major offices are located in Staines-upon-Thames and to a lesser extent in Sunbury-on-Thames close to junction 1 of the M3. There are several serviced business centres offering space to small businesses. The April 2016 Annual Survey of Vacant Premises shows that there was 20,238 m² of office space being actively

marketed.

- 2.15 Much of the 206,020 m² of retail floor space in the Borough is located within existing shopping centres of which Staines-upon-Thames is by far the largest. The other main retail centres are in Ashford, Sunbury-on-Thames and Shepperton.
- 2.16 In the areas immediately adjoining the Borough there are further significant amounts of business floor space, placing the Borough in an area of very high business activity. This includes Heathrow Airport, Poyle Trading Estate and the Causeway, Staines-upon-Thames which is on the south side of the River Thames in the Borough of Runnymede. Heathrow in particular makes a significant and positive economic impact on the wider area.

d. Economic Performance

- 2.17 The biggest employers in the Borough and the wider area are BP at Sunbury, Shepperton Studios, DNATA and Heathrow Airport, each of which is in sectors of the national economy that are important to the generation of wealth to the country through exports, and critical to the local economy for jobs, including the many found within the supply chain. There is a particular concentration of transport/storage businesses in the Borough many of which have business directly related to activities at Heathrow Airport. Shepperton / Pinewood Studios, is one of two film/TV studios in Spelthorne and part of a loose 'cluster' of like businesses in the outer/west London area. In recent times there has also been growth within the construction sector.
- 2.18 In the 2016 UK Index of Competitiveness the Borough is 48th out of 379 other local authority areas putting it in the top quartile nationally and one of the most economically buoyant areas of the UK. In 2013 we were placed 13th, however the calculations used in 2013 to measure competitiveness have changed. If those 2016 calculations had been applied in 2013 Spelthorne would have been 44th place. The recent business survey shows that there is a high level of confidence with regards to the potential for growth in the Borough.
- 2.19 The level of vacant business floor space is 4%, whereas in 2013 it was 7.9%⁶. This is relatively low compared to some areas but does provide some capacity for further business growth. This does show that Spelthorne is a popular location to locate, with a strong demand for business space.
- 2.20 In the retail sector there are over 850 premises with a vacancy rate of 10% compared to the 2013 vacancy rate of 9%. This again is well below the national average of 12.5% (March 2016). In the 12 months to April 2016 28 of retail premises changed hands and 88 in the period 2013 – 16; which provides a positive sign of businesses coming to replace those that

'...Spelthorne is a popular location to locate with a strong demand for business space

'The biggest employers in the Borough and the wider area are BP at Sunbury, Shepperton Studios and Heathrow Airport...'

⁶ This shouldn't be compared to the 2013 vacancy rate directly as the total business floor space for each year has been calculated differently in the two reports.

may have failed or moved elsewhere.

2.21 As at March 2016 there was planning permission for a net growth of 37 locations for development with 18,282m² of new business floor space in the Borough.

2.22 The scope for business growth from both vacant premises and the implementation of sites with planning permission and other proposals represents further capacity for economic growth.

e. Employment and the labour market

2.23 Spelthorne is located within a relatively urbanised area with 98,500 people living in the Borough. Over 50,000 are in work which is a very high proportion of the economically active population⁷.

2.24 There are over 1.25 million people living in the seven adjoining boroughs of which over 641,000 are in work. This represents a substantial labour supply for local businesses with high levels of short distance commuting in and out of the Borough to adjoining areas. Heathrow Airport is a major source of employment with over 76,000 working there⁸.

2.25 Spelthorne has a very low unemployment rate with 0.7% in October 2016⁹ this is a drop from 1.7% in 2013, although this is still slightly higher than the Surrey average of 0.5% but much less than the 1.3% for Great Britain.

2.26 The level of skill represented in the Spelthorne workforce is lower than many adjoining areas and is reflected in the types of work people do. In turn these lower skills and work types are reflected in lower incomes. The business survey revealed some evidence of the need for greater skill levels and work readiness of those entering the labour market. Overall there is scope to grow both levels of skill and consequently disposable income.

2.27 The number of people with health problems or other physical limitations to work is, in absolute terms, quite small but is a little higher than the average for Surrey. This is supported by evidence from both the 2011 Census and the North West Surrey Clinical Commissioning Group. This also impacts on employment levels and disposable income.



⁷ 2011 Census showed 46.4% of all 16-74 year olds in Spelthorne were in full-time employment – the highest percentage of any adjoining or Surrey authority.

⁸ 6.9% of the Spelthorne workforce is employed at Heathrow Airport.

⁹ Based on those receiving Job Seekers Allowance.

Heathrow:

- 2.28 Heathrow Airport is the main provider of employment within the Borough with 6.9% of the working population directly employed by the company and many more through indirect routes. The introduction of a third runway would result in 40,000 additional jobs and a further 10,000 apprenticeships being created, it also would provide additional training and career opportunities for our residents.
- 2.29 The building of the airport would result in the creation of up to 180,000 jobs and generate around £211b of economic benefits¹⁰.
- 2.30 In October 2016 when the award of the 3rd runway to Heathrow was announced in October a 7% surge in cargo volumes occurred. Heathrow is Britain's largest port, accounting for almost 30% of all UK exports by value outside the EU last year¹¹
- 2.31 There will be 5 railway lines available by 2032 including Tube, Crossrail, HEX, Western Rail, Southern Rail plus easy access to HS2. This additional connectivity is likely to further add to the attraction of the Borough as a destination for business. In the shorter term, business confidence is likely to grow with regards to locating business headquarters and supply chains within the Heathrow geography.

¹⁰ Airports Commission

¹¹ <http://mediacentre.heathrow.com/pressrelease/details/81/Corporate-operational-24/7948#sthash.WSim1D5g.dpuf>

3. Strengths and Weaknesses

3.1 There are substantial strengths in the Spelthorne economy but also some weaknesses which are summarised in the previous sections and drawn from the Council's local Economic Assessment. The key issues are summarised in the following table. These weaknesses need attention through this strategy to optimise the Borough's potential for further economic growth.

Strengths/ Opportunities	Weaknesses
Businesses moving out of London (because of office space being converted to housing) may see Spelthorne as a nearby attractive location to locate.	Need for longer term infrastructure improvements, particularly the provision of projects that would enhance better access to alternative modes of travel. Limited of available warehousing space
Excellent connections by road, rail and air. Scope to help improve local labour force skills. The Government announced in October 2016 that Heathrow is the preferred location for an additional 3 rd runway	Lack of superfast broadband across the Borough Need to consider how best to alleviate traffic congestion in Staines-upon-Thames at peak travelling times. This is also a common challenge with most successful and popular town centres. Limited land for further development opportunities as well as additional housing
Spelthorne's location in an area of business success bordering several London Boroughs giving easy access to significant areas of population.	Legislation that allows business premises to be converted to dwellings without prior planning permission could reduce limited existing commercial space
Scope for greater inward investment utilising existing planning permissions, proposals and vacant floor space. Scope to improve residents' health, fitness and work readiness.	Lack of available housing may impact upon economic growth as people are unable to locate near to where they work.
Proximity to the River Thames Scope to increase the levels of disposable income.	

Existing policy

3.2 Whilst this is the Council's Economic Strategy it has nevertheless had a longstanding positive approach to economic development which is set out in its planning policies¹²; these provide the context to this strategy. They can be summarised as follows:

¹² Core Strategy and Policies Development Plan Document, February 2009 and Allocations Development Plan Document, December 2009.

- a. Maintain the employment capacity of the Spelthorne economy by supporting the renewal of employment floor space through redevelopment and extensions and protecting the main employment areas¹³.
- b. Maintain the four main town centres of Staines-upon-Thames, Ashford, Sunbury-on-Thames, Shepperton and local centres as the focus for shopping and to seek opportunities for their continued improvement¹⁴.
- c. Continually improve Staines-upon-Thames by encouraging development that contributes to its vitality and viability through growing its retailing, retail services and businesses¹⁵.
- d. Improve traffic management in Staines-upon-Thames including access by public transport, its role as a public transport hub and further improving its environment and town centre management¹⁶.
- e. Encourage measures to improve accessibility to Heathrow Airport to and from the Borough¹⁷.
- f. Support initiatives to improve the skills of the local workforce and community facilities¹⁸.

¹³ Core Strategy Policies SP3 and EM1.

¹⁴ Core Strategy Policies SP4 and TC3.

¹⁵ Core Strategy Policy TC1.

¹⁶ Core Strategy Policies SP4, SP7 and TC1.

¹⁷ Core Strategy Policy CC4.

¹⁸ Core Strategy Policies SP3, SP5 and CO1.

4. Vision for the Spelthorne Economy

- 4.1 The Council's objective is to secure sustained economic growth. It also recognises that the environment and character of the Borough is important in attracting many businesses, and residents rightly see its protection to be of great importance. Its vision is therefore:

To secure sustained growth of the local economy for the benefit of businesses and residents whilst protecting the Borough's environment and character.

- 4.2 In pursuing this vision the Council will address the strengths and weaknesses previously described and build on the positive growth prospects revealed in its latest business survey¹⁹. In particular it will seek to increase the number of businesses in the Borough and their level of business activity as well as growth in the proportion of residents in work and their income levels.

¹⁹ The findings of the business survey are set out in the Local Economic Assessment para 2.65

5. Implementing the Vision

5.1 Four 'theme' areas emerge from the Council's assessment of the economy and the 'actions' under each 'theme' will help to implement the 'vision'. The 'themes' are::

1. Growth & Competitiveness
2. Community
3. Supporting business
4. Improving transport & infrastructure

5.2 The 'actions' reflect both existing initiatives and new work. They include short term and one-off initiatives as well as on-going/longer term work necessary to sustain a continuous process of attracting and growing new businesses. Some actions involve further investigation. For each 'action' specific details are provided about the implementation, timescale and the lead committee/task group/senior officer.



5.3 This 'vision' and the detailed actions are still consistent with the 2013 'Strategy for Growth' prepared by Enterprise M3 which was the same document referenced to inform Spelthorne's first economic strategy.

6. The First Economic Strategy 2013–16: Achievements

a. Promoting the Economy (A1 – A3)

- Develop detailed plans to promote business growth and inward investment to the Borough.
- Enhance the pro-business culture in the Council to further focus Council services to effectively meet business needs.
- Investigate scope for the Council to develop arrangements for regular on-going close liaison with major businesses in the Borough (often referred to as 'key account management').

Achievements

- 6.1 In 2013 we made available an Economic Development fund of £500 to each secondary town to fund a town Economic Strategy which was produced by a collective of the town's business representatives in 2015.
- 6.2 In May 2014 a report was commissioned from Rubicon Regeneration to develop an Economic Development growth programme within two key areas 1) Inward investment 2) Key account management (KAM).
- 6.3 In 2015 we recruited an additional Economic development team member to deliver a KAM & Inward Investment service in line with the report.
- 6.4 A more pro-business culture has been set up within the Council which pulls together officers within the planning, economic development and assets all under one wing.
- 6.5 Achievements to date have included a Spelthorne brochure has been created to promote Spelthorne as a business focused borough. A Key Account Management process has been implemented with key companies identified and targeted for KAM support.
- 6.6 An information pack has been created which highlights the benefits of starting up a business in the Borough and distributed to Commercial Estate Agents (including London based agents) so they can provide them to companies that make enquiries with regards to relocating. Details are on the Invest in Staines-upon-Thames web page <http://www.investstaines-upon-thames.co.uk/> a video is also available on <https://www.youtube.com/watch?v=WqNv2GpBjAE>
- 6.7 In 2016 the top 20 companies have been identified and approached for a KAM meeting with actions identified and followed up.
- 6.8 In November 2016 Staines-upon-Thames received a yes vote for the introduction of a Town Centre Business Improvement District (BID) to the town. The BID Board and the delivery of the proposals will commence on 1st April 2017, and run for at least 5 years generating over £1.5m to improve the town as a destination.
- 6.9 Spelthorne has supported and attended the annual Heathrow Business Summit which generates up to £10m worth of contracts for businesses. Spelthorne Council actively makes available procurement requirements for the following 12 months and encourage local businesses to tender for these contracts.

- 6.10 Secondary town funding of over £200k was secured in 2016 for four shopping parades situated at Edinburgh Drive, Groveley Road, Woodlands Parade and Clare Road to improve parking, lighting and signage for the parades.
- 6.11 Spelthorne Council took part in the annual MIPIM Exhibition event for showcasing commercial and residential opportunities for developers; significantly all 11 Boroughs and Districts participated, together with Surrey County Council.
- 6.12 Additional meetings have taken place EM3 -Growth Hub, Surrey Chambers of Commerce and Surrey County Council Economic Development lead to identify partnership opportunities and services that Spelthorne Borough Council can adopt.

b. Implementing Developments (A4 – A8)

- Encourage entrepreneurship through support for the establishment of small businesses.
- Proactively seek to implement development on appropriate Council sites in Staines-upon-Thames, including:
- Proactively work with developers / landowners to implement approved development on private sites. –The Council will seek to use its assets to assist the economy of the Borough where this is consistent with the delivery of other services.
- To ensure the planning service facilitates a process of appropriate on-going extension and redevelopment of business floor space to maintain a stock of modern business premises²⁰.

Achievements

- 6.13 Initial enquiries have been made into an Incubator sited within the Borough and a more in depth study / report will be conducted in the first year of the new economic strategy to explore this option further.
- 6.14 The Spelthorne Business Plan competition organised by Spelthorne MP Kwasi Kwarteng has been successfully run for three years and the 2017 competition is already being planned.
- 6.15 Spelthorne Business Forum has launched a new Entrepreneurs Club in November 2016 to inspire and develop the business ideas of Spelthorne's entrepreneurs and help nurture new businesses.
- 6.16 The MIV Incubator Ventures business support help line funded by Spelthorne borough Council was launched in 2015. This is a free service for Spelthorne residents and businesses to access business support an advice. This will help create new businesses and provide much needed advice to those that are struggling to survive or desperate to expand.
- 6.17 Planning permissions granted for the former Majestic House in 2015 and 2016, and marketing suite currently being built on site, this contributes to the rise in construction and a clear sign of economic confidence.
- 6.18 The sale of the old Brooklands College Campus and building of the new Brooklands College in Ashford was achieved by obtaining significant funding from the EM3 LEP

²⁰ This reflects Core Strategy Policy EM1 (b)

supported by Spelthorne Council. This resulted in making significant improvements to the quality and provision of educational accommodation in the Borough.

- 6.19 The Local Plan is currently being developed and is expected to be adopted around 2020, this will take into consideration the growth of Heathrow and the needs of the housing sector. This will be against a backdrop of also achieving a balance with housing, flooding, green belt and quality of life needs
- 6.20 Spelthorne Borough Councils Purchase of BP site in Sunbury is helping to secure a sustained long-term revenue stream for the Council, as well as supporting a major employer in the Borough. Future purchases will achieve likewise, and there is also scope for the Council to shape the face of the Borough through key acquisitions. Through this strategy of acquisition the Council will be better placed to continue to deliver quality services to our communities as the revenue generated will help to mitigate the loss of government grants that Council have been reliant upon.

c. Education Provision (A9 – A10)

- The Council will encourage Surrey County Council (SCC) to raise teaching standards and attainment levels in primary and secondary schools in the Borough.
- The Council will support the development of vocational training including:
 - a. Encourage the further take-up of apprenticeships
 - b. Support Brooklands College in bringing forward an appropriate comprehensive development of its Ashford Campus to secure permanent teaching facilities on the site.

Achievements

- 6.21 Since 2013 when the number of residents without any formal qualifications stood at 20.4%, Spelthorne residents aged 16-64 have now just 7.4% of residents without formal qualifications. This significant change is partly due to the way the figures were calculated, by using the working age residents rather than all residents.
- 6.22 A 'Skills Support for the Workforce' page has been included into the Spelthorne welcome pack with details of local apprenticeship providers.
- 6.23 Brooklands College has completed the development of its new site at Thomas Knyvett School and will also be retaining a presence on the previous campus with a new facility to train young people in hairdressing.

d. Promoting education, training and high levels of attainment (A11 – A15)

- Support for the Heathrow Academy.
- Support for the Jobs and Careers Fair (including the Heathrow JSF which is an established annual event for those of 16+ (years 11-13)).
- Support for business's schools programmes (including existing schemes by BP and Heathrow) which focus on Science, Technology, Engineering and Maths (STEM).
- Support for Enterprise M3 in its work to identify and develop skills training.

Achievements

- 6.24 Spelthorne Borough Council regularly attend the Heathrow stakeholders meetings and support the work of the Heathrow Academy and the jobs fair and business schools programmes.
- 6.25 We encourage local companies attend / exhibit at the careers fair to attract more local young employees.
- 6.26 EM3 have been approached with regards to the introduction of a mentorship scheme for schools in the Borough, this project was launched in September 2016 and is at an early stage.
- 6.27 All secondary education schools in the Borough attended the annual Heathrow Careers Fair where in total more than 6,000 students from all Boroughs situated around Heathrow attend.
- 6.28 Spelthorne Council has participated with local businesses engaging with local schools, for example the Heathrow Engineering Challenge at Ashford Park Primary and also at Matthew Arnold School.

e. Assisting work readiness A16 – A18)

- Supporting Families Programme – worked with 280 families in Spelthorne, Elmbridge and Epsom and Ewell where there is either a) an adult on an out of work benefit; b) poor school attendance/exclusion; c) anti-social behaviour involving children; d) issues of mental health, alcohol or drugs.
- Through its Leisure and Community Safety teams the Council supports specific initiatives to develop positive social skills and greater ‘work readiness’. Activities have included, working with Bronzefield Prison and finding work experience opportunities for those close to release; engaging with local businesses who have offered temporary work to those with criminal records and long-term unemployed. The Council has also offered opportunities via the Depot for those struggling to find employment.
- Spelthorne Council has provided free access to business advice to residents wishing to set up their own business and have done so for the last 2 years of the strategy. This provision may have contributed to Staines-upon-Thames being identified as the number 1 place in the UK²¹ for growth of new businesses.
- Actions to support the over 50’s was investigated, however with a total unemployment figure of about 500 people in the whole of Spelthorne, there were insufficient numbers to encourage further interventions.

Achievements

- 6.29 The Spelthorne Education Action Group (SEAG) has been formed to act as a conduit between the public, schools and academies, Brooklands College, Spelthorne Borough Council, Babcock 4S, Spelthorne Schools Together, Virgin Care, and the County Council on matters relating to education.

²¹ Economic Assessment – Page 27 para 3.47

- 6.30 The aim of the SEAG is to improve standards for all children, to act as champions of excellence; not only in education but also in the provision of wider children's services which are essential for many children, including vulnerable children in particular. The SEAG will work with schools to drive up standards, support schools who want to work together to share expertise, and promote the spread of innovation to the benefit of all.
- 6.31 This forum has undertaken extensive work around overcoming barriers to learning, networking and support for teaching staff, working together for change and governance, funding and transparency.
- 6.32 Two key themes identified by SEAG centre around the reduction in funding for schools, not helped by the disproportionate differences in funding for neighbouring London boroughs, and the recruitment of teachers.
- 6.33 Many options have been explored in respect of increasing the attractiveness of working in Spelthorne for teachers - including the identification of potential housing and accommodation support and transport assistance.
- 6.34 The new state of the art Brooklands College will also add to a better teaching and learning experience for teachers and pupils alike; this should translate into an even better performance in terms of qualifications and skills for our young residents.
- 6.35 The introduction of a new Inclusion Strategy across the County has also led to opportunities for Spelthorne schools to further work together on developing and sharing their inclusive practice and work towards a position where wherever possible and appropriate Spelthorne pupils will be offered provision in Spelthorne schools.

f. Health Improvement (A19 – A20)

- Support as appropriate the North West Surrey Clinical Commissioning Group (CCG) in developing and implementing its Strategic Community Plan for 2014-2017 and the Surrey County Council Health and Well Being Plan.
- The Council to continue to implement existing initiatives to support improved health and fitness and develop further initiatives as appropriate, thereby enhancing long-term work capability.

Achievements:

- 6.36 In 2014 a resident's survey was conducted to identify the key areas of concern in the Borough.
- 6.37 Preventative actions currently in operation or in the newly published 2016 – 19 Health & Wellbeing Strategy.
- 6.38 Reducing smoking: Raised awareness of the Surrey Smoke Free alliance. Promoted their campaigns and initiative through local marketing avenues including the Borough Bulletin and website.
- 6.39 Reducing alcohol consumption: Encouraged responsible drinking and the prevention of underage sales. Promoted at two Partnership Action Days. Worked with licensed premises, police and trading standards to promote responsible retailing and ensure against underage sales and help address problem drinking.
- 6.40 Increasing life expectancy: 178 health checks carried at Spelthorne Leisure Centre.

- 6.41 Increasing physical activity and reduce obesity: Ran weight management courses in accordance with Surrey Public Health contract. Everyone Active delivered weight management courses in liaison with public health.
- 6.42 Continued to deliver the Walking for Health scheme, encouraging beginners to join the regular short walks. 82 new walkers achieved in 2016.
- 6.43 Recruited 11 new riders within the number Cycling for Health Scheme.
- 6.44 Raised awareness of healthy eating initiatives: Promoted the Eat Out Eat Well scheme during food hygiene inspections in premises with food hygiene ratings of 3, 4 or 5 stars.
- 6.45 Promoted Change 4 Life and One You schemes through council website.
- 6.46 Provision of freshly cooked dinners and healthy snacks in day centres and delivery of hot nutritious meal (Meals on Wheels).
- 6.47 Worked with planning and public health colleagues to ensure that policies continue to be supportive of healthy lifestyles.

g. Actions to support business (A21 – A25)

- The Council will provide on-going support to the Spelthorne Business Forum as the primary business support and promotion organisation in the Borough.
- Continue to support growth at Heathrow
- Promoting opportunities for local businesses to tender for Council contracts.
- The Council will champion the needs of businesses in Spelthorne and ensure they are properly recognised in the wider area.
- The Council will initiate investigation of business sectors where there appears scope for growth, including tourism, possible business clusters and hotel/conference facilities.
- On-going provision of security to retailers in Staines-upon-Thames through its 'Staisafe' initiatives which support rapid reporting and identification of criminals via a radio network.

Achievements

- 6.48 Spelthorne Borough Council continue to support the Spelthorne Business Forum (SBF) as patrons. The SBF have significantly increased its activities in the past 12 months with the introduction of a new website (www.spelthornebusinessforu.uk), regular events calendar and have significantly increased their membership.
- 6.49 All local businesses have been given the opportunity to attend the annual Heathrow Business Summit and meet the council to discuss procurement opportunities. The event takes place on an annual basis in November each year and continues to be a popular and well attended event.
- 6.50 There have been a couple of valuable Surrey wide reports in the Commercial Property & Hotel sectors commissioned over the last 24 months, which have highlighted key areas of growth and barriers which will be the basis of recommendations for our future strategy. Work on a new hotel in Staines-upon-Thames commenced in November 2016.

- 6.51 Staisafe radio continues to be a well-run and popular service within Staines town centre; plans put forward by the BID include the future running of the scheme with significant discounts available for retailers.
- 6.52 A welcome pack has been created to provide new businesses to the Borough with information regarding help and support available as well as details in respect of education establishments and leisure opportunities

h. Actions to support improvements to transport infrastructure (A26 – A30)

- The Council will work with Surrey County Council to secure completion of the Staines Movement Study, identification of appropriate proposals and their timely implementation.
- The Council will seek to secure an improved Staines Bus Station through comprehensive extensions of the Elmsleigh Centre.
- The Council will support measures to reduce local congestion including through initiatives to secure modal shift to cycling and walking and support improvements to, and usage of, public transport generally.
- The Council will support measures to maintain Heathrow Airport's 'hub' status subject to satisfactory environmental safeguards.
- The Council will actively support the implementation of the Surrey Rail Strategy and improvement to rail services generally.

Achievements

- 6.53 A sustainable transport package for the Wider Staines Area (Staines to Heathrow) was submitted for funding to **the EM3 LEP** in September 2016.

7. ACTION PLAN 2017 - 2022

Theme 1 – Growth and Competitiveness

- 7.1 Spelthorne’s inherent economic strength, in terms of business base, excellent communication links and location, means its scope for future economic growth is very strong.
- 7.2 The availability of positive planning policies, sites available with planning permission and vacant premises provide the physical capacity for both the expansion of businesses already in the area as well as those looking to relocate. This will support continuing inward investment to the Borough.
- 7.3 Nevertheless, in the wider area, including the Enterprise M3 LEP, the supply of vacant premises and sites with planning permission are considerable in comparison to current market demand. Therefore, if the Council is to realise the potential for growth it needs to continue to be more pro-active in securing the implementation of development and in attracting new businesses.
- 7.4 There are various existing initiatives, including those to further promote the Borough generally, and specifically Staines-upon-Thames. The Council will take actions to further this work and also secure the long term success of Ashford and explore the need for further initiatives to support Shepperton, Sunbury-on-Thames and Stanwell.
- 7.5 A number of services the Council provide either affect businesses or are relied on by them. These include planning and building control, food inspections, licensing, pollution control, etc. The Council recognises the need to continue to ensure these operate in a way that, as appropriate, supports business needs.

Theme1. Growth & Competitiveness

Actions to implement and maintain a capacity for growth

Ref	Action	Implementation
	Growth & Competitiveness	
A1	We will finalise this economic strategy to promote business growth, support key businesses and inward investment to the Borough.	<p>a. We will create a new resource within the council economic development team who will have a specific role of developing better relationships with key businesses and understanding their needs, as well as resolving those needs, signposting business to appropriate help, support and funding opportunities. Additional this role will focus on inward investment, this is in the sense of promoting the borough as a location which will attract new businesses to come to and set up (offices / retail) and join our existing thriving business community. We will build a structured working relationship with Commercial Estate Agents to promote Spelthorne as a great place to locate businesses</p> <p>b. We will refresh and regularly maintain the dedicated Invest in Staines-upon-Thames website that supports and promotes inward investment for the Borough. https://www.youtube.com/watch?v=WgNv2GpBjAE</p>

Ref	Action	Implementation
		<p>Timescale: April 2017. Lead: EDEG²²/EDM²³.</p> <p>a. Recruit person for the post. b. On-going</p>
A2	To include, as appropriate, specific measures/approaches for each of the 4 towns situated in the Borough and Clare Road, Stanwell.	<p>We will work with established business forums and Chambers to develop a relevant and meaningful local economic strategy. Unlike the previous strategy, any remuneration for completed strategies will be rewarded upon achieving targets and goals set by the chambers/forums of each town.</p> <p>Timescale: complete a review and implement by December 2017 and annually update. Lead: EDM.</p>
A3	The Council will further develop arrangements for regular on-going close liaison with major businesses in the Borough (often referred to as 'key account management').	<p>We will develop a key account management process refined by the dedicated resource that provides genuine support for strategic businesses located within the borough.</p> <p>We will put a customer relations management system (CRM) in place to support that process and enable officers to provide timely and focused support to our businesses.</p> <p>At least once a year we will survey all businesses that we have visited / supported to seek feedback so we can improve the service and evaluate the effectiveness of the support provided.</p> <p>Timescale: by May 2017 and ongoing Annually. Lead: EDM</p>
A4	Entrepreneurship will be encouraged by the Council, building on the independent report in 2015 which identified Staines-upon Thames as the town with more new start-up businesses per 10,000 population compared to any other town in the country.	<p>a. We will undertake a detailed analysis of the possibility of introducing an incubator within the Borough which will provide space and resources to promote and support the creation and sustainability of new businesses. It will also complement the high volume of entrepreneurs and the SBF entrepreneur support.</p> <p>b. Open an incubator within the Borough subject to the business case</p> <p>c. We will support and work with the SBF with plans to introduce an Entrepreneurs Club within the Borough</p> <p>d. We will help support and deliver the Annual Business Plan Competition in conjunction with the office of our MP Kwasi Kwarteng which encourages new entrepreneurs, and provides a cash prize to get new businesses started within the Borough. We will commit to this project for the life of the strategy.</p>

²² Economic Development Engagement Group

²³ Economic Development Manager

Ref	Action	Implementation
		<p>Timescale:</p> <p>a) By December 2017. b) Implemented by April 2018 c) April 2017 d) Annual commitment</p> <p>Lead: EDM.</p>
	Implementing Developments	
A5	<p>Proactively seek to implement development on appropriate Council sites in Staines-upon-Thames, including:</p> <p>a. Elmsleigh Centre extensions, Staines-upon-Thames – Phase 3 and 4 (Allocations DPD: site A10).</p>	<p>This is part of an existing implementation strategy for Staines-upon-Thames.</p> <p>a. Discussions have taken place with other key landholders. Council to focus on what it needs to see from the site in accordance with the allocations DPD.</p> <p>Timescale: On-going. Lead: Cabinet/AHoP²⁴.</p>
A6	<p>Proactively work with developers/landowners to implement approved development on private sites. To include:</p>	<p>Timescale: On-going. Lead: Cabinet/AHoP</p>
	a. Former Majestic House, High Street, Staines-upon-Thames.	a. Planning permissions granted 2015 and 2016, and marketing suite currently being built on site.
	b. Former Centrica site, London Road, Staines-upon-Thames.	b. Planning application currently under consideration
		<p>Timescale: by end of September 2017. Lead: AHoP</p>
A7	<p>Spelthorne Council will take a leading role in 'place shaping' the Borough.</p>	<ul style="list-style-type: none"> Spelthorne Council is looking to acquire a range of properties which will provide an on-going income stream which would widen the range of the portfolio (size and type of acquisition). Moving forwards the Council will look at what opportunities there are to acquire properties/sites for residential (either to help meet affordable housing needs or for private rented). Whilst assisting the longer term financial stability of the Council is the primary focus. Where possible the Council will also look to support the economy through our acquisitions and by providing housing opportunities for the local community.

²⁴ Assistant Head of Planning

Ref	Action	Implementation
		<ul style="list-style-type: none"> The Council is also open to acquiring sites which are key to a local area (where it makes financial sense to do so). The intention is to focus on those opportunities where there is either scope for a wider redevelopment scheme, or where there is the opportunity to bring forward a development which might not otherwise take place. The Council as landowner is able to focus on issues that are locally important in a community which a private developer may not. <p>Purchase of the BP site sets the level of commitment by the council to secure ownership of properties.</p> <p>Timescale: On-going. Lead: GHRaG²⁵ Task Group on Fixed Assets.</p>
A8	To ensure the planning service facilitates a process of appropriate on-going extension and redevelopment of business floor space to maintain a stock of modern business premises ²⁶ .	<p>On-going and part of the LPA's consideration of planning applications</p> <p>Timescale: On-going. Lead: AHoP</p> <p>a. Monitoring the need or otherwise for additional employment land.</p> <p>Timescale: On-going. Lead: AHoP</p> <p>b. Identify unmet business needs that may arise and investigate appropriate site/opportunities –to include hotel/conference facilities (see also A24).</p> <p>Timescale: On-going. Lead: AHoP/EDM/.</p>
A9	Develop functional economic area priorities	Deliver 2 x 'Upper M3' shared priority partnership projects with Elmbridge and Runnymede Borough Councils

Theme 2 - Community

- 7.6 Evidence shows there are lower skill levels amongst residents in work in Spelthorne. Significant improvements in educational attainment have been achieved in the last 5 years; in 2011 20.4% of adults in the Borough had no formal qualifications compared to 7.4% of 16 – 64 year olds in 2016²⁷, the average for Great Britain was 8.6%. The quality of facilities and delivery of education need to improve further to close the attainment gap with some adjoining higher performing authorities. The new Brooklands College facility on the grounds of Thomas Knyvett School is a significant step in that direction.

²⁵ Group Head Regeneration and Growth

²⁶ This reflects Core Strategy Policy EM1 (b)

²⁷ Economic Assessment Para 4:15. The calculation in 2013 was on the whole adult population of Spelthorne, 2016 used the normal working age as the criteria.

7.7 Surrey County Council is the Local Education Authority (LEA) for primary and secondary education in Spelthorne. Whilst new models of organisation, including 'academy' status, reduce the extent of LEA control it nevertheless have ultimate responsibility. The Spelthorne Joint Committee of the County Council, as well as the Children and Education Select Committee, has a particular role to scrutinise and support local schools. Brooklands College is a Further Education College focusing on vocational skills that has in the last year moved into brand new accommodation recently built on the same site as Thomas Knyvett School in Ashford. It is also providing a new facility on the previous Brooklands site for hairdressing.



Actions Community

Ref	Action	Implementation
	Education Provision	
A10	The Council will continue to encourage Surrey County Council (SCC) to raise teaching standards and attainment levels in primary and secondary schools in the Borough to the average of Surrey Boroughs.	To be achieved through a range of actions and regular review and scrutiny of progress. Timescale: On-going. Lead: SCC through its Education Authority role and local review through its Spelthorne Joint Committee ²⁸ also EDM through those schools with academy status.
A11	The Council will support the development of vocational training including: <ul style="list-style-type: none"> a. Encourage the further take-up of apprenticeships within the Council b. Promote apprenticeships externally, in particular raising awareness of the Apprenticeship Levy benefits to those companies who will be required to pay the levy. 	SBC to review the number of people taken on as apprentices and to ensure that the Council makes best use of the funding made available by the implementation of the Apprenticeship levy from April 2017. To provide information to employers within the Borough with regards to the benefits of apprenticeships and how best to make use of funding by those businesses with a UK pay roll bill of £3m or higher that pay the 0.5% levy. Timescale: Commencing April 2017 and on-going for length of Strategy Lead: EDM
	Promoting education, training and high levels of attainment	
A12	Support for the Heathrow Academy.	This provides the 2 weeks training

²⁸ Spelthorne Joint Committee has an equal number of Borough and County Councillors appointed to it.

Ref	Action	Implementation
	Prepare for the demand for skills in preparation for the 3 rd runway at Heathrow	<p>necessary for many of the 'air-side' work opportunities at Heathrow. The scheme draws people from Spelthorne and 4 other boroughs around Heathrow and focusses on construction, retailing and aviation.</p> <p>Participate in the Skills Task Force Group for the 3rd Runway chaired by David Blunkett. This will provide our residents with additional opportunities to gain new skills and qualifications.</p> <p>Timescale: On-going - annually. Lead: EDM / GHRaG / AHoP</p>
A13	Support for the annual Heathrow Jobs and Careers Fair which is an established annual event for those of 16+ (years 11-13).	<p>This assists in informing young people about work opportunities and associated training needs. All secondary schools in the 5 Boroughs that surround Heathrow are invited.</p> <p>Timescale: On-going – annual event. Lead: EDM/Heathrow Airport Ltd.</p>
A14	Support for business's schools programmes (including existing schemes by BP and Heathrow) which focus on Science, Technology, Engineering and Maths (STEM).	<p>We will map out and make best use of current activity by various employers who reach out to our schools and Colleges to support interest in Science, Technology, Engineering and Mathematics (STEM) subjects.</p> <p>Timescale: March 2018. Lead: EDM.</p>
A15	Support for Enterprise M3 in its work to identify and develop skills training.	<p>We will identify opportunities including funding, that will benefit the Borough as provided by EM3 and work to deliver those benefits to our community.</p> <p>https://www.enterprisem3.org.uk/enterprise-m3-enterprise-adviser-network</p> <p>Timescale: On-going – as opportunities arise. Lead: EDM.</p>
A16	To support and promote Social Enterprises within the Borough	<p>We will encourage and support the setup of social enterprises within the Borough, plot existing social enterprises to establish the baseline of current numbers, and through identified needs, provide targeted support and signposting. We will work closely with the Spelthorne Business Forum to help deliver this support.</p> <p>Timescale: Baseline established by February 2018. Lead: EDM.</p>

Ref	Action	Implementation
	Assisting 'work readiness'	
A17	Supporting Families Programme – working with 280 families in Spelthorne, Elmbridge and Epsom and Ewell where there is either a) an adult on an out of work benefit; b) poor school attendance/exclusion; c) anti-social behaviour involving children; d) issues of mental health, alcohol or drugs.	<p>The Council leads the management of the programme and provides accommodation and other practical assistance.</p> <p>Timescale: The programme has been extended to run for 5 years from April 2015 – March 2020. Lead: DCE²⁹</p>
A18	<p>Through its Leisure and Community Safety teams the Council supports specific initiatives to develop positive social skills and greater 'work readiness'.</p> <p>We will also work towards improving the health of residents and the workforce within the Borough. This will be achieved by the promotion of various schemes designed to support the improvement of personal health and wellbeing. We work in liaison with partners via the Health and Wellbeing Strategic and Networking Group, the Local CCG and Public Health.</p>	<p>a. We will capture the level of investment within the borough with regards to the contributions made by business and plan over each of the following years of the strategy to increase the quality and volume of CSR commitments made by local businesses, particularly around support to promote access to the workplace.</p> <p>b. We will explore opportunities through our Council Leisure Team and Community Safety Team colleagues such as intergenerational work</p> <p>c. Promote the Workplace Challenge (physical Activity challenge) via the business forum and packs for new businesses.</p> <p>d. Promote the NHS Health Checks in the Borough Bulletin, The Spelthorne Health Wellbeing Groups and via the business forum and packs for new businesses.</p> <p>Timescale: a. Benchmark identified in first 12 months b. On-going c. August 2017 d. August 2017 Lead: EDM/LSM³⁰.</p>
A19	We will work with other agencies including Surrey County Council / SBF to enhance the availability of introductory courses for the elderly regarding the use of computers and accessing the internet and internet shopping / cyber security.	<p>Timescale: Deliver an IT related course to the elderly within the first 12 months of the strategy. Review course and plan at least 1 course a year.</p> <p>Lead: EDM.</p>

²⁹ Deputy Chief Executive

³⁰ Leisure Services Manager.

Ref	Action	Implementation
A20	Improving Skills and qualifications of our young people	<p>We will deliver and promote a Spelthorne Skills Fare in Partnership with our MP and other Partner organisations. This will encourage young people to aspire to further education or other vocational skills to enable them to better access quality jobs and provide better future opportunities.</p> <p>Timescale: To be delivered within the first 12 months of the strategy</p>
Health Improvement		
A21	<p>Support as appropriate the North West Surrey Clinical Commissioning Group (CCG) in implementing its Strategic Community Plan for 2014-2017 and the Surrey County Council Health and Well Being Plan.</p> <p>We will also work with the CCG during the development of their new Plan</p>	<p>The Council will achieve this by:</p> <ol style="list-style-type: none"> Sharing information. Liaising on the scope for joint programmes. Seeking ways through its existing work to complement the CCGs and SCCs programmes. <p>Timescale: On-going. Lead: EDM</p>
A22	<p>We will work towards improving the health of residents and the workforce within the Borough. This will be achieved by the promotion of various schemes designed to support the improvement of personal health and wellbeing as well as reduce obesity. We work in liaison with partners via the Health and Wellbeing Strategic and Networking Group, the Local CCG and Public Health.</p> <p>We will also promote healthy living including an increase in cycling and walking in conjunction with other partner agencies such as Surrey County Council.</p>	<p>To include continued implementation of the following schemes:</p> <ol style="list-style-type: none"> Promote the Workplace Challenge (physical Activity challenge) via the business forum and packs for new businesses. Promote the NHS Health Checks in the Borough Bulletin, The Spelthorne Health Wellbeing Groups and via the business forum and packs for new businesses. Continue to coordinate the Walking for Health Scheme, Cycling for Health Scheme and support the Exercise Referral Scheme at Spelthorne Leisure Centre. <p>Timescale: December 2017 Lead: LSM.</p>

Theme 3 - Supporting Business

7.8 The Council has an important role to play in supporting businesses and business organisations in the Borough, this commitment has been re-enforced with the changing

of the Council logo to include the words ‘Spelthorne Means Business’ as well as economic development highlighted within the Corporate Plan³¹.

7.9 The Corporate Plan has 4 Key Priorities

- 1) Housing
- 2) Clean and Safe Environment
- 3) Economic Development
- 4) Financial Stability

7.10 A close and hands-on involvement will continue in support for the Spelthorne Business Forum (SBF)³².

7.11 The Council has a long-standing relationship with major employers and businesses such as BP, the Elmsleigh Centre, Two Rivers and Shepperton Studios. There is scope to extend such relationships to a greater number of organisations and widen the support the Council can give.

7.12 The Council has land and other assets which, subject to wider service delivery to the public can be used to support the economy generally. For example, it owns the freehold of the Elmsleigh Centre in Staines-upon-Thames and the recently acquired BP International Centre for Business & Technology in Sunbury, providing not only an income to the Council but in the case of the Elmsleigh Centre, an opportunity to help ensure it continues to best meet the shopping needs of those who live in its catchment area.

7.13 The Council will champion the needs of businesses and, where appropriate, assist in fostering new or existing business sectors. Several of the following actions reflect this. The Council’s membership of Enterprise M3 and its role in promoting business across a wider area is increasingly important as the Government seeks to direct more financial resources and responsibility for spending to LEPs.



7.14 The River Thames is a huge amenity asset and has a river frontage of more than 12 miles. There is scope to develop the visitor economy, taking advantage of the Thames and the many parks, open spaces and historic villages which adjoin it. Under Action (A24) the Council will further investigate the scope to grow the visitor economy/tourism.

Actions to support businesses

Ref	Action	Implementation
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³¹ <https://www.spelthorne.gov.uk/CHttpHandler.ashx?id=3622&p=0>

³² Membership of the SBF is free and it operates monthly networking events, one-off training events and networking and speakers at breakfast events. Membership currently exceeds 650 businesses and business groups. Support is also given to local Chambers of Commerce and business organisations.

Ref	Action	Implementation
A23	<p>The Council will continue to support to the Spelthorne Business Forum as the primary business support and promotion organisation in the Borough.</p> <p>Through the Council's internal Economic Development Engagement Group (EDEG), we will work closer with Councillors with regards to the evaluation and the delivery of the Spelthorne Council Economic Strategy, to remove where applicable barriers to progress, and to develop processes to best deliver the economic strategy over the next 5 years.</p>	<p>a) We will be an active member of the Spelthorne Business Forum (SBF) which currently has a membership of over 650 businesses in the Borough. Together we will provide a regular supply of business networking meetings including a minimum of 12 evening meetings and 6 breakfast meetings a year and increase the membership to 1,000 in the first year of the strategy (by Feb 2018).</p> <p>b) Financial support to meet the costs of meetings where sponsorship arrangements prove insufficient, as well as financial support to develop the quality and reach of the SBF, particularly through media marketing</p> <p>c) Promotional space on the Council's website.</p> <p>d) The EDEG will meet on a quarterly basis, or more frequently as required where concerns can be raised and ideas to develop opportunities discussed. 5 Key areas of development have been identified as KPI's</p> <ul style="list-style-type: none"> • A11 Work with Heathrow Academy to enhance job opportunities for our residents • A25 Explore options to encourage and support other BID's • A27 Work with Surrey County Council to improve our secondary shopping centres • A30 Measures to reduce further congestion • A31 Access to superfast broadband <p>Timescale:</p> <p>a) March 2018</p> <p>b) On-going</p> <p>c) Feb 2017</p> <p>d) Every 6 months via EDEG.</p> <p>Lead: EDM</p>
A24	<p>Improve information on Council contracts to assist businesses to tender for Council contracts.</p>	<p>Further development of information currently provided on the Council's website, this will be enhanced through the review procurement policy which will encourage using local businesses.</p> <p>Promotion of opportunities via the SBF</p> <p>Make available at the annual Heathrow Business Summit</p> <p>Timescale: The council website will be reviewed and refreshed by May 2017 and then updated as required every 3 months.</p> <p>Lead: EDM.</p>
A25	<p>The Council will champion the needs of businesses, promote innovation and</p>	<p>a. We will continue to promote professional business advice and support for new and high growth businesses alike; this will be delivered by</p>

Ref	Action	Implementation
	<p>create opportunities to highlight best practice and the best businesses in the Borough.</p>	<p>web based systems such as My Incubator Ventures https://www.spelthorne.gov.uk/miv which provides free professional business advice to Spelthorne businesses and residents and the Enterprise M3 Growth Hub https://www.enterprisem3growthhub.co.uk/ for high growth potential businesses.</p> <p>b. Additionally, support will be provided through organising events in Partnership with the SBF that are dedicated to particular subject areas such as funding streams, on-line web presence or starting a business.</p> <p>c. We will organise a Spelthorne Means Business Awards event to recognise and celebrate the best businesses in the Borough. This will take place within 18 months of the adoption of the strategy.</p> <p>d. Signpost businesses to the free SBF website to register their businesses on the directory. http://www.spelthornebusinessforum.uk/directory/</p> <p>e. Take an active role in the Business Improvement District for Staines-upon-Thames³³</p> <p>Timescale: a. Ongoing b. Ongoing c. August 2018 d. Ongoing e. Ongoing Lead: EDM.</p>
A26	<p>The Council will initiate investigation of business sectors where there appears scope for growth, including tourism, possible business clusters and hotel/conference facilities.</p>	<p>We will plot the locations of our key high-growth businesses in the Borough and promote their presence to encourage clusters of similar business types.</p> <p>Timescale: Complete an assessment by October 2017. Lead: EDM</p>
A27	<p>Support and promote exporting</p>	<p>We will work with relevant Partner organisations such as Surrey Chambers of Commerce and United Kingdom Trade & Investment (UKTI) to promote and encourage the opportunities available through the export market.</p> <p>Timescale: To promote at least 1 event for each year of the strategy.</p>

³³ <https://www.gov.uk/guidance/business-improvement-districts>

Ref	Action	Implementation
A28	<p>a. Spelthorne Council will actively participate in the Staines-upon-Thames BID and</p> <p>b. Explore options to encourage further BID's in the Borough if desired by business.</p>	<p>a. Through representation on the BID Board</p> <p>b. Through consulting with local town chambers and business forums once the Staines-upon-Thames BID has been evaluated</p> <p>Timescale: Ongoing By April 2019 Lead: DCE / EDM.</p>
A29	<p>We will work with local business groups and other local organisations to identify town improvements projects over the next 3 years that could be eligible for the SCC Local Centre Improvement fund of £5k – 30k</p>	<p>We will promote applications for the funding for business and resident groups over the 3 years the funding is available.</p> <p>Timescale: Annually for 3 years Lead: EDM</p>
A30	<p>Accessibility and equal opportunities</p>	<p>We will work with Shopmobility and other similar services situated within the Borough, to help sustain their presence, promote the service on offer to those that require assistance to shop, enjoy the culinary offer, and socialize within Spelthorne.</p> <p>Timescale: Over the life of the strategy. To formally meet twice a year to discuss opportunities and progress</p>

Theme 4 - Improving Transport and Infrastructure

- 7.15 Good transport infrastructure has an important role in supporting an efficient local economy and its attractiveness for further investment. Spelthorne, like most authorities close to London, experiences congestion to varying degrees within its town centres. Ensuring effective management of the transport network is the responsibility of Surrey County Council as highway authority.
- 7.16 The County Council, Enterprise M3 LEP and the Borough are collaborating on a Wider Staines Sustainable Transport Package to be considered for implementation in 2020. In addition the County Council is developing a Spelthorne Cycle Strategy.
- 7.17 As part of its leisure work the Borough Council is promoting cycling for health.
- 7.18 Some parts of the Borough have a limited bus services, with further cuts proposed for Heathrow access, improvements in provision need to be seriously considered
- 7.19 The Borough has good rail access but two issues need to be resolved in the longer term. Firstly the provision of a southern rail link to Heathrow and secondly increased rail capacity in the approaches to Waterloo (Wimbledon to Waterloo) to enable continued growth of rail services. These two projects are highlighted in the Surrey Rail Strategy which the Borough fully supports. That strategy particularly highlights the

potential roles of Crossrail 2 (regional option) and an extended HS2 in providing solutions to both problems. The Shepperton branch line comes within the proposed Crossrail 2 network. As part of its Rail Strategy, Surrey County Council is also considering shorter term surface access improvements to Heathrow pending longer term comprehensive rail solutions which are integrated with the existing network.

Actions to support improvements to transport infrastructure

Ref	Action	Implementation
A31	We will apply to Surrey County Council with regards to £225,000 available over the next 3 years to improve the look and feel of our secondary shopping centres within the Borough, this will be match funded by a further £225,000 committed by Spelthorne Council. We will commit to accessing all the funding available over the life of this economic strategy.	In conjunction with the Economic Development Engagement Group and feedback from businesses will identify suitable projects to enhance the Spelthorne as a destination to live, work and shop. Timescale: Annually Lead: EDEG / EDM
A32	The Council will work with Surrey County Council, Heathrow Airport Limited and bus operators. Secure completion of the Wider Staines Sustainable Transport Package to improve non-car based transport.	This is now part of a wider bid which the LEP have put forward as part of Growth Deal 3 (project now called 'capacity developments'). Not clear at this stage whether it will go forwards due to limited award of funding from government. Timescale: On-going. Lead: Spelthorne Joint Committee
A33	The Council will look for alternatives for a new Staines Bus Station.	<ul style="list-style-type: none"> We will investigate options for a new bus station in Staines-upon-Thames Timescale: On-going. Lead: AHoP / GHRaG
A34	The Council will support measures to reduce local congestion including through initiatives to secure modal shift to cycling and walking and support improvements to, and usage off, public transport generally.	<ol style="list-style-type: none"> The Council are actively supporting by providing advice and being involved in the decision making process with Surrey CC. Staines-upon-Thames is undergoing significant developments which will increase the population of the town by both residency and visitors which will add further stress onto an already congested location at peak times. Steps will be taken to ensure that consideration is given to the impact of the developments and actions identified to help mitigate further congestion. Timescale: a) On-going

Ref	Action	Implementation
		<p>Lead: Spelthorne Local Committee.</p> <p>b) Update on progress will be presented to the Economic Development Engagement Group (EDEG) after 6 months of the adoption of this strategy.</p> <p>Lead: EDM / EDEG</p>
A35	Access to superfast broadband	<p>The Council will conduct research with local technology companies to determine the level of business need versus access and identify weaknesses in provision.</p> <p>Surrey County Council, LEP's and service providers will be lobbied with regards to delivering identified needs.</p> <p>Timescale: by April 2018 Lead: EDM</p>
A36	<p>Actively Support the implementation of the Surrey Rail Strategy and improvement to rail services generally. In particular:</p> <p>a. A southern rail access to Heathrow. b. Improved rail capacity in the Waterloo approaches through Crossrail 2. c. Support for Zone 6 for Spelthorne d. Shorter term proposals to improve surface access to Heathrow.</p>	<p>Work closely with Surrey County Council, Heathrow and other key interested parties.</p> <p>Businesses expressed strong views with regards to the impact of Zone 6 concerning the recruitment and retention of staff from West London, due to the current high cost of public transport from London and the cost of parking in Staines and the congestion caused at rush-hour.</p> <p>Timescale: On-going. Lead: Cabinet/AHoP</p>
A37	Access funding opportunities from Heathrow Airport Limited that contribute towards the benefit of all our communities	<p>We will work closely with Heathrow and colleagues from the 4 Boroughs that surround the airport (Ealing, Hounslow, Hillingdon and Slough) to access funding opportunities made available to improve local infrastructure or support business or community needs</p> <p>Timescale: For the life of the strategy</p>

8. Spelthorne under Development 2017-2022

Below are a selection of locations where development is planned to take place as identified within the economic strategy. This strategy will be refreshed annually and on each occasion a photograph will be taken at the same location in order to visually illustrate the physical changes taking place in the Borough over the 5 year life of this strategy.



**Ashford Car Park
Church Road**

**Tothill Car Park
Staines-upon-Thames**



**Bus Station/
Tothill Car Park
Staines-upon-Thames**

**Bridge Street Car Park
Staines-upon-Thames**



**Tothill Car Park
Staines-upon-Thames**

**London Square
Staines-upon-Thames**



9. Monitoring and Review

- 9.1 Progress on each of the 'actions' in this strategy will be regularly monitored by the Council's internal Economic Development Engagement Group. In addition to this it will assess the extent to which the economy as a whole is performing.
- 9.2 The Economic Engagement Group have identified 5 key areas within the action plan that they will specifically review on a 6 monthly basis to ensure that the objectives will be reached over the life of the strategy.
- 9.3 The 5 key areas are actions in order as they appear in the action plan: -
 1. A11 Work with Heathrow Academy to enhance job opportunities for our residents
 2. A25 Explore options to encourage and support other BID's
 3. A27 Work with Surrey County Council to improve our secondary shopping centres
 4. A30 Measures to reduce further congestion
 5. A31 Access to superfast broadband
- 9.4 On a five yearly basis it will comprehensively review its Local Economic Assessment and complete a new 5 year economic strategy. It will annually monitor changes in key data areas. In particular it will look at the following key performance indicators as measures of the effectiveness of this strategy:
 - a. Net change in total business rates (excluding national revaluations).
 - b. Net change in total business rated premises.
 - c. Number of new start-up businesses created in the Borough.
 - d. Unemployment/job vacancy levels.
 - e. Vacancy levels in commercial property.
 - f. Planning permissions for commercial development –permitted, implemented and net changes in employment floor space.
 - g. Information on educational attainment.
- 9.5 This strategy will be formally reviewed by the Council within 5 years.

10. Further information

- 10.1 For further information about this strategy and enquiries about development and business in Spelthorne please contact the Council's Economic Development Manager:

Keith McGroary
Economic Development Manager
Spelthorne Borough Council, Knowle Green, Staines-upon-Thames, TW18 1XB
Email: K.McGroary@spelthorne.gov.uk
Tel: 01784 444224

- 10.2 For advice on planning Policy please contact the Council's Assistant Head of Planning John Brooks or for Development Management Esme Spinks

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