



Please reply to:

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Date: 22 September 2026

Notice of meeting

Business, Infrastructure and Growth Committee

Date: Thursday, 1 October 2026

Time: 7.00 pm

Place: Council Chamber, Knowle Green, Staines-upon-Thames TW18 1XB

To the members of the Business, Infrastructure and Growth Committee

Councillors:

H.R.D. Williams (Chair)
S. Gyawali (Vice-Chair)
C. Bateson
S.N. Beatty

M. Buck
D.C. Clarke
R.V. Geach
M. Gibson

K. Howkins
J.R. Sexton

Substitute Members: Councillors J.P. Caplin, J. Button, J.T.F. Doran and L. E. Nichols

Councillors are reminded that the Gifts and Hospitality Declaration book will be available outside the meeting room for you to record any gifts or hospitality offered to you since the last Committee meeting.

Spelthorne Borough Council, Council Offices, Knowle Green

Staines-upon-Thames TW18 1XB

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Agenda

Page nos.

1. Apologies and Substitutes

To receive any apologies for non-attendance and details of Member substitutions.

2. Minutes

5 - 8

To confirm as a correct record the minutes of the meeting held on 25 June 2026.

3. Disclosures of interest

To receive any disclosures of interest from members in accordance with the Members' Code of Conduct.

4. Questions from members of the Public

The Chair, or his nominee, to answer any questions raised by members of the public in accordance with Standing Order 40.

At the time of publication of this agenda no questions were received.

5. Inclusive Economy - Governance Assurance

9 - 24

Committee is asked to:

- a. Note the current overall assurance level for the Governance Assurance area relating to 'Inclusive Economy,' which forms part of the Council's Governance Assurance Register;
- b. Consider the key focus areas, concerns, and issues relating to this Governance Assurance Area.

6. Ashford Business Improvement District (BID) proposal

25 - 76

Committee is asked to:

1. Consider the BID Proposal, Draft Operating Agreement, Draft Baseline Agreement, BID Compliance Matrix, Provisional List of Voting Businesses, and Summary of Consultation and Engagement
2. Agree not to exercise a power of veto under Section 51 of the Local Government Act 2023; and
3. Delegate authority to the Economic Development Manager to confirm to the BID proposer that ballot can proceed.

Appendices A and E contain exempt information within the meaning of Part 1 of Schedule 12A of the Local Government Act 1972, as amended by the Local Government (Access to Information) Act 1985 and by the Local Government (Access to Information) (Variation) Order

2006 Paragraph 3 – Information relating to the financial or business affairs of any particular person (including the authority holding that information) and in all circumstances of the case, the public interest in maintaining the exemption outweighs the public interest

7. Update on Ashford Business Improvement District

**Verbal
Report**

The Committee will receive an update on the delivery of the Ashford Business Improvement District project.

8. Forward Plan

77 - 80

To note the Forward Plan for future business.

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**Minutes of the Business, Infrastructure and Growth Committee
25 June 2026**

Present:

Councillor H.R.D. Williams (Chair)
Councillor S. Gyawali (Vice-Chair)

Councillors:

C. Bateson	M. Buck	M. Gibson
S.N. Beatty	R.V. Geach	K. Howkins

Substitutions: Councillors M. Beecher (In place of J.R. Sexton)

Apologies: Councillors D.C. Clarke

26/26 Apologies and Substitutes

Apologies were received from Councillor Clarke and Councillor Sexton.
Councillor Beecher was attending as Councillor Sexton's substitute.

27/26 Minutes

The minutes of the meeting held 12 March 2026 were agreed as a correct record.

28/26 Disclosures of interest

Councillor Bateson, Beatty, Buck, Gibson and Howkins were also members of the Planning Committee.

29/26 Questions from members of the Public

There were none.

30/26 Presentation on Heathrow Southern Rail

The Committee received a presentation from Steve Costello from Heathrow Southern Rail.

Councillor Geach arrived 19:06.

The aim of the Heathrow Southern Rail project was summarised for the Committee. Two route options had been proposed for consultation, and both would serve Staines with frequent, direct trains. Transport for London were supportive of the project as it would enhance access to the airport from South London, Surrey and Hampshire. The current aim was to submit a Transport Works Act Application by late 2027.

Heathrow Southern Rail had also committed to the conditions set out by the Council in their resolution to support the project in October 2025. They were continuing to liaise with key stakeholders over the project to minimise impact on Staines Moor.

The Committee also received suggestions on how Staines station and the surrounding areas could be developed and adapted to accommodate increased footfall as a result of the additional trains.

The Committee **resolved** to note the update on Heathrow Southern Rail.

Meeting adjourned 19:52

Meeting reconvened 20:00

31/26 Update on Business Growth Service

The Committee received an update on the Business Growth Service from the Economic Development Manager. The Service continued to surpass their targets, with 46 businesses receiving direct support and large number of others partaking in events and start-up sessions. A majority of registrations came from word-of-mouth.

Of the previous businesses from the programme that ended in April, over 90% were still trading. Businesses would continue to be monitored and offered support where required.

The Committee **resolved** to note the update.

32/26 Update on Ashford Business Improvement District

Due to the presence of external presenters, the Chair proposed for this item to be received before Item 6, Update on Business Growth Service.

The Committee received an update on the Ashford Business Improvement District (BID) from Gary Reeves and Rishi Sood. Work and engagement were being undertaken with businesses to shape the business plan for the Ashford BID and understand what the business community desired as an outcome of

the BID. A balance needed to be struck between aspirations and the BID being affordable. A voter canvass would be undertaken later this year, with aim for 60% of the vote to approve the BID. At least 142 businesses would be invited to ballot.

The Committee **resolved** to note the update on the Ashford Business Improvement District.

33/26 Demolition of 34 Kingston Road, Staines-upon-Thames (Oast House & Kingston Road Site)

The Committee considered a report on the demolition of a vacant property from the Investment Asset Manager. Due to the poor condition of the property and the amount of outgoing expenses, it was more economically effective for the Council to demolish the property.

The Committee noted the property formed part of the larger Oast House site, and the original intention was for the property to be demolished with the rest of the site. However, as plans for the wider site had not materialised, a decision was required as the property had become unsafe. The property could not be developed separately as it would have an impact on the development of the larger site. The Committee acknowledged no bats had been found at the site, but suggested if possible an ecological survey be undertaken. This would only be done if required to submit a planning application.

The Committee **resolved** to approve the Group Head of Assets' submission of a Planning Application for the demolition of 34 Kingston Road, Staines-upon-Thames and the procurement of a contractor to carry out the demolition.

34/26 Proposed Council Transitional Corporate Plan 2026/27

The Committee were advised that a proposed new Council Transitional Plan for 2026/27 was endorsed by the Corporate Policy and Resources Committee on 26 May 2026 and it was resolved that all service committees would be requested to review the items on the plan that fell in their individual remits. The Plan was deliverable within the Council's existing budget and any new actions would require suggestions on how they could be funded. Feedback would then be collated and presented to the Corporate Policy and Resources Committee to make a recommendation to Council for adoption.

The Committee received confirmation that the items set out in the plan linked to parts of the Council's Improvement and Recovery Plan. The Committee discussed desirable outcomes of the Transitional Plan including continued support for businesses who depend on the Council for support and advice, messaging for the new West Surrey authority about the importance of Spelthorne's economic interests, the need for the new West Surrey Councillors representing Spelthorne to engage with the current Council to understand its position, especially over its relation to Heathrow. The Committee agreed a handover plan should be included to be shared with

West Surrey Councillors to assist them with understanding the issues the Committee referenced.

The Committee considered the proposed Transitional Corporate Plan and **resolved** to provide comments on areas relevant to the Committee's remit to the Corporate Policy and Resources Committee.

35/26 Governance Assurance Register - WITHDRAWN

This item was withdrawn from the agenda and would be presented to a future meeting.

36/26 Chair's Updates

The Committee received an update from the Chair on work being undertaken for disposals in the regeneration portfolio. A further report would be presented to the Committee in September.

The Committee **resolved** to note the updates.

37/26 Forward Plan

The Committee received the forward plan for future committee business.

The Chair advised the Governance Assurance update would be deferred to the next meeting.

The Committee **resolved** to note the forward plan.

Meeting ended 21:31



Committee Report Checklist

Please submit the completed checklists with your report. If final draft report does not include all the information/sign offs required, your item will be delayed until the next meeting cycle.

Stage 1

Report checklist – responsibility of report owner

ITEM	Yes / No	Date
Councillor engagement / input from Chair prior to briefing		
Relevant Group Head review	Y	03/09/26
MAT+ review (to have been circulated at least 5 working days before Stage 2)	Y	04/09/26
This item is on the Forward Plan for the relevant committee	Y	
	Reviewed by	
Finance comments (circulate to Finance)	AB	08/09/26
Risk comments (circulate to Lee O'Neil)	LO	03/09/26
Legal comments (circulate to Legal team)	LH	10/09/26
HR comments (if applicable)		

For reports with material financial or legal implications the author should engage with the respective teams at the outset and receive input to their reports prior to asking for MO or s151 comments.

Do not forward to stage 2 unless all the above have been completed.

Stage 2

Report checklist – responsibility of report owner

ITEM	Completed by	Date rec'd
Monitoring Officer commentary – at least 5 working days before MAT	L Heron	10/09/26
S151 Officer commentary – at least 5 working days before MAT	T.Collier	7/09/26
Commissioner engagement	L.O'Neil	
	Delete as applicable:	Comments in S. 7
Confirm final report cleared by MAT		

Business, Infrastructure and Growth Committee

1 October 2026

Title	Governance Assurance update – Inclusive Economy
Purpose of the report	To inform and assure
Report Author	Chris Norrington – Economic Development Manager Lee O’Neil, Deputy Chief Executive
Ward(s) Affected	All Wards
Exempt	No
Exemption Reason	N/A
Corporate Priority	Resilience Services
Recommendations	Committee is asked to: a. Note the current overall assurance level for the Governance Assurance Area relating to ‘Inclusive Economy’, which forms part of the Council’s Governance Assurance Register. b. Consider the key focus areas, concerns and issues relating to this Governance Assurance Area, as outlined in Appendix A.
Reason for Recommendation	To enable Members to review progress and scrutinise performance for one of the Council’s key governance areas which falls under this Committee’s remit.

1. Executive summary of the report *(expand detail in Key Issues section below)*

What is the situation	Why we want to do something
- The Council continues to implement and embed its Governance Assurance (GA) Framework as part of ongoing improvements to the way the authority manages risk. - The 12 Governance Assurance Areas (GAAs) which form the Council’s Governance Assurance Register continue to be reviewed by the Audit Committee to provide assurance that effective arrangements are in place to manage key	Under the GA Framework, Service Committees, including the Business, Infrastructure and Growth (BIG) Committee, have an opportunity to consider and scrutinise the areas of focus, concerns and issues for governance areas within their remit.

issues, concerns and areas of focus for the Council.	
This is what we want to do about it	These are the next steps
To update the BIG Committee on the GAA under its remit, relating to '<i>Inclusive Economy</i>'.	Address any questions and concerns from the Committee concerning delivery of actions relating to this GAA.

2. Key issues

- 2.1 The Council continues to embed changes to the way it manages risk as part of its Improvement and Recovery Plan, implementing the Governance Assurance Policy and Framework ('the Framework') previously agreed by the Corporate Policy and Resources Committee on 19 January 2026.
- 2.2 This approach focuses on the effectiveness of the Council's governance and control arrangements, ensuring that this authority can deliver its objectives and corporate and service responsibilities in a more positive way, and that stakeholders receive sufficient assurance that appropriate arrangements are in place.
- 2.3 Under the Framework, the Council's Audit Committee considers the effectiveness of the Council's arrangements in relation to risk management, governance and internal control, including overseeing the relevant policies and strategies, with a view to being assured that key governance areas are owned and managed appropriately. The Audit Committee are therefore receiving regular updates on arrangements relating to the 12 Governance Assurance Areas (GAA) that form the Council's Governance Assurance Register.
- 2.4 The Framework also specifies how relevant Service Committees have a key role in considering and scrutinising performance relating to the areas of focus, concerns and issues for GAAs within their remit. In order to facilitate this process, individual senior managers are invited to attend those Committees to discuss their assurance areas, specific matters and key risks in their services.
- 2.5 One of the 12 GAAs that form the Council's Governance Assurance Register falls within the remit of the Business, Infrastructure and Growth (BIG) Committee. This relates to '*Inclusive Economy*'.
- 2.6 **Appendix A** provides an update on progress with implementing the actions relating to this GAA, which currently has an **overall assurance level** of **high**.

3. Options appraisal and proposal

- 3.1 Committee is asked to:
 - (a) Note the current overall assurance level for the Governance Assurance Area relating to '*Inclusive Economy*', which forms part of the Council's Governance Assurance Register.

- (b) Consider the key focus areas, concerns and issues relating to this Governance Assurance Area, as outlined in **Appendix A**.

4. Governance and risk considerations

- 4.1 The Council's Governance Assurance Register outlines the authority's governance arrangements in place to provide assurance that key corporate and strategic risks impacting the authority are effectively managed. The change to a governance assurance approach through the Council's Governance Assurance Framework, together with training and monitoring, will ensure that effective governance is embedded within the culture of the organisation.

5. Financial implications

- 5.1 The development and implementation of the new Governance Assurance Framework and the Governance Assurance Register can be delivered within existing resources. Any minor costs relating to ongoing staff training, development of supporting documentation, and updates to reporting systems will be met from current service budgets. Over time, strengthening the Council's governance assurance arrangements is expected to support more effective financial planning and help mitigate the likelihood of unanticipated financial pressures arising from weakness or failures in governance.

6. Legal comments

- 6.1 There are no legal implications arising directly from the recommendations in this report.

Corporate implications

7. Commissioners' comments

- 7.1 The Commissioners have no comments on this report.

8. S151 Officer comments

- 8.1 The S151 Officer confirms that all financial implications have been taken into account and notes that there are no direction financial implications arising from the report.

9. Monitoring Officer comments

- 9.1 Considered and functional Governance Assurance arrangements, underpinned by the appropriate and timely actions, are essential for maintaining a strong framework for risk management and internal control.
- 9.1 This report supports the Committee in its scrutiny of these actions and seeks to provide assurance that the risks are being managed effectively and in accordance with the Council's statutory responsibilities.

10. Procurement comments

10.1 There are no procurement implications arising directly from the recommendations in this report.

11. Equality and Diversity

11.1 The revised Governance Assurance Register incorporates a specific Governance Assurance Area specifying how the Council ensures the effective discharge of the Council's responsibilities and duties relating to Equality, Diversity and Inclusion.

12. Sustainability/Climate Change Implications

12.1 The Council's Governance Assurance Register incorporates a specific Governance Assurance Area covering how the Council discharges its responsibilities with respect to its zero carbon targets and wider environmental responsibilities.

13. Other considerations

13.1 As with adopting and embedding the governance assurance approach for the Audit Committee, it will inevitably take some time to fully integrate the new processes across all Committees. An audit of progress and compliance with the new Governance Assurance arrangements will be undertaken by the Council's external Governance Assurance/Risk Management advisor (now likely to be completed in September 2026).

14. Local Government Reorganisation Implications

14.1 It is important that the Council continues to develop and implement its Governance Assurance arrangement to ensure that strategic and operational risks are managed effectively in the run up to vesting day for the new West Surrey Council.

15. Timetable for implementation

A further update for the Committee on this GAA will be provided at the meeting on 14 January 2027.

16. Contact

16.1 Chris Norrington – Economic Development Manager
(c.norrington@spelthorne.gov.uk)

16.2 Lee O'Neil – Deputy Chief Executive (l.o'neil@spelthorne.gov.uk)

Please submit any material questions to the Committee Chair and Officer Contact by two days in advance of the meeting.

Background papers:

Appendices:

Appendix A: Governance Assurance update for BIG Committee relating to 'Inclusive Economy'.

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Appendix A - Inclusive Economy GAA update for BIG Committee 1 October 2026

ASSURANCE AREA					
Inclusive Economy					
ASSURANCE DESCRIPTION					
An inclusive, prosperous local economy is critical for a thriving community. The Council works closely with local businesses to support their sustainability and helps those looking for work to improve their skills and find employment. The Council therefore needs to ensure it has effective partnership working arrangements in place to maximise its contribution to the sustainable growth of the local economy. The BIG Committee will monitor the details of the how the various initiatives are working.					
ASSURANCE ASSESSMENT					
Without clear and transparent governance, businesses and residents could lose confidence in the support provided by the Council. Trust is key to inclusive growth. This can mean • There are inadequate safeguards to monitor the distribution of resources to those in need. • Residents of marginalised communities are excluded from opportunities to improve their skills and employment prospects • Oversight, scrutiny and accountability frameworks fail to provide effective mechanisms of resource distribution, resulting in a failure to deliver best value.					
ASSURANCE OWNER	Chris Norrington	FOCUS/ISSUE/CONCERN	Focus	LEVEL OF ASSURANCE (High/Medium/Low)	High

Theme 1 – Supporting Business Sustainability

	Assurance Action	Action Owner	Current RAG status	Performance Update	Next steps (including completion / review date)
1	Establish a Business Engagement Framework A formal business engagement framework is a structured way to manage how Economic Development interacts with its stakeholders. By engaging directly with businesses, we gain insight into the challenges and opportunities they face and can provide targeted support, either by helping to identify solutions or by signposting them to appropriate organisations. Many businesses are not fully aware of how the Council can support them in realising growth and development opportunities.	Chris Norrington		A draft Business Engagement Strategy incorporating the Corporate and Transitional Plan KPIs has been produced. The strategy is more relevant for transition to West Surrey and officers will commence engagement based on the priorities of the strategy. The team is engaging with businesses through its work with the business growth service, Visit Staines, Ashford Wide and the Spelthorne Business Forum as well as directly in its work with Spelthorne Business Awards. The team are also engaging with stakeholders associated with the Ashford BID.	Due to resource restrictions, the strategy is yet to be presented to Management Team or the BIG Committee. Next review by: 31/12/2026
2	Provide a comprehensive support service for the business community Deliver business support and advice through the Business Spelthorne platform and partners.	Chris Norrington		- Supporting 10 businesses in the Business Hub and a further 80 in the Business Growth Service. 80/180 Businesses were supported in applying for the Business Awards. 120 hours of consultancy has been provided to start-up businesses.	Next review by: 31/12/2026

	Assurance Action	Action Owner	Current RAG status	Performance Update	Next steps (including completion / review date)
				Monthly newsletter sent communicating support opportunities to businesses. 1,500 contacts are on the database with an average of 850 open clicks.	

Theme 2 - Improving Skills & Employment

3	Promote local supply chains Work with Procurement & "Source in Surrey" to promote local supply chains to local businesses. Promoting local supply chains makes economies stronger, fairer, and more resilient, especially at the community level - and helps to: - Boost the local economy - Improve resilience and reliability - Supports small and medium-sized businesses - Reduce environmental impact - Strengthen community relationships - Keep skills and knowledge local - Enhances economic inclusion - Increase economic sovereignty Promoting local supply chains keeps value, jobs, and expertise close to	Chris Norrington		- Working with Source in Surrey (an AI driven Business to Business procurement platform), we supported events in Spelthorne in March and April. - Working with Procurement colleagues to prioritise Council spend is local, measured and consistent between departments. - Promotion of Source in Surrey as the platform for local procurement has commenced via social media and newsletters. - In March and April, 2 events jointly held with Source in Surrey attended by approx. 60 businesses. A third event, a buyer/ supplier exchange event was held on 20 May in Staines. Heathrow Airport, Royal Holloway, Runnymede & Spelthorne and Vision	Continue to promote the service Liaise with Procurement colleagues to align future local procurement to the platform. Next review by: 31/12/2026
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	Assurance Action	Action Owner	Current RAG status	Performance Update	Next steps (including completion / review date)
	home while making the economy more resilient and sustainable.			Engineering procurement professionals were present.	
4	Skills partnerships Work with colleges, universities, and training providers to align courses with local employer needs. A skills partnership with colleges, universities, and training providers matters because it connects education to real jobs and thereby: • Closes the skills gap • Improves employability and job outcomes • Strengthens the local economy • Keeps education responsive and future-focused • Creates clearer career pathways • Maximizes public and private investment • Supports equity and inclusion Effective Skills Partnerships turn education into a strategic tool for workforce development—benefiting students, employers, and the entire community at the same time.	Chris Norrington		The Council is represented on the Brooklands College Skills Board to identify local business skills needs that the college will seek to supply. We also have a Jobs & Skills Partnership Board that considers training demand from residents. Training can be accessed via our training provider, Step Surrey (Surrey County Council employability support). We are also represented on the Local Skills Improvement Partnership working group to discuss business skills gaps with training providers and colleges. We attend the Brooklands College Skills Board once per quarter and agreed to a joint partnership with Ashford's Campus to engage with businesses to promote apprenticeships. The Jobs & Skills Partnership Board meet quarterly. Provides metrics to show a wider picture of support in Spelthorne.	Attend future board meetings and align engagement to skills provision. Next review by: 31/12/2026
5	Employment Support Programmes Offer job fairs, apprenticeships, and targeted schemes for NEETs (16–24-	Julia Owen		Year to date: 168 new cases (residents) supported 116 are 16–24-year-olds. 18 are 25-44 years old	Continue to provide support and meet targets. Next review by: 31/12/2026

	Assurance Action	Action Owner	Current RAG status	Performance Update	Next steps (including completion / review date)
	year-olds Not in Education, Employment, or Training). Establishing an employment support programme that offers job fairs, apprenticeships, and targeted schemes for NEETs is important for economic and social reasons and especially for supporting individuals at risk of exclusion from the labour market. Employment support programmes for NEETs transform disengagement into opportunity—benefiting individuals, employers, and society as a whole.			34 are 45 or over 9 training events were held at the hub 19 referrals made to partners No. of residents reporting increased employability skills: 153 No. of residents gained employment following support: 62 37 referrals made between partners	
6	Upskilling Initiatives Support digital skills, green jobs, and vocational training to meet future workforce demands. As skills demands in the workforce are changing faster than people can keep up without support, upskilling initiatives	Julia Owen		Year to date Update 33 training events held We host and refer to the Digital dippers course we have alongside DWP	Continue to run vocational training courses Next review by: 31/12/2026

	Assurance Action	Action Owner	Current RAG status	Performance Update	Next steps (including completion / review date)
	are one of the most effective ways to future-proof workers, employers, and the economy and is especially important for digital skills, green jobs, and technological and vocational skills. • Technology is reshaping jobs (digital skills) • The green transition needs new skills fast (green jobs) • Vocational training aligns education with real jobs • It boosts employability and job mobility • It supports inclusive and sustainable growth • Providing upskilling initiatives is essential because it: • Prepares workers for future jobs • Helps businesses stay competitive • Supports a fair green transition - Aligns education with real labour market needs			Vocational training in Construction. Health and Education	
7	Inclusive employment Collaborate with Jobcentre Plus and community organisations to reach disadvantaged groups. Collaboration seeks to: • reach disadvantaged groups	Julia Owen		The group works with the Aghan Resettlement group offering employability support. The group delivers out of the hub for the mothers and preschool children. Clean referral pathways with Surrey care trust enable us access to their resilience	Continue to run vocational training courses Next review by: 31/12/2026

	Assurance Action	Action Owner	Current RAG status	Performance Update	Next steps (including completion / review date)
	- Community groups have established relations with disadvantaged groups providing trust and local knowledge - Partners can provide tailored support and reduce barriers and produces better outcomes. Inclusive employment opens doors, and collaboration ensures those doors actually reach the people who need them most. Working with Jobcentre Plus and community organisations turns good intentions into real, sustainable employment opportunities.			work in the community- such as the allotments. We work alongside A2 in their monthly employment workshops in the Rose Centre in Stanwell- now in its 4th meeting Our outreach at Sunbury Library recognises the area as one with high levels of deprivation in addition to poor transport links into Staines where the main hub is based This work continues across all named partners though revisiting the relationship with Brooklands College is a priority in September. MIND offer additional support in the hub for those with mental health needs We have also developed closer understanding with FEDCAP around opportunity sharing.	

Theme 3 - Effective Partnership Arrangements

8	Regular Evaluation Regular evaluation instils effective partnership arrangements and by implementing and monitoring KPIs (Key	Julia Owen		KPIs are collated on a monthly basis. Currently on course to meet targets. Total cases serviced by Jobs and Skills Hub (year to date):	Continue to meet targets Next review by: 31/12/2026
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	Assurance Action	Action Owner	Current RAG status	Performance Update	Next steps (including completion / review date)
	Performance Indicators) turns collaboration into measurable, accountable results. • Makes partnership performance measurable • Demonstrates economic impact • Improves decision-making& performance and outcomes • Strengthens accountability and governance • Identifies under-performance early • Enhances transparency and trust • Supports continuous improvement and long-term sustainability Regular evaluation through well-designed KPIs ensures partnership arrangements remain effective, deliver measurable economic impact, and provide a strong basis for accountability, improvement, and long-term success.			Cases: 247/250 (98%) DWP Cases: 82/51 (159%) No. of Events: 33/33 (100%) Event attendees: 282/333 (85%) No. of people reporting increased employability Skills: 153/166 (92%) Number of people in employment, including self-employment, following support: 62/40 (155%)	
9	Shared Data & Intelligence Develop an economic dashboard to monitor local economy performance and inform decisions. Shared data and intelligence play a vital role in supporting a local economy by enabling more informed, coordinated, and timely decision-making.	Chris Norrington		A draft economic report is being compiled which will analyse and monitor the local economy and inform decisions especially relating to West Surrey. This is managed jointly alongside the business engagement strategy.	Next review by: 31/12/2026

	Assurance Action	Action Owner	Current RAG status	Performance Update	Next steps (including completion / review date)
	When councils, partners, and support organisations share insights, they gain a more accurate understanding of local business needs, economic trends, and emerging risks or opportunities. Shared data and intelligence create a stronger evidence base, allowing local authorities and partners to respond proactively and strategically to support business growth, resilience, and long-term economic prosperity.				

Related Improvement and Recovery Plan Theme High Priority Outcomes:

N/A

Corporate KPIs					
	KPI description	Frequency	Target	Corporate priority	Progress update
E1	Number of supported businesses through direct engagement.	Quarterly	50	Resilience	Year to date: 160/200
E2	Number of supported businesses through indirect engagement.	Annual	750	Resilience	Year to date: 430/750

E3	Number of new businesses supported on our business support program	Annual	80	Resilience	Year to date: 86/80
E4	Number of Small businesses supported (non-financial support) in the Business Hub	Annual	40	Resilience	Year to date: 31/40
E5	Number of people supported to access basic skills in the Jobs & Skills Hub.	Annual	90	Resilience	Year to date: 153/90
E6	Number of people supported to engage in job-searching / gain employment in the Jobs & Skills Hub.	Annual	250	Resilience	Year to date: 62/250



Committee Report Checklist

Please submit the completed checklists with your report. If final draft report does not include all the information/sign offs required, your item will be delayed until the next meeting cycle.

Stage 1

Report checklist – responsibility of report owner

ITEM	Yes / No	Date
Councillor engagement / input from Chair prior to briefing	Yes	4/9/26
Relevant Group Head review	Yes	10/9/26
MAT+ review (to have been circulated at least 5 working days before Stage 2)	Yes	4/9/26
This item is on the Forward Plan for the relevant committee.	Yes	17/6/26
	Reviewed by	
Finance comments (circulate to Finance)	AB	10/09/26
Risk comments (circulate to Lee O'Neil)	LO	10/9/26
Legal comments (circulate to Legal team)	LH	10/09/26
HR comments (if applicable)		

For reports with material financial or legal implications the author should engage with the respective teams at the outset and receive input to their reports prior to asking for MO or s151 comments.

Do not forward to stage 2 unless all the above have been completed.

Stage 2

Report checklist – responsibility of report owner

ITEM	Completed by	Date rec'd
Monitoring Officer commentary – at least 5 working days before MAT	L Heron	10/09/26
S151 Officer commentary – at least 5 working days before MAT	T. Collier	7/9/26
Commissioner engagement	J.Kingston	9/9/26
		No issues
		09/09/26
Confirm final report cleared by MAT		

Title	Ashford Business Improvement District (BID) proposal
Purpose of the report	To make a decision
Report Author	Chris Norrington
Ward(s) Affected	Ashford Town Ashford Common Ashford East Ashford North and Stanwell South
Exempt	Part-Exempt (Appendix A and E exempt)
Exemption Reason	Appendix A and E contain exempt information within the meaning of Part 1 of Schedule 12A of the Local Government Act 1972, as amended by the Local Government (Access to Information) Act 1985 and by the Local Government (Access to Information) (Variation) Order 2006 Paragraph 3 – Information relating to the financial or business affairs of any particular person (including the authority holding that information) and in all circumstances of the case, the public interest in maintaining the exemption outweighs the public interest
Corporate Priority	Community Resilience Services
Recommendations	The Committee is asked to: 1. Consider the BID Proposal (Appendix A), Draft Operating Agreement (Appendix B), Draft Baseline Agreement (Appendix C), BID Compliance Matrix (Appendix D), Provisional List of Voting Businesses (Appendix E) and Summary of Consultation and Engagement (Appendix F); 2. Agree not to exercise a power of veto under section 51 of the Local Government Act 2023; and 3. Delegate authority to the Economic Development Manager to confirm to the BID proposer that ballot can proceed
Reason for Recommendation	Reason for Recommendation To enable the Committee to fulfil its statutory role by considering the BID Proposal and supporting documents and determining whether the proposal complies with statutory requirements and aligns with the Council's adopted policies and strategic priorities. Officers have reviewed the BID Proposal and supporting documentation, including the BID Compliance Matrix, and are satisfied that the relevant legislative requirements have been met, appropriate governance and operational arrangements are in place, no grounds have been identified to justify the exercise of the Council's veto powers, including policy conflict, disproportionate financial burden, or concerns regarding deliverability. The Committee is invited to consider this assessment and determine whether the proposal should proceed to ballot.

1. Executive summary of the report

What is the situation	Why we want to do something
- A Business Improvement District (BID) proposal for Ashford town centre has been developed by a business-led Steering Group, with support from the Council and engagement with local businesses. - The Steering Group has prepared the documents required to enable a BID ballot, including the BID Proposal and supporting agreements.	- The BID proposal has now reached the stage where a decision is required on whether it can proceed to a ballot of eligible businesses. - Officers have reviewed the proposal and supporting documents
This is what we want to do about it	These are the next steps
The Committee is asked to consider the BID Proposal and supporting documents and determine whether it is satisfied that the proposal complies with the relevant legislative requirements, aligns with Council policy, and that no grounds have been identified to justify the exercise of the Council's veto powers, before determining whether it should proceed to ballot.	- Subject to the Committee's approval, eligible businesses within the proposed BID area will be invited to vote on whether the BID should be established. - The ballot is scheduled to commence in November 2026 and close in December 2026, with the result declared by the Council on 21 December 2026.

2. Key issues

BID Compliance with Statutory Requirements

- 2.1 The Council is required to review the BID Proposal and supporting documentation before a BID ballot can take place. As the billing authority, the Council must be satisfied that the proposal complies with the requirements of Part 4 of the Local Government Act 2003 and the Business Improvement Districts (England) Regulations 2004. Officers have undertaken this review, and the detailed assessment is set out in the BID Compliance Matrix (**Appendix D**).
- 2.2 The law requires a valid BID Proposal to be in place before a ballot can proceed. Officers have reviewed the BID Proposal (**Appendix A**) and are satisfied that the required proposal has been prepared and contains the information prescribed by legislation. Further detail is provided in the BID Compliance Matrix (**Appendix D**).
- 2.3 The law requires the BID Proposal to include prescribed information, including the BID area, governance arrangements, projects and levy arrangements. Officers have reviewed the Proposal and are satisfied that the required information is included within the BID documentation. Evidence of compliance is set out in **Appendix D**.

- 2.4 The law requires arrangements for the collection, administration and accountability of BID levy income. These arrangements are set out in the Draft Operating Agreement (**Appendix B**), including levy collection, accounting, reporting and transfer arrangements. Officers are satisfied that appropriate arrangements have been identified.
- 2.5 The law requires evidence that businesses have been consulted and engaged in developing the BID Proposal. Consultation and engagement activity has been undertaken by the BID Steering Group and is summarised in **Appendix F**. Officers are satisfied that appropriate engagement has been carried out.
- 2.6 The law provides the Council with powers to veto a BID in certain circumstances.
- The proposals significantly conflict with existing, formal policies published by the Council.
 - Unjust Financial Burden: The proposed levy places an inequitable or disproportionate financial burden on a particular class of non-domestic rate payers.
 - Inability to Deliver: The burden of the levy is considered unjust or completely unviable.
- 2.7 Officers have considered the BID Proposal, supporting documentation, governance arrangements, financial implications and alignment with Council policies and have not identified any matters that would justify the exercise of those powers.
- 2.8 The law requires the ballot to be conducted in accordance with the BID Regulations. Subject to Committee approval, the ballot will be administered on behalf of the Council, and a provisional list of voting businesses is provided at **Appendix E**.
- 2.9 Officers have reviewed the BID Proposal and supporting documentation against the relevant legislative requirements and are satisfied that:
- the required BID documentation has been prepared in line with relevant legislation;
 - the proposal contains the information required by legislation;
 - appropriate governance, management and delivery arrangements are proposed;
 - arrangements for levy collection and administration have been identified;
 - consultation and engagement have been undertaken with businesses within the BID area; and
 - no matters have been identified that would justify the use of the Council's veto powers.
3. Officer Review
- 3.1 Officers have reviewed the BID Proposal and supporting documentation and are satisfied that the proposal complies with the statutory requirements for a BID ballot. The review has considered the BID Proposal, Draft Operating Agreement, consultation and engagement activity, governance arrangements and levy collection proposals.
- 3.2 The detailed assessment is set out in the BID Compliance Matrix at **Appendix D**. No issues have been identified that would prevent the BID Proposal from proceeding to ballot or which would justify the exercise of the Council's veto powers.
4. Council Policy Compliance
- 4.1 Officers have reviewed the BID Proposal against the Council's adopted policy framework, including:

- Economic Prosperity Strategy 2023-2028
- Corporate Plan 2024-2028
- Transitional Plan 2026-2027
- Community Safety Strategy
- Ashford town centre regeneration objectives

Officers have not identified any conflict between the BID Proposal and these policies. The proposed BID activities are considered consistent with the Council's objectives of promoting a resilient business community, supporting business growth, increasing footfall, improving town centre vitality and promoting partnership working.

4.2 Local Government Reorganisation

The BID has been developed in the context of Local Government Reorganisation.

The Draft Operating Agreement includes provisions intended to support the transfer of responsibilities to the successor authority and provide continuity for the administration of the BID throughout its term.

Officers are satisfied that suitable arrangements have been identified to support this transition.

4.3 Ballot Arrangements

Subject to the Committee being satisfied that the statutory and policy requirements (see 2.6) have been met, the BID Proposal will proceed to ballot in accordance with the Business Improvement Districts (England) Regulations 2004.

The ballot will be administered on behalf of the Council, and a provisional list of voting businesses is provided at **Appendix E**.

Summary

Following review of the BID Proposal and supporting documentation, officers are satisfied that:

- the BID Proposal complies with the relevant legislative requirements;
- the proposal does not conflict with the Council's adopted policies and strategic priorities; Policy conflict, unjust financial burden, inability to deliver the levy, if unjust or unviable.
- appropriate governance and operational arrangements are proposed;
- Local Government Reorganisation has been considered; and
- the proposal may proceed to ballot.

The Committee is invited to consider the BID documentation and the BID Compliance Matrix and determine whether it is satisfied that the proposal should proceed to ballot.

5. Options appraisal and proposal

5.1 **Option 1 (Recommended):** The Committee determines that it is satisfied that the BID Proposal (**Appendix A**) should proceed to ballot, having concluded that no significant issues have been identified that would justify the future exercise of the Council's veto powers, including policy conflict, an inequitable financial burden on ratepayers, or concerns regarding the viability of the proposal.

5.2 Benefits:

Enables the Council to fulfil its statutory role in reviewing the BID Proposal (**Appendix A**) prior to ballot.

Provides assurance that the BID Proposal (**Appendix A**) and supporting documentation have been reviewed against statutory, governance and policy requirements.

Enables the Committee to conclude that no significant issues have been identified that would justify the future exercise of the Council's veto powers, including policy conflict, an inequitable financial burden on ratepayers, or concerns regarding the viability of the BID proposal.

Allows the BID process to proceed in accordance with the statutory framework, including progression to ballot.

Enables eligible businesses to determine through a democratic ballot whether the BID should be established.

5.3 Disbenefits:

Time and resources are required to support the Committee in undertaking its statutory review and assurance role.

There is no guarantee of a successful ballot outcome.

5.4 **Option 2:** Committee determines that it is not satisfied that the BID Proposal (**Appendix A**) complies with statutory requirements and/or Council policy requirements and therefore should not proceed to ballot at this stage.

5.5 Benefits:

Enables the Committee to request that identified concerns or areas requiring further clarifications are addressed before the BID process progresses.

5.6 Disbenefits:

Prevents the BID from progressing to ballot within the proposed timeframe.

May delay or disrupt the BID process and associated statutory timetable.

May impact confidence among businesses engaged in the BID development process.

Removes, at this stage, the opportunity for businesses to determine the future of the BID through a ballot

May require additional officer time and resources to address issues identified by the Committee and, where necessary, revise supporting documentation.

6. **Risk Implications**

Risk	Mitigation
Statutory compliance risk	Officers have reviewed the BID Proposal (Appendix A) and supporting documentation against the relevant statutory requirements. The findings of that review are presented to the Committee, together with the BID Compliance Matrix, to assist Members in determining whether the relevant statutory requirements have been met prior to ballot.
Legal challenge risk	The review and decision-making process is supported by clear documentation and evidence, including consideration of statutory compliance, policy alignment and the statutory grounds for exercising the Council's veto powers. Legal advice has been sought as part of the preparation of this report and will be taken into account by the Committee.

Reputational risk	A transparent Committee process has been followed, supported by evidence-based reporting, to enable Members to consider whether the proposal complies with statutory and policy requirements.
Ballot risk	The Committee is being provided with the BID Proposal and supporting evidence to enable informed consideration of whether the statutory and policy requirements have been met before the proposal progresses to ballot.
Financial risk	If the BID ballot is unsuccessful, the Council would still incur ballot administration costs of £3,375 without the BID being established or any associated cost recovery arrangements being realised. This risk is mitigated through extensive engagement and consultation with businesses ahead of the ballot to maximise support and improve the likelihood of a successful outcome.
Delivery and governance risk (post-ballot)	Officers have reviewed the BID Proposal and proposed governance arrangements and are satisfied that they appear realistic, deliverable and supported by appropriate oversight mechanisms.

7. **Financial Implications**

- 7.1 The Council will incur costs associated with administering the BID ballot. The estimated cost of the ballot is £3,375 and provision exists within the current budget. Subject to a successful BID ballot, the Draft Operating Agreement (Appendix B) contains proposed arrangements for the recovery of BID levy administration costs, including a proposed annual levy collection and administration charge of £3,500 and a one-off implementation and system set-up charge of £9,500 payable by the BID Company.
- 7.2 If there is a vote by businesses to establish the BID, West Surrey Council will have a £1,000 per annum levy contribution to pay. Overall businesses in the proposed BID area would pay an estimated £120k in levy in 2027/28 and an additional £5k in voluntary contributions, this is set out in the budget section of Business Plan.

8. **Legal comments**

- 8.1 The Council has the powers under Section 41 of the Local Government Act 2003 and the Business Improvement Districts (England) Regulations 2004 to make arrangements with respect to a Business Improvement District.
- 8.2 The submission of a business proposal and evidence of consultation satisfies the preliminary procedural requirements, but the Committee should ensure that all the procedural, financial, and administrative requirements are met before approving the proposal. If the committee identifies grounds for veto, it must provide a clear and reasoned justification.
- 8.3 The committee must also ensure that the BID ballot is conducted in accordance with the regulations, including eligibility to vote. The Committee should review the

proposed levy structure to ensure it is equitable and does not impose an undue burden on specific classes of ratepayers.

Corporate implications

9. Commissioners' comments

9.1 The commissioners reviewed the proposal and raised no comments.

10. S151 Officer comments

10.1 The S151 Officer confirms that all financial implications have been taken into account. The annual levy of £1500 payable by West Surrey would represent a small Revenue Budget growth item.

11. Monitoring Officer comments

11.1 The Monitoring Officer confirms that the relevant legal implications have been taken into account and subject to compliance with all applicable statutory and legislative requirements the Council has the power to approve the recommendation.

12. Procurement comments

No Procurement involved.

13. Equality and Diversity

The BID Proposal (Appendix A) applies proportionately to eligible ratepayers and has been developed through inclusive engagement. Planned initiatives aim to improve safety, accessibility and the overall town centre experience for businesses, employees, residents and visitors.

14. Sustainability/ Climate Change Implications

The BID provides opportunities to support greener business practices, improve the public realm and promote sustainable town centre initiatives through partnership working and targeted projects.

15. Timetable for implementation

- Statutory notices and ballot arrangements: September 2026
- Ballot papers issued: 18 November 2026
- BID Ballot – Final day: 18 December 2026
- Result announced by the Council: 21 December 2026
- Proposed BID commencement (if successful): 1 April 2027

16. Contact

16.1 Chris Norrington c.norrington@spelthorne.gov.uk

Background papers:

Part 4 of the Local Government Act 2003 (Business Improvement Districts) –
<https://www.legislation.gov.uk/ukpga/2003/26/part/4>

Business Improvement Districts (England) Regulations 2004 –
<https://www.legislation.gov.uk/uksi/2004/2443/contents/made>

Appendices

Appendix A BID Proposal (Exempt)

Appendix B Draft Operating Agreement

Appendix C Draft Baseline Agreement

Appendix D BID Matrix

Appendix E Provisional (List of Voting Businesses) (Exempt)

Appendix F Summary of Consultation and Engagement

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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Ashford BID

DRAFT OPERATING AGREEMENT

Commencement Date: 1 April 2027

This agreement is between:

Spelthorne Borough Council (The agreement must be signed by the current council at the time of signing)

Council Offices, Knowle Green, Staines-upon-Thames, Surrey, United Kingdom, TW18 1XB.

and

Ashford BID

Company number tbc

[tbc]

The purpose of this agreement is to set the responsibility of the Council to collect the BID Levy on behalf of the BID Company, in the knowledge that the BID Levy forms the principal income source of the BID Company and is critical in enabling both the operation of the Company and the delivery of the arrangements contained within the BID Business Plan.

For the avoidance of doubt, prior to 1 April 2027, Spelthorne Borough Council will undertake preparatory and implementation activities in respect of this Agreement.

1. THE BID LEVY

Setting the BID Levy

1.0 Notwithstanding the Commencement Date of this Agreement, it is acknowledged that Spelthorne Borough Council officers will undertake the operational preparations for the BID Levy, including initial billing and collection arrangements, with effect from February 2027. From 1 April 2027, all such functions will be carried out by West Surrey Council.

1.1 At least two (2) months before the Commencement Date of any BID term, the BID Company shall confirm the following to the Council:

(i) the BID boundary;

(ii) the BID Levy;

(iii) BID Levy discounts (if any);

1.2 At least one (1) month, prior to the Commencement Date of any BID term (means the period specified in BID arrangements (BID Proposal) as the period for which the bid arrangements are to be in force.), and prior to the 1st April in any subsequent year, the Council shall:

- (i) calculate the BID Levy payable by each BID Levy Payer;
- (ii) confirm to the BID Company the BID Levy payable by each BID Levy Payer.

Collecting the BID Levy

1.3 As soon as reasonably practicable before the Commencement Date of any BID term, and prior to the 1 April in any subsequent year, the Council shall confirm to the BID Company (in writing) the anticipated date of the despatch of levy invoices for the chargeable period of the BID Levy and the anticipated single instalment due date.

1.4 The Council shall serve a demand notice on each BID Levy Payer throughout the BID Term, as appropriate.

1.5 The Council shall maintain a list of those BID Levy Payers who have paid the BID Levy and those BID Levy Payers who have not paid the BID Levy and shall make the list available to the BID Company for every month of any BID term.

1.6 The Council shall serve a demand notice or amended demand notice on a BID Levy Payer as soon as reasonably practicable after the Council receives notice of a change that affects liability for the BID Levy Payer.

1.7 The Council shall use all reasonable endeavours to collect the BID Levy throughout the BID Term.

1.8 The Council is permitted to charge a reasonable fee for the collection and administration of the BID Levy. The agreed collection costs will be calculated as follows:

- (a) For 1st April 2027 to 31st March 2028, the collection cost will be £3,500 per annum.
- (b) For each subsequent year of the BID term, the annual collection cost will increase by a percentage, which will be denoted by the Consumer Price Index, as published by the Office for National Statistics, in the January of that year.

The agreed collection costs will form part of this agreement.

- (c) The BID Company shall pay a one-off setup and implementation charge of £9,500 for the establishment of the BID levy collection arrangements and associated software requirements.

Paying the BID Levy

1.9 The Council shall pay each invoice submitted to it by the BID Company or its appointed accountants, in full and in cleared funds, within thirty (30) days of the receipt of each invoice, a sum equal to the monies collected in that month properly credited to the Revenue Account.

1.10 All amounts payable by the Council under this agreement are subject to VAT chargeable, where applicable, net of cost of collection and refunds.

The BID Revenue Account

1.11 As soon as is reasonably practicable following the Ballot Result Date, the Council shall establish and operate the BID Revenue Account in accordance with regulations and accounting codes of practice in force from time to time and provide written confirmation of compliance to the BID Company upon request.

1.12 As soon as reasonably practicable following the Ballot Result Date, the BID Company shall provide the Council with details of its bank account into which the BID Levy shall be transferred from the BID Revenue Account.

Accounting for the BID Levy

Annually

1.13 By March 10th of each year of the BID, subject to the correct IT systems/software being set up and available/ready to use, the Council shall provide the BID Company with the annual amount of the BID levy for each BID Levy Payer.

Where, due solely to IT systems/software not being available or ready for use, the information referred to in clauses (a) and (b) has not been provided by 1 April, the Council shall, on an interim basis, use the previous financial year's BID Levy Payer list and levy amounts for billing purposes from 1 April, until such time as the correct information is available, at which point accounts shall be amended and back-billing or adjustments made as necessary, to avoid the BID being unable to operate due to lack of funds.

Monthly

1.14 Within twenty-one (21) working days of the end of each month of the BID Term, subject to the correct IT systems/software being set up and available/ready to use, the Council shall provide the BID Company with:

- (a) The BID levy billed for each BID Levy Payer;
- (b) The amount of the BID levy collected for each BID Levy Payer;
- (c) Details of BID levy payers who have not paid the BID Levy;
- (d) Details of reminder notices issued;
- (e) Details of liability orders made or applied for.

1.15 The BID Revenue Account will be subject to the normal internal & external audit arrangements of the Council. The Council will make available to the BID Company and its

appointed auditors such information as requested by the BID Company and such appointed auditors in so far as they are able to do so under legislation and or any regulation.

2. ENFORCING THE BID LEVY

2.1 The parties agree that procedures for the enforcement and recovery of the BID Levy will be as agreed with the BID Company and the Council shall comply with these enforcement procedures (where appropriate) in enforcing payment of the BID Levy against BID Levy Payers.

2.2 In the event that the Council fails to enforce payment of the BID Levy, the BID Company shall be entitled to serve an enforcement notice on the Council requesting that:

(a) the Council serves a reminder notice; or

(b) in the event that the Council has already served a reminder notice that the Council applies for a liability order against the defaulting BID Levy Payer and thereafter provide written confirmation of the action it shall take to comply with the enforcement notice.

2.3 If the Council fails to provide written confirmation of the action it is taking in relation to the enforcement notice in accordance with clause 9.2 within (21) twenty-one days of the issue of the enforcement notice, the BID Company shall be entitled to serve an appeal notice on the Strategic Director of Resources of the Council and such notice shall include:

(a) Detail the sum unpaid;

(b) Confirm that the Council has failed to use the enforcement mechanisms available to it under this agreement to recover the sum unpaid

(c) Include written notice requesting that a meeting of the BID Monitoring Group take place in order to achieve a solution and/or agree a strategy to recover the sum unpaid. Such a meeting to take place no later than 28 (twenty-eight) days from the date of the appeal notice.

3. THE BID BUSINESS PLAN

Any BID term will exist to deliver the arrangements within the applicable BID Business Plan, and this agreement will be bound by the terms of each applicable plan, and the Council shall note all contents of the BID Business Plan, including:

(a) The BID boundary.

(b) The BID Levy Rules.

4. PRIMARY CONTACTS

The primary contacts for each party will be as follows:

(a) John Rogers and Chris Norrington, the Council.

(b) [tbc](#), the BID Company.

5. SUCCESSOR AUTHORITY REVIEW

On 1st April 2027 the rights and obligations of the council under this agreement should automatically transfer to West Surrey Council without the need for further consent from the BID Company.

West Surrey Council shall have the right to review, the terms and conditions of this Agreement. Following such a review, West Surrey Council may request reasonable variations to the Agreement to ensure its continued suitability and alignment with the policies, structures, and operational requirements of West Surrey Council.

The BID Company agrees to enter good faith discussions with West Surrey Council regarding any such proposed variations. Unless otherwise agreed in writing, all other terms and conditions of this Agreement shall remain in full force and effect.

Signed by the parties (or their duly authorised representatives).

SPELTHORNE BOROUGH COUNCIL

Authorised Signatory

Ashford BID

Authorised Signatory

Dated:

Dated:

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BASELINE AGREEMENT

Dated

Spelthorne Borough Council
(the Council)

Ashford BID
(the BID Company)

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Baseline Agreement for Provision of Standard Services

Dated

Between

- (1) **Spelthorne Borough Council** (the Council) of Council Offices, Knowle Green, Staines-upon-Thames, TW18 1XB; and
- (2) **NAME OF THE BID COMPANY** (Ashford BID Company) [registered as a company limited by guarantee in England with company number *****] [whose registered office is at**]

Recitals

- A The Council is the local authority for the purposes of the Local Government Act 2003 and is responsible for providing the Standard Services within the BID Area **and its successors under LGR.**
- B The BID Company is responsible for the management and operation of the BID and for achieving the objectives and aspirations set out in the BID Proposal
- C The purpose of this Agreement is to set out for the avoidance of doubt the Standard Services provided by the Council within the BID Area and to set the Benchmark Criteria against which the provision of the Standard Services are to be assessed.

It is agreed:

1 Definitions

Benchmark Criteria means the standards and industry practices against which the provision of Standard Services is to be assessed the principles of which are set out in Schedule 2

BID Area means that area within which the BID operates (*describe area or refer to a plan*)

BID means the Business Improvement District which is managed and operated by the BID Company

BID Proposal means the plan voted for by the BID Levy Payers which sets out the objectives of the BID

BID Term means the period specified in BID arrangements (BID Proposal) as the period for which the bid arrangements are to be in force.

Complementary Services(s) means those services as set out in Schedule 1 of the Complementary Services Agreement

Complementary Service Provider means the provider of a Complementary Service

Failure Notice means a notice served by the BID Company which:

- (a) sets out the Standard Service which the notice relates to;
- (b) states which of the Benchmark Criteria are not being adhered to by the contractor or provider of the Standard Service;
- (c) requests the Council to liaise directly with the provider or contractor for the purposes of securing compliance with the Benchmark Criteria

Operating Agreement means the agreement entered into on ** between the Council and the BID Company which sets out various procedures for the collection monitoring and enforcement of the BID Levy

Regulations means The Business Improvement Districts (England) Regulations 2004 and such amendments to those regulations which may be made by the Secretary of State pursuant to Section 48 of the Local Government Act 2003 (from time to time)

Standard Services means those services which are provided by the Council within the BID Area [and the remainder of its Borough] as set out in Part 1 of Schedule 1 which identifies those services which it is required to undertake as part of its statutory function as local authority and Part 2 of Schedule 1 which identifies those services undertaken which are additional services to those usually provided as part of its statutory function

Standard Services Review Panel means the panel to be set up consisting of ** representatives from the Council [officers] and ** representatives from the BID Company

2 Statutory Authorities

- 2.1 This Agreement is made pursuant to Part IV of the Local Government Act 2003, Section 111 of the Local Government Act 1972, Section 1 of the Localism Act 2011 and all other enabling powers

3 Commencement

- 3.1 The terms of this Agreement shall take effect upon the date of this Agreement

4 The Council's Obligations

4.1 The Council agrees to the following:

4.1.1 to provide the Standard Services within the BID Area at its own cost

4.1.2 in the event that the Council is unable to continue to provide all or any part of the Standard Services within the BID Area on account of its being statutorily barred from doing so in respect of any of those Standard Services set out in Part 1 of Schedule 1 or its having insufficient funds to secure the provision of any of those Standard Services set out in Part 2 of Schedule 1 it shall carry out the following for the BID Company:

- (a) identify which part or parts of the Standard Services it is unable to provide;
- (b) provide a detailed explanation of why such identified Standard Service is to be withdrawn; and
- (c) state the date upon which the Council will cease to operate the identified Standard Service.

4.1.3 to implement such recommendations in the carrying out or provision of the Standard Services as may be made by the Standard Services Review Panel

4.1.4 [upon receipt of a Failure Notice from the BID Company to carry out a review of the performance of the contractor or provider of the Standard Service and to use reasonable endeavours to secure the improvement of the Standard Service from the contractor or provider to meet the Benchmark Criteria and in the event of a continued failure by such provider or contractor to meet the Benchmark Criteria to consult with the BID Company with regard to the appointment of an alternative contractor or provider for the relevant Standard Service]

4.1.5 not to remove or change any contractor(s) responsible for providing the Standard Services without first serving no less than [2] months' written notice on the BID Company stating:

- (a) the removal or alteration of such contractor;
- (b) the Standard Service which such contractor is responsible for providing; and
- (c) the details of the new contractor appointed to provide the Standard Services(s)

4.1.6 On 1st April 2027 the rights and obligations of the Council under this agreement should automatically transfer to West Surrey Council without the need for further consent from the BID Company.

West Surrey Council shall have the right to review, the terms and conditions of this Agreement. Following such a review, West Surrey Council may request reasonable variations to the Agreement to ensure its continued suitability and alignment with the policies, structures, and operational requirements of West Surrey Council.

The BID Company agrees to enter good faith discussions with West Surrey Council regarding any such proposed variations. Unless otherwise agreed in writing, all other terms and conditions of this Agreement shall remain in full force and effect.

- 4.1.7 Notwithstanding the Commencement Date of this Agreement, it is acknowledged that Council officers will undertake the operational preparations for the BID Levy, including initial billing and collection arrangements, with effect from February 2027. From 1 April 2027, all such functions will be carried out by West Surrey Council.

5 Monitoring and Review

- 5.1 The Council and the BID Company shall set up the Standard Services Review Panel within 28 days from the date of this Agreement the purpose of which shall be to:

- 5.1.1 monitor the carrying out of the Standard Services
 - 5.1.2 make any recommendations required pursuant to paragraph 5.1.1 (above) to the Council and the BID Company.
 - 5.1.4 review any Failure Notices served by the BID Company and steps which should be taken to secure the proper carrying out of the Standard Services;
 - 5.1.5 identify the need for any improvement or alteration to the Standard Services and/or Benchmark Criteria
- 5.2 [In the event that the Council is also providing Complementary Services pursuant to the Complementary Services Agreement the Council and the BID Company agree that the Standard Services Review Panel shall carry out all duties and obligations as set out in paragraphs 6.1.1 to 6.1.8 of the Complementary Services Agreement.]

6 Joint Obligations

- 6.1 Both the Council and the BID Company agree:
- 6.1.1 For the purposes only of monitoring the standard services to review and take account of any representations or recommendations made to them by the Standard Services Review Panel and take such action as may be appropriate
 - 6.1.2 To carry out an annual review of the Standard Services to be provided and make such amendments to the level of services as may be required.

7 Licence

- 7.1 The Council hereby grants licence to the BID Company, its agents or Complementary Service Provider to enter onto into or upon any land within the Council's Ownership or the highway for the purposes of the BID Company its agents or Complementary Service Provider carrying out any function or service required or secured (or any ancillary function) for the operation of the BID

8 Termination

- 8.1 This Agreement shall be terminated upon any of the following occurring:
- (a) the expiry of the BID Term provided that in the event the BID is renewed after the BID Term this Agreement shall, subject to the consent of both parties and any variations they may agree, continue to remain in force and of full effect;
 - (b) the early Termination of the BID and the giving of relevant notices as required by the Regulations and the Operating Agreement; or
 - (c) the agreement of both parties

9 Confidentiality

- 9.1 Both the Council and the BID Company agree to keep confidential and not to divulge to any person without the prior written consent of the other party all information (written or oral) concerning the business affairs of the other nor any information which has been exchanged about the BID Levy Payers or about other third parties which it shall have obtained or received as a result of operating the BID. This obligation shall survive the termination or lapse of the provision of the BID

10 Notices

- 10.1 Any notice or other written communication to be served or given to or upon any party to this Deed to the other shall be in writing and shall be sent to the address provided for above or such substitute address in England as may from time to time have been notified by that party.
- 10.2 A Notice may be served by
- 10.2.1 delivery to the Legal Services Manager at the Council's address or specified above;
 - 10.2.2 delivery to the Company Secretary at the BID Company's address specified above
 - 10.2.3 registered or recorded delivery post.

- 10.3 Any notice served shall be deemed to have been validly served or given at the time when in the ordinary course of business it would have been received.

11 Miscellaneous

- 11.1 For the avoidance of doubt where any part of this Agreement is incompatible with the Regulations or any other regulations which the First Secretary of State may issue pursuant to Part IV of the Local Government Act 2003 then such part shall be struck out and the balance of this Agreement shall remain
- 11.2 The headings appearing in this Deed are for ease of reference only and shall not affect the construction of this Deed
- 11.3 For the avoidance of doubt the provisions of this Deed (other than those contained in this Clause) shall not have any effect until this document has been dated
- 11.4 Where reference is made to a Clause, Part, or Recital such reference (unless the context requires otherwise) is a reference to a clause, part, plan, or recital attached to this Deed
- 11.5 References to the Council include any successors to its functions as local authority
- 11.6 References to statutes, bye laws, regulations, orders, delegated legislation shall include any such instrument re-enacting or made pursuant to the same power

12 Exercise of the Council's Powers

- 12.1 Nothing contained in this Agreement or implied in it shall prejudice or affect the rights discretions powers duties and obligations of the Council under all statute byelaws statutory instruments orders and regulations in the exercise of its functions as a local authority

13 Contracts (Rights of Third Parties)

- 13.1 The provisions of the Contracts (Rights of Third Parties) Act 1999 shall not apply to this Agreement

14 Arbitration

- 14.1 The following provisions shall apply in the event of a dispute:
- 14.1.1 Any dispute or difference of any kind whatsoever arising between the parties hereto out of or in connection with this Agreement shall be referred to arbitration before a single arbitrator

SCHEDULE 1 – The Standard Services

The purpose of this schedule is effectively to set the "baseline" for the services.

Part 1 should identify such services (within the relevant service area) which the Council is required to provide as part of this statutory duty (e.g. refuse, maintenance of highway etc.)

1. Street Cleansing and Litter Removal

Under Section 89 of the Environmental Protection Act 1990, councils have a strict statutory duty to ensure that relevant land and highways under their control are kept clear of litter and refuse as far as is practicably possible.

- **Cleanliness Standards:** Councils must follow the [statutory Code of Practice on Litter and Refuse](#). Town centres are legally classified as "**High Intensity Areas**" due to heavy footfall. If a town centre's cleanliness drops below an acceptable standard, the council is legally required to restore it to a clean state within short, specific timeframes (often within hours).
 - Cleansing of public streets, highways and amenity land, paths, roads, public areas.
- **Litter Bin Management:** Councils must supply, routinely empty, and maintain public litter bins in high-traffic town zones to prevent overflow and public health hazards.
 - Emptying and cleansing of litter bins.
 - Installation, maintenance and fitting of litter bins.
- **Hazardous Waste:** Councils are legally required to remove hazardous materials from public pavements, including dog fouling, broken glass, and discarded syringes/sharps

2. Highway and Pavement Maintenance

Under Section 41 of the Highways Act 1980, the highway authority (**Surrey County Council** and then **West Surrey Council** from 01/04/2027) has a statutory duty to maintain the public highway. In a town centre context, this includes:

- **Pavement Safety:** Routinely inspecting and repairing pavements, pedestrian zones, and kerbs to eliminate tripping hazards.
- **Gully and Drain Cleansing:** Clearing roadside grates, gullies, and surface water drainage systems to prevent local flooding across town centre streets.
- **Winter Maintenance:** Ensuring town centre pavements and main shopping streets are gritted or cleared of ice and snow during severe weather to maintain safe public passage.

3. Environmental Protection and Enforcement

Councils have statutory obligations to regulate and enforce cleanliness under the **Clean Neighbourhoods and Environment Act 2005**. They cannot just clean up; they must actively discourage environmental crime through:

- **Fly-Tipping and Graffiti Removal:** Investigating and removing illegally dumped waste (**fly-tipping**) and offensive or illegal **graffiti** from council-owned structures and public highways.
 - Removal of graffiti and flyposting where practicable from street furniture (public only).
 - Removal of rubbish on public land following fly-tipping.
- **Statutory Nuisance:** Investigating commercial waste accumulation from local town shops or venues that creates a public health threat or attracts vermin (under the **Public Health Act**

1936).

- Provision of litter/waste enforcement – commercial and residential.

- **Fixed Penalty Notices (FPNs):** Issuing fines for littering, commercial waste duty-of-care failures, and dog fouling within the town centre perimeter.

Part 2 of the Schedule should set out those services which the Council provides as part of its "standard" routine but which are above those provided as part of its usual statutory function. The point here being that the BID Company should nonetheless consider this part of the standard service provided by the Council in that BID Levy funds should not be used to fund initiatives which the Council has already committed itself to/provide.

- Removal of leaf and blossom fall from the highway areas
- Weed control through weed spraying on behalf of the County Council.
- Removal of shopping trolleys.
- Maintenance of sponsored floral displays and planters where sponsorship arrangements are in place
- Watering of hanging baskets on arrangement with sponsors

SCHEDULE 2 – BENCHMARK CRITERIA

The purpose of this schedule is to set out the basic criteria against which the standard services are to be assessed. This should include the following:-

- (a) Specification of the work to be undertaken (e.g. if cleansing is stipulated how many times a week this is to take place etc)

Item	Frequency
Cleansing of public streets, highways and amenity land, paths, roads, public areas	Weekdays, Monday to Friday (highway land only)
Emptying and cleansing of litter bins	7 days per week (excluding certain Christmas and New Year periods)
Installation, maintenance and fitting of litter bins.	as required
Removal of rubbish on public land following fly-tipping	as required
Removal of graffiti and flyposting where practicable from street furniture (public only).	as required
Maintenance of street furniture / public seating	as required

Public signs	as required
Fly-posting removal	as required
Removal of leaf and blossom fall from the highway areas	Included within the street cleansing service undertaken weekdays Monday to Friday.
Weed control through weed spraying on behalf of the County Council.	Twice per year in accordance with the contract.
Removal of shopping trolleys.	as required
Maintenance of sponsored floral displays and planters where sponsorship arrangements are in place	As required, where sponsorship arrangements are in place.

(b) Any relevant industry standards which the Standard Services should meet.

Street cleansing services shall be delivered in accordance with the Environmental Protection Act 1990 and the DEFRA Code of Practice on Litter and Refuse. Highway maintenance services shall be carried out in accordance with applicable standards and guidance issued by the relevant Highway Authority. All services shall be undertaken in accordance with relevant statutory requirements, health and safety legislation, and good industry practice.

Category	Requirement	Source	Requirement Summary
Regulation	BID proposal content	LGA 2003; BID Regs Sch 1	Must include boundary, term, services, governance, levy
Regulation	Additionality	MHCLG Guidance	Services must be additional to council provision
Regulation	Levy framework	BID Regs 2004	Levy must be transparent and clearly defined
Regulation	Ballot compliance	BID Regs 7–15	Ballot must meet statutory voting tests
Regulation	Collection & enforcement	BID Regs; NNDR	Levy must be enforceable and collected lawfully
Finance	Ringfencing of funds	LGA 2003	Levy must be used only for BID purposes
Finance	Financial planning	Best practice	Must demonstrate viable financial model
Finance	Reserves & contingency	Best practice	Must manage financial risk and cashflow
Finance	Financial governance	Companies Act; BID guidance	Clear oversight and accountability required
Finance	Audit & reporting	Accounts & Audit Regs	Must ensure transparency and financial control
Policy	Policy alignment	Council strategies	Must align with adopted council policies
Policy	Best Value	LGA 1999	Must demonstrate efficiency and value for money
Policy	Equality	Equality Act 2010	Must ensure fair and proportionate impact
Policy	Economic development	Local strategy	Support sustainable economic growth
Policy	Partnership working	BID guidance	Must demonstrate collaborative approach

How BID Proposal Addresses It	Evidence (Appendix / Page / Clause)
Proposal defines BID boundary, 5-year term, governance model and full project programme structured around four pillars	Appendix C p.12 (boundary), p.2 (term), p.5–10 (projects), p.16–17 (governance)
Proposal clearly states BID will provide additional services supported by Baseline Agreement to avoid duplication	Appendix C p.2; p.4
Detailed levy rules include threshold (£10k RV), banding, £5k cap, reliefs, inflation increase and application to occupied and vacant hereditaments	Appendix C p.13
Proposal defines dual majority test (number and rateable value), timetable and administration by Council and Civica	Appendix C p.18
Operating Agreement sets out billing, collection, monitoring, enforcement actions and reporting between Council and BID	Appendix D clauses 1.4–1.8; 2.1–2.3
Proposal confirms levy is ringfenced and allocated across four strategic investment areas with defined expenditure	Appendix C p.14
Five-year budget shows income, expenditure, inflation assumptions and surplus position demonstrating financial sustainability	Appendix C p.14
Budget includes 10% contingency and reserves to manage risk and ensure operational stability	Appendix C p.14
Board responsible for approving budgets, monitoring performance and managing financial variations	Appendix C p.16
Proposal commits to annual reports, business plans, KPIs and regular reporting to levy payers	Appendix C p.11
Four strategic pillars support economic growth, safety, place-making and business resilience objectives	Appendix C p.2–3; p.5–6
BID delivers collective investment, reduced costs (bulk purchasing) and efficient business-led delivery	Appendix C p.9
Levy applied consistently with defined criteria and developed through inclusive business consultation	Appendix C p.2
Proposal includes initiatives to increase footfall, reduce costs, promote town centre and attract investment	Appendix C p.8–9
Proposal includes partnership working with Council, Police and stakeholders to deliver coordinated improvements	Appendix C p.7–8; p.17

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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Ashford Business Improvement District BID Ballot 2026

Summary of consultation and engagement

Background

Ashford is an important district centre within the Borough of Spelthorne, with a diverse mix of independent businesses, national operators, professional services, cafés, restaurants and community facilities. The proposed Ashford Business Improvement District (BID) will provide a business-led and business-funded mechanism through which local businesses can work collectively to strengthen the town centre.

The proposed BID will operate for five years from 1 April 2027 to 31 March 2032. Its programme is focused on four priorities: a connected Ashford, a safer Ashford, stronger business performance and an enhanced town centre environment. The proposal will be developed and refined through consultation with businesses before the ballot, ensuring that the final Business Plan reflects local priorities and provides a clear basis on which eligible businesses can make an informed decision.

Business consultation and engagement

A structured consultation and engagement programme will be undertaken before the ballot. The programme will be open and inclusive, giving eligible businesses and their representatives a range of opportunities to understand the proposal, comment on the emerging priorities and discuss how the BID would operate. Activity will include:

- Building on the BID feasibility work undertaken during 2025 and reviewing the issues and priorities identified by Ashford businesses;
- Offering every eligible business the opportunity to engage through direct visits, one-to-one conversations, telephone calls or online meetings;
- Distributing clear material explaining the proposed BID area, emerging priorities and indicative levy arrangements;
- Using questionnaires, meetings and drop-in sessions to gather feedback, test the proposal and answer questions;
- Providing electronic updates and accessible online information, including key documents, frequently asked questions and ballot details;
- Engaging with businesses of different sizes and sectors to ensure that the proposal reflects the diversity of the Ashford business community;
- Working with Spelthorne Borough Council and relevant partners to verify eligible hereditaments, ratepayers, authorised voters and decision-makers;
- Recording and reviewing feedback so that the final priorities, projects, levy arrangements and governance proposals are informed by business views;

- Sharing the draft and final Business Plan with eligible businesses and providing further opportunities to discuss its content before voting begins.

How consultation will shape the proposal

Feedback received through the consultation programme will be reviewed by the BID development team and steering group. Where appropriate, it will be used to refine the proposed projects, delivery priorities, levy rules, governance arrangements and communications. The purpose will be to ensure that the final Business Plan is practical, affordable and focused on activity that businesses consider important to Ashford's future.

Businesses will be kept informed of the emerging position and will be able to raise questions throughout the consultation period. The final Business Plan will explain the commitments to be delivered during the five-year term, how the levy will be calculated and managed, and how the BID will remain accountable to the businesses that fund it.

Final pre-ballot activity

Before the ballot opens, the following final engagement and administrative activity will be undertaken:

- The final Business Plan will be presented and made available to all eligible businesses and voters;
- Eligible businesses will receive a clear invitation to meet the BID team or request further information about the proposal;
- The voter list and named decision-makers will be checked with Spelthorne Borough Council and its appointed ballot provider, and businesses will be advised of proxy arrangements where necessary;
- The formal Notice of Ballot will be issued in accordance with the Business Improvement District regulations;
- Communications will remind businesses that the ballot must achieve both a majority by number and a majority by aggregate rateable value among those voting.

Ballot timetable

The Ashford BID ballot will be administered independently by the Returning Officer for Spelthorne Borough Council, supported by the Council's electoral services team and its appointed ballot provider. Ballot papers are scheduled to be issued on Wednesday 18 November 2026. Completed postal votes must be received by 5.00pm on Friday 18 December 2026, and the result is scheduled to be announced on Monday 21 December 2026.

During the ballot period, all eligible businesses will continue to have access to the final Business Plan and will be able to contact the BID development team with questions. Factual reminders will be issued to support participation and ensure that authorised voters understand how and when to return their ballot papers.

The consultation programme will ensure that every eligible business has a reasonable opportunity to understand, influence and make an informed decision on the proposed Ashford Business Improvement District before the ballot closes on 18 December 2026.

Spelthorne Borough Council Services Committees Forward Plan

This Forward Plan sets out the decisions which the Service Committees expect to take over the forthcoming months.

Please direct any enquiries about this Plan to CommitteeServices@spelthorne.gov.uk.

Spelthorne Borough Council

Service Committees Forward Plan and Key Decisions for 1 October 2026 to 31 March 2027

Anticipated earliest (or next) date of decision and decision maker	Matter for consideration	Key or non-Key Decision	Decision to be taken in Public or Private	Lead Officer
Business, Infrastructure and Growth Committee 01 10 2026	Ashford Business Improvement District (BID) proposal	Non-Key Decision	Public	Chris Norrington, Economic Development Manager
Business, Infrastructure and Growth Committee 01 10 2026	Inclusive Economy - Governance Assurance	Non-Key Decision	Public	Chris Norrington, Economic Development Manager
Business, Infrastructure and Growth Committee 12 11 2026	Business Infrastructure and Growth Committee KPI Update	Non-Key Decision	Public	Chris Norrington, Economic Development Manager, Timothy Snook, Sustainability & Resilience Lead
Business, Infrastructure and Growth Committee 12 11 2026	Inclusive Economy - Governance Assurance	Non-Key Decision	Public	Chris Norrington, Economic Development Manager
Business, Infrastructure and Growth Committee 12 11 2026	Regeneration Sites - Housing Delivery	Key Decision	Public	Coralie Holman, Group Head - Assets
Business, Infrastructure and Growth Committee 12 11 2026	Update on Ashford BID Project	Non-Key Decision	Public	Julia Owen, Senior Economic Development Officer

Date of decision and decision maker	Matter for consideration	Key or non-Key Decision	Decision to be taken in Public or Private	Lead Officer
Business, Infrastructure and Growth Committee 14 01 2027	Business Infrastructure and Growth Committee KPI Update	Non-Key Decision	Public	Chris Norrington, Economic Development Manager, Timothy Snook, Sustainability & Resilience Lead
Business, Infrastructure and Growth Committee 14 01 2027	Economic Analysis & Dashboard	Non-Key Decision	Public	Chris Norrington, Economic Development Manager
Business, Infrastructure and Growth Committee 11 03 2027	Business Infrastructure and Growth Committee KPI Update	Non-Key Decision	Public	Chris Norrington, Economic Development Manager, Timothy Snook, Sustainability & Resilience Lead
Business, Infrastructure and Growth Committee 11 03 2027	Inclusive Economy - Governance Assurance	Non-Key Decision	Public	Chris Norrington, Economic Development Manager

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