Please reply to:
Contact: Christeen Abee
Service: Committee Services
Direct Line: 01784 446224
E-mail: c.abee@spelthorne.gov.uk
Date: 03 November 2026

Notice of meeting

Business, Infrastructure and Growth Committee

Date: Thursday, 12 November 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)	M. Buck	K. Howkins
S. Gyawali (Vice-Chair)	D.C. Clarke	J.R. Sexton
C. Bateson	R.V. Geach	
S.N. Beatty	M. Gibson	

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.

Agenda

Page nos.

1. Apologies and Substitutes

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

2. Minutes **3 - 6**

To confirm as a correct record the minutes of the meeting held on 1 October 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. Economic Development KPI Report Quarter 2 2026-27 **7 - 18**

Committee is asked to consider the Economic Development KPIs for Quarter 2 2026-27.

6. HSR/SLR Working Group Updates **Verbal Report**

Committee will receive a verbal update from the Chair of the HSR/SLR Working Group.

7. Forward Plan **19 - 20**

To note the Forward Plan for future business.

Minutes of the Business, Infrastructure and Growth Committee
1 October 2026

Present:

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

Councillors:

C. Bateson	D.C. Clarke	K. Howkins
M. Buck	M. Gibson	J.R. Sexton

Substitutions: Councillors J.T.F. Doran (In place of S.N. Beatty)

38/26 Apologies and Substitutes

Apologies were received from Councillors Beatty and Geach. Councillor Doran attended as a substitute for Councillor Beatty.

39/26 Minutes

The minutes of the meeting held on 25 June 2026 were agreed as a correct record.

40/26 Disclosures of interest

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

41/26 Questions from members of the Public

There were none.

42/26 Inclusive Economy - Governance Assurance

The Committee considered a report that sought to inform and assure members on the “Inclusive Economy” section of the Council’s Governance Assurance Register. This section currently had an overall assurance level of high, with only two sections listed as amber. The amber areas, “Establish a Business Engagement Framework” and “Shared Data & Intelligence”, were

rated as such as this work was ongoing and had been delayed due to resource restrictions.

The Committee acknowledged that some of the work being undertaken would be useful for the new West Surrey authority, and encouraged collaboration with existing district and borough councils. The Committee noted that there were local restrictions, such as the lack of appropriate schools in the area, that affected some of the performance outcomes.

Councillor Buck arrived at 19:20

The Committee **resolved** 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; and
b. Acknowledge the key focus areas, concerns and issues relating to this Governance Assurance Area as outlined in Appendix A.

43/26 Ashford Business Improvement District (BID) proposal

The Committee considered the Business Improvement District (BID) Proposal for Ashford to determine whether the proposal should proceed to ballot. Officers had reviewed the BID proposal and supporting documentation, and were satisfied that the relevant legislative requirements had been met, appropriate governance and operational arrangements were in place, and no grounds had been identified to justify the exercise of the Council's veto powers, including policy conflict, disproportionate financial burden, or concerns regarding deliverability.

The Committee noted the BID was considered financially viable, and the delivery plans were realistic and proportionate. Ballot papers were scheduled to be issued mid-November, with the result being announced by the Council before Christmas. If successful, the BID would commence April 2027.

The Committee **resolved** to:

1. Acknowledge the BID Proposal, Draft Operating Agreement, Draft Baseline Agreement, BID Compliance Matrix, Provisional List of Voting Businesses, and Summary of Consultation and Engagement; and
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.

44/26 Update on Ashford Business Improvement District

The Committee received an update on the Ashford Business Improvement District from Gary Reeves and Rishi Sood.

It was proposed by Councillor Sexton, seconded by Councillor Buck and **resolved** to exclude public and press for part of the discussion of this item and for the remainder of the agenda in accordance with paragraph 3 of part 1 of Schedule 12A of the Local Government 1972 (as amended) because it was likely to disclose 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 in disclosing the information because the disclosure to the public would prejudice the financial position of the authority in being able to undertake even handed negotiations and finalising acceptable contract terms.

Engagement was underway with businesses on the Ashford BID Business Plan, which set out four key pillars: A Connected Ashford, A Safer Ashford, A Thriving Ashford, and An Attractive Ashford. Feedback would be collated and presented back to businesses to gain support for the forthcoming ballot. 138 businesses would be balloted.

The Committee noted the proposed BID boundary and acknowledged how the BID would be managed and administered if successful.

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

45/26 Forward Plan

The Chair of the HSR/SLR Working Group confirmed there was no update to provide at this time, but suggested updates be added to future meetings.

The Committee **resolved** to note the forward plan with the addition of HSR/SLR Working Group Updates.

Meeting ended 20:52

This page is intentionally left blank

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		
MAT+ review (to have been circulated **at least 5 working days before Stage 2**)	**Yes**	**12/10/26**
This item is on the Forward Plan for the relevant committee	**Yes**	**01/10/26**
	Reviewed by	
Finance comments (circulate to Finance)	**AB**	**14/10/26**
Risk comments (circulate to Lee O'Neil)	**LO**	**16/10/26**
Legal comments (circulate to legal@spelthorne.gov.uk)	**JC**	**15/10/26**
HR comments (if applicable)	**N/A**	

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**	**15/10/26**
S151 Officer commentary – at least **5 working days before MAT**	**T. Collier**	**12/10/26**
Commissioner engagement	**J. Kingston**	**14/10/26**
		No issues
Relevant MAT member sign-off	**LO for PM**	**16/10/26**
Report reviewed by Management Team		

Business, Infrastructure & Growth Committee

12 November 2026

Title	Economic Development KPI Report Quarter 2 2026-27
Purpose of the report	To inform and assure
Report Author	Chris Norrington, Economic Development Manager
Ward(s) Affected	All Wards
Exempt	No
Exemption Reason	n/a
Corporate Priority	Community Resilience
Recommendations	**Committee is asked to:** To consider the Economic Development KPIs for Quarter 2 2026-27.
Reason for Recommendation	Economic Development has a number of Key Performance Indicators which enables the service to monitor performance over a fiscal year and address any issues if performance is faltering.

1. Executive summary of the report

What is the situation	Why we want to do something
Each service area has a number of Key Performance Indicators (KPIs), which must be monitored and reported on a regular basis	• Regular reporting of progress against key plans and KPIs is essential for monitoring and managing performance and delivery and identifying improvements to the way the Council and individual services operate. • Regular reporting will identify progress and enable timely action to be taken in areas of emerging inferior performance.
This is what we want to do about it	**These are the next steps**
• Monitor and report on performance for Q2 of 2026/27	• The Committee is asked to review the performance in the services outlined in this report and provide feedback on any key areas where improvements are required.

2. Key issues

2.1 To ensure effective and joined up reporting of performance, there is a requirement to present our Corporate, Transitional and Service Plan key performance indicators (KPIs) against our targets to this Committee.

3. Key Performance Indicators

3.1 Key Performance Indicators (KPIs) across services are monitored monthly, and reported monthly, quarterly, or annually, depending on the individual measure specified.

3.2 The Council has established a framework of 43 Corporate KPIs for 2026/27, approved by Corporate Policy and Resources Committee (CPRC) in April 2026. These, along with service KPIs, are reported and reviewed by MAT+ on a monthly basis, with updates to CPRC and relevant Service Committees quarterly. This supports the governance and performance recommendations arising from the Best Value review.

3.3 Economic Development has 39 KPIs across 4 service delivery areas.

3.4 6 of our KPIs are Corporate/ Service plan KPIs which are reported to CPRC.

3.5 Appendix A shows further commentary on KPI performance.

3.6 KPIs are reflected numerically with the completion to date figure is represented as a percentage.

3.7 **Economic Development**

The Economic Development service is performing strongly overall, with four of the six Corporate KPIs already at or above annual target trajectory and three corporate indicators having already exceeded their year-end targets.

The principal challenge remains converting support activity into employment outcomes, where performance is substantially below target and will require focused intervention during the second half of the year.

- Business Hub occupancy remains strong at 69%.
- Business support activity remains strong, with 663 businesses engaged through direct and indirect support routes combined against a combined annual target of 950.
- Business Growth Programme and Business Hub support targets have already been exceeded, demonstrating strong demand for support services.
- Event delivery is on target, with 24 events delivered from a target of 25.
- Business Spelthorne Newsletter engagement metrics are progressing steadily but require continued growth during the second half of the year.

3.8 Overall RAG Assessment

Theme	RAG
Business Support Delivery	Excellent
Business Growth Programme	Excellent
Business Hub Performance	Excellent
Event Delivery	Excellent
Partnership Working	Excellent

Theme	RAG
Skills & Training Outcomes	🟢 Excellent
Employment Outcomes	🟡 Moderate
Communications & Engagement	🟡 Moderate

Overall Status: 🟢 GREEN

3.9 Business Growth Service

The programme is performing strongly across recruitment, engagement, mentoring, referrals and business growth outcomes. Most contractual KPIs have been exceeded, all participation targets were achieved ahead of schedule, and the majority of remaining outcome measures are on track for completion by programme close.

ESG delivery remains the principal risk, although progress in September was encouraging. Continued focus on evidence collection and environmental interventions should support successful delivery.

- 🟢 11 KPIs achieved or exceeding target
- 🟡 5 KPIs progressing and considered achievable

Participant Engagement

- ✅ 108 businesses recruited against a target of 80
- ✅ 69 businesses supported against a target of 40
- ✅ 12 growth events delivered, meeting the target of 12
- ✅ 20 referrals made against a target of 19

Business Support Delivery

- ✅ 213 mentoring hours delivered, including 53 in September
- ✅ 89% of the annual mentoring target achieved

Participation and engagement have consistently exceeded expectations, demonstrating strong demand for the programme and effective promotion.

3.10 Spelthorne Jobs & Skills Hub

The Jobs & Skills Hub is performing strongly, supporting 701 economically inactive residents and 172 young people, while employer engagement, partnership working and employment outcomes are ahead of profile.

Priorities for the second half of the year are to increase customer survey responses, strengthen employability outcome recording and improve follow-up data on sustained employment.

Basic skills support is performing strongly, with 226 people supported against a target of 90.

Job-search and employment support is on target, with 127 people supported against an annual target of 250.

Performance summary

Performance is strong: 701 economically inactive residents and 172 young people have been supported, while employer engagement (43), partnerships (37) and job outcomes (82) are ahead of profile. Priorities are to improve the recording of employability outcomes and three-month sustained employment.

Overall Assessment

Area	Status	Area	Status
Client Engagement	Excellent	Skills Outcomes	Strong
Youth Hub Delivery	Excellent	Sustained Employment*	Moderate Risk
Employment Outcomes	Strong	Customer Feedback Collection*	Moderate Risk
Partnership Working	Excellent	Customer Satisfaction	Excellent
Employer Engagement	Excellent		

The Jobs & Skills Hub is delivering strong performance across most strategic priorities. Core engagement, youth support, employer engagement and partnership working are all ahead of profile, with several annual targets already achieved. The primary focus for the second half of the year should be increasing customer survey returns, strengthening employability outcomes recording and improving sustained employment follow-up data.

3.11 Corporate & Transitional KPIs

KPI	Target	Current	Complete	RAG	Commentary
E1 Businesses supported through direct engagement	200	125	62.5%		Ahead of the year-to-date profile and on track to exceed target if current activity levels continue.
E2 Businesses supported through indirect engagement	750	538	71.7%		Strong performance across newsletters, networking and partner activity. Well ahead of profile.
E3 New businesses supported on business support programme	80	116	145.0%		Annual target already exceeded. A notable achievement demonstrating strong programme demand.
E4 Small businesses supported in the Business Hub	40	53	132.5%		Target exceeded with six months remaining. Strong Hub utilisation.
E5 People supported to access basic skills	90	226	251.1%		Exceptional overperformance against target. Significant impact delivered through JASH activity.

E6 People supported to engage in job-searching/ gain employment	250	127	51%	🟡	On target to support those customers in job searching. The Hub only started gaining traction in identifying those in work and remaining in work this year.

3.12 **Transitional KPIs**

Aligned with both Corporate and Service Plan KPIs, Economic Development has actions and KPIs associated with the Transitional Plan.

Action	Develop an engagement programme to ensure local community groups, businesses and business networks are prepared for the changes resulting from the transition from SBC to WSC.			
Target	**Current**	**Complete**	**Status**	**Comment**
20 x Large businesses engaged.	20	100%	🟢	Our communications channels have an audience of 1,000+ businesses and over 2,000 contacts. We have spoken at events and in business meetings on the LGR process, objectives and benefits. We regularly include LGR news and events on social and newsletter channels. This work is ongoing and will continue past vesting day.
70 x Priority & medium sized businesses engaged	73	100%	🟢	
100 x Small businesses engaged and informed on transition arrangements	100	100%	🟢	

4. Governance and Risk Considerations

4.1 Overall risk exposure remains moderate. Economic Development programmes continue to perform strongly across business engagement, enterprise support, partnership working, skills delivery and event activity.

4.2 The principal risks relate to employment outcomes, sustained employment monitoring, customer feedback collection, ESG delivery and the timely collection of evidence to verify outcomes. Management mitigation focuses on enhanced outcome tracking, targeted employer engagement, strengthened customer follow-up processes and proactive collection of supporting evidence. Subject to these actions, the overall risk position is considered manageable, and the service remains on track to deliver the majority of annual targets.

4.3 Ongoing resource pressures within the Economic Development Team need to be kept under review to ensure current programmes can still be delivered.

4.4 **Strategic Risks**

1. Conversion Risk (Support into Jobs)

The most significant strategic risk is the ability to translate high levels of engagement activity into employment outcomes. Whilst business support, events, skills provision and employer engagement are performing strongly, employment outcomes remain substantially lower than target.

2. Evidence and Attribution Risk
Several programmes appear capable of achieving targets but remain dependent upon collection of signed evidence forms and survey returns. Failure to gather evidence could result in under-reporting of actual impact.

3. Contract Delivery Risk
The Business Growth Service is performing strongly overall, but ESG delivery remains the principal contractual risk area. Failure to achieve ESG requirements could affect programme compliance and final performance assessment.

4.5 A KPI Risk analysis has been produced (Appendix A: Section 4)

5. Financial implications

5.1 There are no identified financial risks or implications.

6. Legal comments

There are no direct legal implications arising from this report. The committee report is for information, review and monitoring.

Corporate implications

7. Commissioners' comments

7.1 No issues from Commissioners.

8. S151 Officer comments

8.1 The S151 Officer confirms that there are no direct financial implications arising from the report.

9. Monitoring Officer comments

9.1 Effective performance monitoring, measurement and management are essential to promoting transparency and driving improvement. This report assists the Council in evaluating the effectiveness and efficiency of service delivery.

10. Procurement comments

10.1 There are no procurement implications associated with this report.

11. Equality and Diversity

11.1 This report does not have an impact.

12. Sustainability/Climate Change Implications

12.1 There are none.

13. Other considerations

13.1 There are none

14. Local Government Reorganisation Implications

14.1 The Business Growth contract allows for an extension to 31 March 2027. A new procurement exercise will commence shortly to contract a delivery partner for 2027-28. Currently the understanding is that Economic Development functions currently being delivered by sovereign councils will continue in 2027-28 subject to Budget approval.

14.2 Similarly, the Jobs & Skills Hub delivery contract has allowance in its current contract to be extended for a further year, to March 2028. A staffing request will be made to the Staffing Panel accordingly alongside seeking approval to extend the delivery contract.

15. Timetable for implementation

KPI update reports will be presented at future BIG Committee meetings.

16. Contact

16.1 Chris Norrington, Economic Development Manager, c.norrington@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: There are none.

Appendices:
Appendix A – Economic Development Q2 KPI Summary

1 Spelthorne Business Growth Service

KPI	Target	Current	Complete	RAG	Commentary
Business Growth Service Sign-ups	80	108	135%	🟢	Outstanding performance. Sign-ups exceeded target by 28 businesses and continues to grow.
Business Growth Events	12	12	100%	🟢	Full annual event programme delivered by September.
Event Attendance	8 per event	10	122%	🟢	Attendance has remained consistently above target despite seasonal fluctuations.
121 Support Sessions	240	213	89%	🟢	Excellent position. September delivered a record 53 sessions and target is expected to be exceeded.
Start-Up Sign-ups	40	46	115%	🟢	Strong demand generated through the Accelerator programme.
Start-Up Events	4	4	100%	🟢	Contractual target achieved.
Start-Up Event Attendance	10	20	200%	🟢	Participation significantly exceeded expectations.
Businesses Receiving Support	40	69	173%	🟢	One of the strongest performing indicators across the programme.
Referrals to Other Organisations	19	20	105%	🟢	Successfully achieved and maintained since May.
New Businesses Created	18	13	72%	🟡	Additional signed evidence forms remain outstanding. Good pipeline remains.
New Jobs Created	18	15	83%	🟡	Only three jobs short of target. Expected to improve through evidence collection.
Jobs Safeguarded	18	15	83%	🟡	Tracking closely behind jobs created and likely to improve further.
New Products Introduced	18	12	67%	🟡	More participant outcomes expected from outstanding forms.
New Technologies Adopted	18	16	89%	🟡	Very close to completion and expected to exceed target.
Improved Productivity	9	9	100%	🟢	KPI achieved with additional outcomes likely still to be evidenced.
New Markets Entered	9	17	189%	🟢	Exceptional performance and nearly double target.

2 Spelthorne Jobs & Skills Hub

Summary Table

KPI	Target	Current	Complete	RAG	Commentary
New Cases	750	413	55.1%	🟢	Slightly ahead of straight-line profile after 6 months. Strong intake maintained.
Economically Inactive People Supported	595	701	117.8%	🟢	Annual target already exceeded. Excellent reach and engagement.
DWP Youth Claimants Supported	155	114	73.5%	🟢	Performing well and on course to significantly exceed target.
Employability Events Delivered	100	50	50.0%	🟡	Exactly on profile at mid-year. Continued delivery required.
Event Attendees	1,000	539	53.9%	🟢	Slightly ahead of annual trajectory. Good attendance levels.
Clients Aged 16-24	155	172	110.9%	🟢	Target exceeded already, demonstrating strong youth engagement.
Increased Employability Skills	500	226	45.2%	🟡	Slightly below mid-year profile. Additional focus required on skills outcomes.
Entered Employment	120	82	68.3%	🟢	Strong outcome performance and comfortably ahead of target trajectory.
Sustained Employment (3 months+)	120	45	37.5%	🔴	Lagging behind target. Expected reporting lag may contribute but requires monitoring.
Partnership Organisations Engaged	6	37	123.3%	🟢	Significantly exceeded target, indicating excellent partnership development.
Referrals Between Partners	50	45	90.0%	🟢	Close to annual target already. Strong partnership activity.
Employers Engaged	35	43	122.9%	🟢	Annual target exceeded with six months remaining.
Customer Satisfaction Surveys Received	120	43	35.8%	🔴	Substantially below expected profile. Collection methods will be reviewed.
Average Satisfaction Score	4.0	4.88 avg	122% of target	🟢	Consistently excellent customer satisfaction.

3 Economic Development KPI Dashboard

Corporate KPI RAG Table

KPI	Target	Current	Complete	RAG	Commentary
E1 Businesses supported through direct engagement	200	125	62.5%	🟢	Ahead of the year-to-date profile and on track to exceed target if current activity levels continue.
E2 Businesses supported through indirect engagement	750	538	71.7%	🟢	Strong performance across newsletters, networking and partner activity. Well ahead of profile.
E3 New businesses supported on business support programme	80	116	145.0%	🟢	Annual target already exceeded. A notable achievement demonstrating strong programme demand.
E4 Small businesses supported in the Business Hub	40	53	132.5%	🟢	Target exceeded with six months remaining. Strong Hub utilisation.
E5 People supported to access basic skills	90	226	251.1%	🟢	Exceptional overperformance against target. Significant impact delivered through JASH activity.
E6 People supported to engage in job-searching/gain employment	250	127	51%	🟡	Behind target and will require increased interventions and outcomes during the remainder of the year.

4 KPI Risk analysis

Risk	Evidence	Likelihood	Impact	RAG	Mitigation
Sustained employment performance	Only 45 sustained employment outcomes against a target of 120 (37.5%). Performance is identified as "At Risk".	High	Medium	🔴	Improve follow-up processes, automate customer tracking, allocate resource to outcome verification and maintain contact with clients after employment starts.
Customer feedback evidence collection	Only 43 surveys received against a target of 120 (35.8%).	High	Medium	🔴	Introduce digital survey collection, incentivise responses, collect feedback immediately after interventions and make survey completion a standard exit process.
ESG delivery within Business Growth Service	The report identifies ESG delivery as the principal remaining programme risk.	Medium	High	🟡	Increase environmental support interventions, targeted ESG workshops and proactive evidence collection from participating businesses.
Outcome evidence collection risk	Several Business Growth Service KPIs rely on outstanding evidence forms to confirm outcomes including jobs, new businesses and new products.	Medium	High	🟡	Conduct evidence chasing campaign, assign responsibility for verification and introduce monthly compliance reviews.
Employability skills outcomes behind profile	Increased employability skills KPI is 226 against a target of 500 (45%).	Medium	Medium	🟡	Improve recording mechanisms, increase skills interventions and strengthen outcome capture procedures.
Newsletter and communications growth risk	Newsletter recipients, opens and clicks remain below year-end targets and require continued growth.	Medium	Low	🟡	Develop targeted campaigns, improve subscriber acquisition, increase partner promotion and enhance content engagement.
General business enquiry levels	General engagement activity has achieved only 58 of 150 enquiries (38.7%).	Medium	Medium	🟡	Increase promotional activity, improve website calls-to-action and expand direct business outreach.
Programme dependency on partnership delivery	High levels of performance are supported through Surrey Chambers, Source in Surrey, employers and partner referrals.	Low	Medium	🟡	Maintain partnership governance arrangements, regular engagement meetings and contingency routes for referrals.
Reputational risk from underperforming KPIs	Strong overall performance could be undermined if employment outcomes and customer evidence remain below target.	Medium	Medium	🟡	Focus management attention on red KPIs and provide regular progress reporting to the Committee.

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 2 November 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 12 11 2026	Business Infrastructure and Growth Committee KPI Update	Key Decision	Public	Chris Norrington, Economic Development Manager
Business, Infrastructure and Growth Committee 14 01 2027	Business Infrastructure and Growth Committee KPI Update	Non-Key Decision	Public	Chris Norrington, Economic Development Manager
Business, Infrastructure and Growth Committee 14 01 2027	Economic Analysis & Dashboard	Key Decision	Public	Chris Norrington, Economic Development Manager
Business, Infrastructure and Growth Committee 14 01 2027	Regeneration Sites - Housing Delivery	Key Decision	Public	Paul Moore, Corporate Director of Place
Business, Infrastructure and Growth Committee 11 03 2027	Business Infrastructure and Growth Committee KPI Update	Non-Key Decision	Public	Chris Norrington, Economic Development Manager
Business, Infrastructure and Growth Committee 11 03 2027	Inclusive Economy - Governance Assurance	Non-Key Decision	Public	Chris Norrington, Economic Development Manager