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BUSINESS AWARDS

Spelthorne Borough Council's

Economic Prosperity Strategy 2023 - 2028

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1 Foreword



Cllr Sinead Mooney

The Spelthorne Economic Strategy builds upon the 2017-2022 Economic Strategy and continues to focus on prioritising the key needs for business to settle, grow and thrive. Through the strategy the Borough aims to realise its ambitions and release its potential as a leading economy not just in Surrey but the wider sub-region. The strategy has been produced at a time when the local, national and international economies are all taking stock and preparing for the future with regards to the impact of significant events and decisions such as Heathrow's potential third runway, climate change implications, southern rail access to Heathrow, adjusting to the impact of Brexit, the Covid-19 pandemic which had a massive social and economic impact on the whole world and of course the highest levels of inflation seen in the UK for 40 years with inflation at 10.1%¹.

In November 2017 the government launched an Industrial Strategy designed to strengthen the five foundations of productivity: ideas, people, infrastructure, business environment and places. This strategy recognises those ambitions and are referenced within this refreshed strategy. The health of the Spelthorne economy has shown remarkable growth over a number of years, as evidenced by our position as 42nd out of 379 local authorities, putting the Borough in the top 11% of local authorities in the UK for competitiveness² in 2021. Spelthorne possesses the foundations envied by other locations, particularly given its proximity to London and Heathrow, forming part of a powerfully functional economic area; the M3, M4 and M25 which help drive the prosperity of the southeast all run through or in close proximity to Spelthorne. The area also contains some beautiful attractions such as Staines Moor, 11 miles of the river Thames and much more. Members and Officers of the Council are united in working hard to ensure that economic growth and the associated benefits to our community continue to grow and Spelthorne can compete with the best.

We are already witnessing significant developments in the Borough over the last 5 years of the strategy, particularly in Staines-upon-Thames where over the course of this strategy we have already seen a new hotel, residential accommodation and additional retail space. The face of Ashford has also changed with the development of the old Brooklands College site into hundreds of new apartments. This will further add to the attraction of the Borough to those who wish to locate their business or indeed, live, work or shop in Spelthorne.

The above has contributed towards strengthening the Spelthorne economy, moving it from 59th place in 2019³ to 42nd place in the UK Competitive index 2021 putting it in the top 11% of 379 local authority areas. This is against a backdrop of the Covid pandemic which had a profound impact on trading and jobs here, across the UK and the whole world.

Spelthorne will continue to strive to continue to be the location where businesses are supported, nourished and encouraged to become the best they can be. Spelthorne Council is determined to do all it can do to ensure that this is the best place for businesses to locate, grow and thrive.

Cllr. S. Mooney

1 <https://www.ft.com/content/2fb6f361-a7bb-4b98-8100-6847b5df79b4>

2 <http://cforic.org/wp-content/uploads/2021/11/UKCI-2021.pdf>

3 <https://orca.cardiff.ac.uk/id/eprint/120234/1/R%20Huggins%202019%20UK%20competitive%20index%20report%20March2019.pdf>

Some of the achievements

During the course of the pandemic over the last 2 years, a number of events and actions have not been carried out due to restrictions and the need to allocate resources in supporting the delivery of Additional Restriction Grants to our businesses.

However, below is a summary of a number of activities designed to support businesses that were delivered.

Support was provided for MP Kwasi Kwarteng’s Business Plan Competition held in 2017, 2018, 2019 and 2022 at BP, an Export Event held in conjunction with Department for International Trade and Runnymede and Elmbridge councils for businesses. A Skills & Jobs Fair held at Kempton Park over the same period with over 2,000 attendees / the first Spelthorne Business Awards event was held in 2018 and subsequently in 2019 and 2021. Place shaping with £1b worth of acquisitions by Spelthorne Council situated in and out of the Borough which has generated around £10m to supplement the Council’s budget to deliver services. The publication of a Spelthorne ‘Start Your Own Business’ book for new and potential entrepreneurs was produced in 2018 and a new edition in 2022. The Spelthorne Business Forum has grown from 500 to 900 members, the team helped to initiate a coding club at a local school. A seminar for businesses on cyber-crime, GDPR and business resilience was delivered in 2019. We have also held 4 extremely successful ‘Capture Spelthorne’ photographic competitions which has produced some fabulous pictures of the Borough. Royal Holloway University have carried out an in-depth investigation in support of an Oyster card for Spelthorne.

During the pandemic SBC distributed government grants or business rates reductions to the value of more than £50m to businesses situated in the borough. The Economic Development Team working with Councillors from the Economic Development Committee have distributed just over £3m of this through a variety of means, including cash grants, equipment grants, shop front grants, free professional business coaching, free training on ‘Social Media for Businesses’, free membership of the Federation of Small Businesses, free websites, and advice on how to reduce business costs.

Spelthorne Council’s work supporting the Borough’s businesses was honoured at the Federation of Small Businesses (FSB) Local Government Awards in October 2022, Having been selected as one of the top 3 entries for each of the four awards available, was named the All-England winner of the Future Ready category, the best in the southeast in the All Round Small Business Friendly category and best in the southeast winner in the Future Ready category.

The Future Ready award related to any activity to support and enable businesses to be prepared for the changing business landscape, to mitigate challenges or exploit opportunities in the future.



The all-round small business category related to projects which have positively succeeded in supporting and developing the local small business community.

Ray Abrahams, Development Manager for the FSB in Surrey, said: "I'd like to congratulate Spelthorne on being named the All-England winner in the Future-Ready category and the Southeast regional winner in the All-Round business support category at the FSB Awards, as well as being shortlisted in the Covid support & Recovery and Programme of Business Support categories. The team at Spelthorne have worked incredibly hard over the past 12 months to support local businesses and can take pride in their efforts in the knowledge that their work is recognised alongside the best in the country. I look forward to seeing the next steps they take in supporting businesses."

Some feedback from local businesses:

"I've been doubly blessed by Spelthorne, having received both a grant for some new audio equipment for my studio and now for the creation of a new website. The former has already really helped my voiceover business and I'm sure the latter will too, once it's complete. I've told a number of people about the way you've supported me, and how Spelthorne really does have a passion for helping small businesses. Everyone's reaction has been much the same: 1, they can't believe it and 2, they wish their local borough had the same outlook! I expect that both your roles are probably rather thankless at times, so I just want to say... thank you."

"I would love to have a stall at your event and tell people how much help I received to get my small business running. I first started through the business enterprise scheme while on income support and have since received an equipment grant to buy my mobile massage van. I started from nothing and despite covid am still doing well and growing. I would love the opportunity to give something back to you for all your help and ongoing support, of which I am very thankful. If you would like to see what I do, I have nearly forty 5 reviews from the people I have helped in our community."*

"We just wanted to drop you a message to say a massive thank you to you and your team for helping us. Whilst we still face many challenges with costs, we have now at least the opportunity to follow our road map to becoming a successful business. Our goal to fly the green flag and promote healthy living is very much alive which would not have been the case without the help of Economic Development Team."

"We started off in Christ Church where we shared the kitchen, the church were extremely kind to us but we knew we had to move on and have our very own kitchen to grow. We managed to obtain loans to purchase our new kitchen but then hit a financial wall when it came to purchasing equipment and at that point the business would have been dead without the support of your team. Your whole team were magnificent and always incredibly helpful."

2 Introduction



2.1. Spelthorne has an excellent location immediately to the south of Heathrow and adjacent to the economically buoyant area to the west of London. The Borough has exceptional communication links, a substantial business base with many successful international businesses and a strong economy.

2.2. The UK left the EU on 31st December 2020. It is too early to say how this will affect the UK economy in the long term. Since leaving the EU the delay in goods held at borders is causing concern with companies moving from sea to air to transport the goods which provides some benefit for Heathrow Airport.

There is also concern about the number of people available for employment with high levels of vacancies available, particularly in hospitality, retail, and farming sectors (October 2021). The impact of leaving the EU has also been clouded due to the effect of the Covid pandemic on the economy.

2.3. This Economic Strategy was adopted by Spelthorne Council on (date) January 2023, and it sets out the actions the Council will be taking over the next 5 years to further secure the sustainable growth of the local economy. This strategy builds upon the 2021 - 2023 Spelthorne Council Corporate Plan⁴ which identifies 5 key priorities including Community, Affordable Housing, Recovery, Environment, Service Delivery (C.A.R.E.S).

2.4. These actions have been developed following consultation with businesses, during July to September 2021. It is critical to this strategy that it is informed by local businesses so that it reflects real needs. Items raised that are included in the strategy include more emphasis on the provision of affordable office space, reducing congestion on our roads. Many of the objectives will be longer term, but this strategy will be reviewed and then refreshed at its halfway point. The governance structure to ensure that this strategy will be delivered is through the Economic Development Committee.

2.5. Much of this work will be in partnership with other organisations. Together, we will build on the strengths of the economy as well as tackle any barriers that inhibit a stronger Spelthorne.

⁴ file:///sbcfr/userfolders\$/kmcgro/Documents/Downloads/Corporate_Plan_2021-23.pdf

3 Vision for the Spelthorne Economy

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

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

- 3.2. In pursuing this vision, we will address the strengths and weaknesses previously described within the economic assessment and build on the positive growth prospects revealed in its latest business survey. In particular it will seek to increase the number of businesses in the Borough, to retain existing businesses and their level of business activity, as well as growth in the proportion of residents in work and their income levels.
- 3.3. This strategy does not seek to take the credit or indeed blame for changes that take place with regards to unemployment or business numbers, as there are many local, national and international factors at work; however, the strategy is intended to strengthen our ability to influence those areas at a local level and give the borough the best possible chance of improving the overall economic outlook for Spelthorne. Using the resources, we have access to, we will provide the help, support or the nudge necessary to enable a more prosperous and attractive Spelthorne to develop and thrive.
- This strategy recognises the 5 foundations of the **National Industrial Strategy**⁵ (ideas, people, infrastructure, business environment and places), these have been captured within the 4 areas in bold listed below and will seek to compliment the updated 2018 – 30 Strategic Economic Plan (SEP) of EM3 which takes account of the implications of the Industrial Strategy as well as the Surrey County Council - Forward To 2030: Our Economic Strategy Statement. Activities to achieve the below ambitions are included within the Action Plan
 - **Growth and Competitiveness** - Spelthorne to become a stronger economy through a range of initiatives including access to training and business coaching
 - **People** - More quality jobs and greater earning power as well as enhanced access to skills via the Apprenticeship Levy gifted to small businesses.
 - **Infrastructure and Places** - To complete and deliver the Local Plan and Staines Development Framework to make best use of our assets including Bridge Street carpark, Thameside House and Ashford multistory carpark.
 - **Supporting Business** - To provide one of the best mechanisms of business support in Surrey via the Economic Development Team and the best place to start and grow a business

5 <https://www.gov.uk/government/topical-events/the-uks-industrial-strategy>

3.4. The Industrial Strategy also includes 4 Grand Challenges that focus on global trends which will transform our future. These challenges will also be addressed in the strategy through the action plan.

- **Growing the Artificial Intelligence and data driven economy** - We will take steps to help enable access for businesses and residents to internet speeds up to 1Gbps. We will explore the demand for 5G within the borough and help to prepare Spelthorne for future products and services known as The Internet of Things (IOT).
- **Clean growth** - We will provide guidance and support for businesses to reduce their energy consumption and adopt more environmentally friendly solutions, and seize opportunities where the environment can be improved via grants or new ways of working.
- **Future of mobility** - We will encourage the installation of more electric charging points across the Borough which will help give confidence to businesses and residents to invest in electric cars.
- **Ageing society** - We will support education for the elderly with I.T skills so they are not left behind advances in technology and the opportunities that the internet offers.

We will also support over 50 job clubs to help older people back into employment.

4 Implementing the Vision

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

- **Growth and Competitiveness**
- **People**
- **Supporting Business**
- **Infrastructure and Places**

4.2. The Action Plan reflects initiatives carried over from the previous strategy, uncompleted actions from the Economic Recovery Plan and new proposals. They include short term quick wins and one-off initiatives, as well as on-going/longer term work necessary to sustain a continuous process of attracting and growing new businesses. Some actions involve further investigation. For each 'action' specific details are provided about the implementation, timescale, outcome, and the lead committee/task group/senior officer.



Some of the Achievements 2017-2022

Ideas

A1 Create new resource for Key Account Management and Inward Investment

In 2019 training was secured from the Department for International Trade (DIT).

We will refresh and regularly maintain the dedicated Invest in Staines-upon-Thames website that supports and promotes inward investment for the Borough.

The new website was launched in June 2022 and branded 'Choose Spelthorne'
<https://choosespelthorne.com/>

Face-to-face meetings have taken place with a company that has expressed an interest in building a Super-Hub for charging electric vans and goods vehicles. These are currently on-going including discussions with Highways England.

A2 Measures to support each of our

towns: There has been attendance on at least 2 occasions during 2018 and 2019 at Ashford Wide and Lower Sunbury Business community business groups. A SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis has been carried out in Ashford, Sunbury and Shepperton. The findings informed future actions which included the successful recruitment of a Town Centre Manager for Sunbury, Ashford and Shepperton; this has been expanded to include shopping parades within the borough.

A Digital Skills for Businesses training course has been held on 3 occasions over four sessions, each one lasting for 2 hours. This was initially provided for Ashford retailers to provide support at a time when Church Road, the main thoroughfare was blocked off due to sewage works for a new housing development which was badly affecting trade. Further courses have been held in the Business

Incubator during 2021. On each occasion there have been 15 businesses present and the feedback has been outstanding. This has enabled many of our small businesses to raise their visibility and increase their customer base. Some have made a direct link with the course and increase in profits.

A3 - Introduce a Customer Relations

Management System – In collaboration with EM3, Surrey and Hampshire County Councils have purchased and procured a new CRM system.

A4 - Incubator – The business incubator was formally opened by the Mayor in June 2021 with tenants arriving in September. The office area was converted into 8 offices, 6 of which are currently occupied. We are now working on attracting hot-desk businesses to the incubator; these are usually early start-ups in need of cheap accommodation and support.

We will help support and deliver the Annual Business Plan Competition

in conjunction with the office of our MP Kwasi Kwarteng which encourages new entrepreneurs. SBC have participated in the organisation of this every year it has been ran since its inception with the exception of the pandemic in 2020-21.

Produce a Spelthorne 'How to Start Your Own Business' book.

This was completed in 2018 and has been distributed to many local budding and existing entrepreneurs. A refreshed second edition was published in 2022.

A6 - Proactively work with developers:

London Square is largely completed, and which now has a significant number of people in occupation. Further, work is well under way to construct a number of apartment buildings by Berkley Homes at the old British Gas site near the Crooked Billet, a site which has been boarded up for more than 15 years. Also a Premier Inn hotel has been constructed in Staines-upon-Thames. In Ashford apartments have been constructed on the old Brooklands

College site which has helped breath life into the town centre with around 400+ new residents on the doorstep.

A9 - Place-shaping: Spelthorne Council committed to a policy of borrowing funding at very low rates of interest and purchasing acquisitions that will provide future revenue returns to enable the council to continue delivering high quality services for the community. Due diligence has been taken with all acquisitions thus reducing the risk against the investment.

In addition to creating a revenue, the council acquired The Bugle Public House, Harper House and Benwell House to convert to housing in order to provide accommodation to help deal with homelessness and also provide rented accommodation for our residents.



The White House (situated next to the Council Depot in Staines) was demolished and a new building which opened in September 2021 with 27 en-suite rooms with shared kitchens, four studio flats and outside space that will provide emergency accommodation for single homeless people with complex needs.

Property	
The Bugle Public House	Feb-16
Harper House	May-16
BP main site	Sep-16
BP other site	Dec-16
Elmbrook House	Jan-17
Stockley Park	Aug-17
World Business Centre	Sep-17
Benwell House	Sep-17
Hanover House	Oct-17
Hammersmith Grove	Dec 17
The White House	Oct-17
Station Road 17	Mar-18
Thameside House	May-18
Communications House	Jul-18
Thames Tower	Aug-18
Porter Building	Aug-18
Charter Building	Aug-18
Ashford Hospital Car Park	Jan-19
42 Kingston Road	Mar-19
Summit Centre	Sep-19
Oast House	Oct-19
Elmsleigh Shopping Centre	Feb-20



Community

A13 Apprenticeships – SBC currently have 21 apprentices; 3 are in apprentice roles and the other 18 existing staff. A total of 30 apprenticeships have been funded by the Levy since it started in 2017. As a public sector organisation there is a target to employ an average of 2.3% of staff as new apprentice starts over the period of 1 April 2017 to 31 March 2021. In 2021 /22 the SBC figure was 3.35%.

A19 CSR from Businesses in the Borough: During 2018 and 2019 financial year almost £55k was generated from business to good causes directly via the work of the Economic Development Team.

A21 Improve skills – Skills & Jobs Fair held at Kempton Park in September 2018 and on September 2019 with 50+ organisations taking stands with around 600 jobseekers and schoolchildren attending. 2020 and 2021 did not take place due to Covid-19 restrictions. Two Jobs Fairs were also held in the Elmsleigh Centre in 2018 and 2019 in partnership with A2 Dominion Housing Association.

Supporting Business

A23 Support the Spelthorne Business Forum: Membership of the Forum has risen from 584 in 2017 to 900+ in December 2021. In 2019 the sbf registered as a community interest company (CIC). Work is also ongoing to review and revise the business model in order to generate funds and enhance the services offered.

A24 Improve information on Council contracts for local businesses: Presentations have been made to all SBC managers that hold a budget to encourage a local spend where possible. A further presentation was made at staff meetings. Working with the Procurement Team, Contract Standing Orders were amended in 2021 to

state that all items under the value of £5,000 must be purchased in Spelthorne if available (subject to best value considerations), if purchased outside of the Borough, authority from a senior manager is required.

A25 Champion businesses, highlight best practice and best businesses in the Borough Spelthorne Means Business Awards:

This was launched on 9th February and the final took place at Shepperton Studios on 11th October 2018. The second event took place on 17th October 2019, and the third event took place at The Holiday Inn, Shepperton in 2021 with over 200 people in attendance.



Improving transport and infrastructure

A26 Investigate Business sectors where there appears room for growth – We have published a Visitor Economy Strategy and created a Visitor Economy Forum. SBC have purchased the Oast House in Staines-upon-Thames with a potential option of converting part of the building into a community space including a small theatre; the lack of provision of a wider entertainment offer in Staines is something that needs to be addressed.

A32 Initiatives to reduce congestion – A Staines-upon-Thames Development Framework is being developed via a consultation process. This will look at congestion and the wider issues of Staines including the existing infrastructure, development opportunities and how the town should look and be navigated in the future.

A33 Access to superfast broadband A successful bid was made to Enterprise M3 Local Enterprise Partnership for £500k which

was match funded by SBC to put into place fibre to the premises (FTTP) to connect homes and businesses to broadband speeds up to 1Gbps in Staines-upon-Thames. However, this was later returned as the project may have breached State Aid rules. In January 2020 Openreach announced the installation of FTTP in seven new locations across the U.K for 2020; this included Sunbury-on-Thames.⁶

A34 Surrey Rail Strategy – Zone 6 campaign has been running 4 years. A research document has been commissioned by SBC with Royal Holloway University to develop a business case; the findings were presented in January 2020. Discussions with southwest Trains and Transport for London have not been productive and during the pandemic period, this was placed on hold.

A36 Reduce carbon emissions: Spelthorne council were successful in 2019 with an application in collaboration with 3 other Surrey Councils which resulted in an award which will see the installation of up to 20 on-street EV charge points in our Borough.



6

<https://www.ispreview.co.uk/index.php/2020/01/openreach-add-7-new-uk-areas-to-ftp-gigabit-broadband-plan.html>

This Economic Prosperity Strategy has applied the principles of the SBC Corporate Values 2022 throughout the development and production of this document.



6 Action Plan 2023 - 2028

Theme 1 - Growth and Competitiveness

- 1.1. Spelthorne's inherent economic strength, in terms of business base, excellent communication links and location, means its scope for future economic growth is very strong.
- 1.2. The availability of positive planning policies, sites available with planning permission and vacant premises provide the physical capacity for both the expansion of businesses already in the area as well as those looking to relocate. This will support continuing inward investment to the Borough. A new Local Plan has been completed and in July 2022 is out for consultation with the community
- 1.3. In the wider area, including the Enterprise M3 LEP, the supply of vacant premises and sites with planning permission are considerable in comparison to current market demand. Therefore, if the Council is to realise the potential for growth it needs to continue to be more pro-active in securing the implementation of development and in attracting new businesses.
- 1.4. There are various existing initiatives, including those to further promote the Borough generally, and specifically Staines-upon-Thames. The Council will take actions to further this work and also secure the long-term success of Ashford and explore the need for further initiatives to support Shepperton, Sunbury-on-Thames and Stanwell.
- 1.5. A number of services the Council provide either affect businesses or are relied on by them. These include planning and building control, food inspections, licensing, pollution control, etc. The Council recognises the need to continue to ensure these operate in a way that, as appropriate, supports business needs.

Theme 1: Growth and Competitiveness			
Ref	Action	Implementation	RAG
A1	Promoting the Borough as a location for business	<p>a. We will continually refresh and update the dedicated 'Choose Spelthorne' website that supports and promotes inward investment for the Borough. https://choosspelthorne.com/ https://vimeo.com/303973036/41842bd4a6</p> <p>b. We will create a new video to complement the one above which focuses on Staines-upon-Thames that showcases the whole borough which will be included on the new inward investment website</p> <p>c. We will utilise the Costar software to identify businesses where their leases are coming to an end or break clause and send them a 'Welcome to Spelthorne' pack to promote communications regarding future relocation.</p> <p>Timescale:</p> <p>a. January 2023 b. September 2023 c. A search will be done once a quarter starting in January 2023</p>	

Theme 1: Growth and Competitiveness			
Ref	Action	Implementation	RAG
A1 (cont.)	Promoting the Borough as a location for business (cont.)	<p>Measure of Success</p> <ul style="list-style-type: none"> a. At least 250 visits to the site in year one starting January 2023 and aim to increase by 10% each year from the 2023-24 baseline figure. b. Positive on-line comments / Feedback from the E.D Committee c. At least 2 meetings with businesses that respond a year. <p>Lead: SEDO⁷/EDM⁸ EDO⁹</p>	
A2	Smarter working with business groups and providing a focus on local needs in our smaller towns.	<ul style="list-style-type: none"> a. We will work with established business forums and Chambers and build new relationships with business groups on the border of Spelthorne. b. We will develop a separate Town Strategy in partnership with businesses for Ashford, Shepperton and Sunbury (Staines already has a business improvement district) to help build stronger business communities and improve trading opportunities for retailers. This will include as appropriate, specific measures / approaches for each of the above 3 towns situated in the Borough. This will include a satisfaction survey to provide a benchmark with regards to business confidence levels. c. We will build relationships with shopping parades situated across the borough and organise an event just for businesses based in these shopping parades including a presentation by a relevant speaker. A survey will also be carried out to better understand the challenges and needs of this business group which will subsequently inform this document with regards to future actions. d. We will deliver an annual Business Leaders Lunch / Dinner where senior representatives from the largest businesses in the Borough attend an informal meeting including the Chief Executive and Leader of SBC. e. We will work with Surrey colleagues at Elmbridge and Runnymede with regards to an annual Business Leaders Lunch from all 3 Boroughs and MP's. This may be extended to also include Surrey Heath and Woking Councils. We will also look at opportunities for joint projects with one or more of the above local authority areas. 	

7 Senior Economic Development Officer

8 Economic Development Manager

9 Economic Development Officer

Theme 1: Growth and Competitiveness			
Ref	Action	Implementation	RAG
A2 (cont.)	Smarter working with business groups and providing a focus on local needs in our smaller towns. (cont.)	<p>Timescale:</p> <ul style="list-style-type: none"> a. By 31.03.23 b. By January 2023 c. By March 2023 d. By January 2023 then annually e. By September 2023 then annually <p>Measures of Success</p> <ul style="list-style-type: none"> a. Attend each of the local meetings of existing Spelthorne business forums at least twice a year. Develop relationships with at least 2 other boroughs which will lead to joint events with business from each borough attending. b. A Town Centre Strategy including three Action Plans will be created that businesses have contributed towards. Success will be measured by delivery of the agreed actions and subsequent annual satisfaction surveys which will show improved confidence and satisfaction brought about by the delivery of agreed actions. c. Success will be measured by the annual satisfaction surveys as well as engagement by at least 15 representatives from shopping parades at the event designed specifically for them d. Feedback from attendees in respect of the value of the business lunch. e. Feedback from attendees in respect of the value of the business lunch. <p>Lead: EDM / SEDO / TCM</p>	
A3	Managing quality of support from the Economic Development Team	<ul style="list-style-type: none"> a. A customer satisfaction survey will be developed and sent to businesses visited by a member of the E.D Team to establish the quality of engagement and support. This will occur 2 times a year for each officer on the team. <p>Timescale:</p> <ul style="list-style-type: none"> a. Start February 2023 (twice annually) <p>Measure of Success</p> <ul style="list-style-type: none"> a. Identification of training needs as well as evidence of appreciation of good work. Average satisfaction responses for each officer should not be lower than 7 out of 10 <p>Lead: EDM</p>	

Theme 1: Growth and Competitiveness			
Ref	Action	Implementation	RAG
A4	Entrepreneurship has been encouraged by the Council, particularly through the investment of the Business Incubator	<p>a. Through an independent operator for the SBC business incubator, we will encourage start-ups to take advantage of cheap hot-desking access coupled with mentoring and support. We will run regular ‘Open Days’ in order to provide an opportunity as to what the business hub offers.</p> <p>b. We will provide a copy of the ‘How to Start a Business’ book to all hot-desk clients and people who contact the Team for enquiries about starting a business up.</p> <p>c. We will organise an annual ‘So You Want to Start a Business?’ event for people who want to know more.</p> <p>d. We will introduce a new networking event for computer programmers and high-tech, digital businesses similar to the Tedx programme</p> <p>e. We will organise at least one event a year where children from local secondary schools are invited to attend the incubator, receive a presentation and a Q & A session about becoming self-employed.</p> <p>f. We will help support and deliver the Annual Business Plan Competition in conjunction with the office of our MP Kwasi Kwarteng which encourages new entrepreneurs and provides a cash prize to get new businesses started within the Borough. We will commit to this project for the life of the strategy. There will also be a Best Start-up Category for the Spelthorne Business Awards</p> <p>g. We will identify additional partners to help the incubator become the go-to place for business support. This will include connecting with Royal Holloway University and Surrey University as well as other relevant businesses.</p> <p>h. Introduce an ‘Adopt an Entrepreneur’ scheme where established businesses agree to support and develop a new business linked to their industry type.</p> <p>Timescale:</p> <p>a. On-going – Open days are at least once a quarter.</p> <p>b. Ongoing</p> <p>c. September 2023 (at least once a year)</p> <p>d. 2 to 3 times annually</p> <p>e. Annually</p> <p>f. Annually</p> <p>g. In the first year of the strategy</p> <p>h. Ongoing from adoption of the strategy</p>	

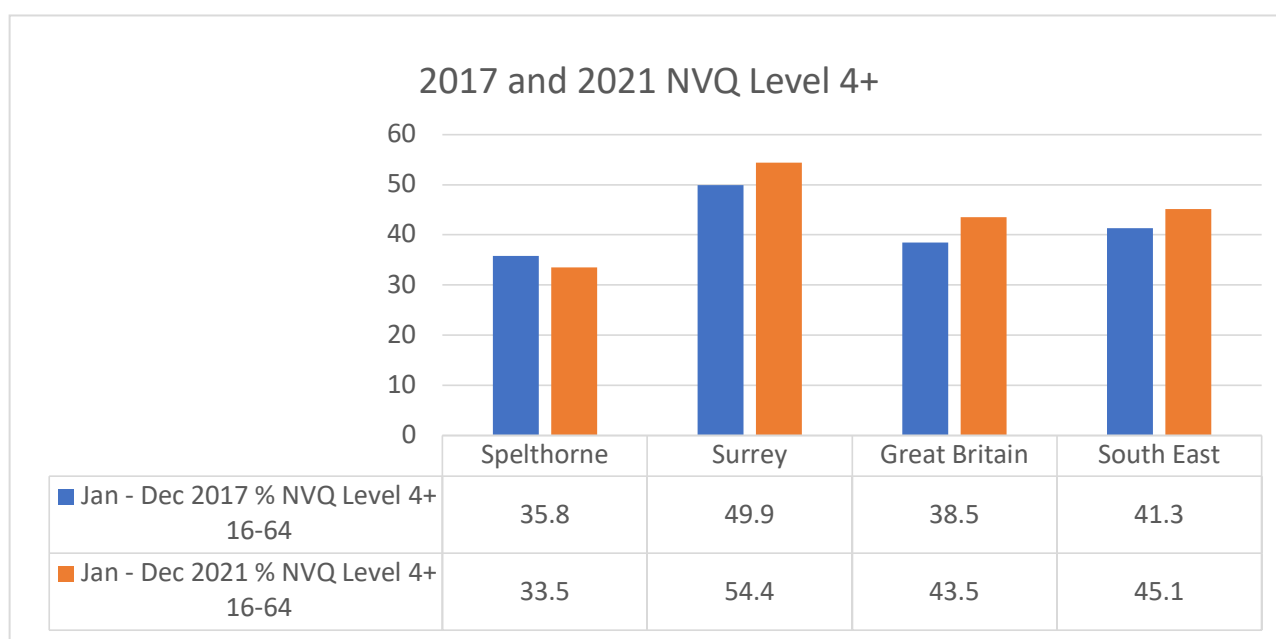
Theme 1: Growth and Competitiveness			
Ref	Action	Implementation	RAG
A4 (cont.)	Entrepreneurship has been encouraged by the Council, particularly through the investment of the Business Incubator (cont.)	<p>Measures of Success</p> <ul style="list-style-type: none"> a. By February 2023 to have at least 20 businesses operating out of the incubator with a minimum of 50% of them in the high-tech sector b. To have at least 20 people from the high-tech sector to attend and recruit at least 1 person because of the event to the incubator. c. This will become a popular event welcomed by schools and lead to engagement with at least 1 young person who needs support from the E.D Team to get a new business off the ground. d. The 5 finalists will receive help and support from the E.D Team with their business to assist in making a proposal become a business e. Feedback from teachers and pupils f. Feedback from Kwasi and his staff g. New partners actively engaging with support of the incubator and providing a new stream of mentorship and support h. At least 1 person will be 'adopted' by a business for each year of the strategy <p>Lead: EDM / SEDO / EDO</p>	
A5	To help Spelthorne businesses become a greener and cleaner economy	<ul style="list-style-type: none"> a. We will monitor grants and other opportunities for our businesses to become carbon neutral and encourage a greener environment. This would include schemes such as LoCASE¹⁰ b. We will hold at least one event a year in conjunction with the SBC Sustainability Team for businesses, providing them with information and support to become carbon neutral, use less fuel and become more energy efficient and encourage a broader green economy and more green jobs. c. Provide support for businesses to help reduce the costs energy costs of running a business through the contract with the Place Support Partnership. d. With the inclusion of the Best Sustainable Business category in the Spelthorne Business Awards, promote businesses to adopt energy efficiency measures to reduce the impact on the climate and showcase good practice. e. At the annual Business Leaders meeting, a standing item on climate change and what businesses are doing to tackle it will be included. 	

Theme 1: Growth and Competitiveness			
Ref	Action	Implementation	RAG
A5 (cont.)	To help Spelthorne businesses become a greener and cleaner economy (cont.)	<p>f. Capitalise on the unique design on the facility as an opportunity to boost tourism in the borough. The Passivhaus facility will also contribute towards a Greener Spelthorne.</p> <p>g. To develop sustainable procurement strategy and ensure local and sustainable purchasing is built into procurement practice.</p> <p>Timeframe</p> <p>a. Life of the strategy b. Annually c. Until summer 2023 d. Annually e. Annually f. Life of the strategy g. Within 5 years</p> <p>Measure of success</p> <p>a. The uptake of LoCASE by businesses in Spelthorne compared to other Surrey authorities will be in the top 4</p> <p>b. The event will showcase best practice, available funding and raise the profile of the green agenda and the business opportunities available to increase trade and create jobs.</p> <p>c. The support will identify and collect case studies that can provide evidence of savings by businesses for other businesses to learn from and circulated via SBC and SBF websites.</p> <p>d. Through the content of the entries for this category we will identify good practice and circulate to other businesses; it will also provide evidence about what businesses are doing and can do to improve the environment.</p> <p>e. The forum will provide the leadership to inspire other smaller businesses to become more environmentally friendly and adopt more efficient practices in the workplace.</p> <p>f. Local residents will access job opportunities, a tour of the new facility will be made available to residents to encourage local applications for new posts.</p> <p>g. Sustainability is effectively built into all purchases.</p> <p>Lead: EDO / SEDO / Procurement Team</p>	

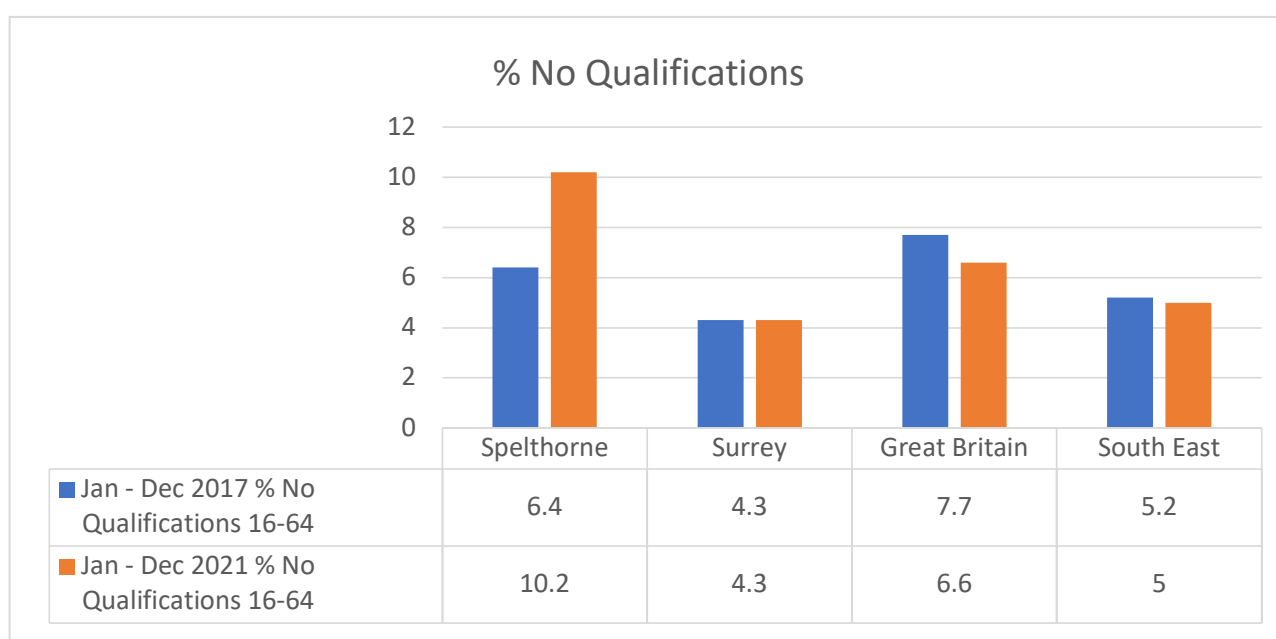
Theme 2 - People

- 2.1. The best paid jobs and careers are generally obtained by people with higher skill sets and qualifications, for Spelthorne to compete for higher salaries there needs to be significant improvement in access to education.
- 2.2. Evidence shows there are lower qualification levels amongst residents in Spelthorne compared to other areas. Educational attainment levels have dropped since the last economic strategy and the number of residents without any qualifications has increased. This can be seen in the 2 charts below.
- 2.3. The quality of facilities and delivery of education need to improve to close the attainment gap with not just Surrey, but the rest of the country. Whereas other locations have seen an increase in higher qualifications over this time and reduced numbers without qualifications, the opposite is true of Spelthorne. The absence of a 6th Form College (outside of the private schooling) for academic qualifications situated in the borough, is undoubtedly a contributing factor.

2.4.



2.5.



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



Theme 2: People - Education Provision

Ref	Action	Implementation	RAG
B1	To promote coding clubs within the Borough.	a. We will promote and create at least 1 further coding club in the Borough. b. We will hold a coding competition / event within the borough for young people. Possible via Raspberry Timescale a. By September 2023 b. By April 2024 Measure of Success a. At least 1 more school will have set up an after-school coding club. b. The competition will stimulate further interest and encourage other schools to engage. Lead: EDO	
B2	The Council will support the development of vocational training including:	a. Working with Human Resources Department to encourage the further take-up of apprenticeships by staff within the Council. b. To work with companies who pay the levy to introduce a levy gifting scheme so surplus levy funds can be transferred to smaller non-levy paying business so they can create more apprentices. Based on the ‘Salford Model’ ¹¹ . c. To signpost businesses not paying the levy to funds that would pay for training of staff from donations by businesses that do not use all their levy through a levy gifting scheme.	

11 <https://www.salford.gov.uk/jobs-skills-and-work/apprenticeship-support/are-you-a-business/salford-skills-for-business-apprenticeship-fund/>

Theme 2: People - Education Provision

Ref	Action	Implementation	RAG
B2 (cont.)	The Council will support the development of vocational training including: (cont.)	<p>Timescale:</p> <ul style="list-style-type: none"> a. Duration of the strategy b. Duration of the strategy c. Duration of the strategy <p>Measure of Success</p> <ul style="list-style-type: none"> a. This would lead to a reduction by at least 50% in the amount of levy paid back to government. Baseline for 2021 £7k returned levy payments. b. Feedback from businesses that more levies have been utilised. Promote SBC as a friend of small businesses. c. A baseline of businesses helped by the availability of the levy will be set in April 2023 and realistic future goals will be set when this figure is known. <p>Lead: SEDM</p>	

Theme 2: People - Promoting education, training, and high levels of attainment

Ref	Action	Implementation	RAG
B3	<p>When Heathrow Airport Limited (HAL) returns to normalised operations and the Heathrow Academy opens to work with the Academy team to access places for Spelthorne residents.</p> <p>This provides the 2 weeks training necessary for many of the 'air-side' work opportunities at Heathrow. The scheme draws people from Spelthorne and 4 other boroughs around Heathrow and focusses on construction, retailing and aviation.</p>	<ul style="list-style-type: none"> a. To organise a large Spelthorne Skills & Jobs Fair inviting amongst other, staff from Heathrow to take a stall. b. To invite Runnymede and Elmbridge Boroughs to engage in the event with their schools / businesses. c. Produce an 'Economic Dashboard' for every Committee meeting that provides high level information on the level of unemployment in the Borough compared to Surrey, southeast and GB so it is clear whether the situation is improving or worsening within the borough. <p>Timescale:</p> <ul style="list-style-type: none"> a. Spring 2023 b. Spring 2023 c. Prepared for each E.D Committee Meeting <p>Measure of Success</p> <ul style="list-style-type: none"> a. Feedback from Heathrow regarding the numbers of Spelthorne residents have applied for / attending the Academy b. At least one other Borough joins the Jobs & Skills Fair event. c. Responses are developed if unemployment disproportionately increases in Spelthorne compared to elsewhere. <p>Lead: SEDO</p>	

Theme 2: People - Promoting education, training, and high levels of attainment			
Ref	Action	Implementation	RAG
B4	To work with and support companies that promote STEM (Science, Technology, Engineering and Mathematics) subjects. Support for business's schools programmes (including schemes by BP and Heathrow) which focus on Science, Technology, Engineering and Maths (STEM).	<p>We will make best use of current activity by various employers who reach out to our schools and Colleges to support interest in (STEM) subjects and provide support. Heathrow and BP have provided (pre-Covid-19) opportunities for junior and secondary schools to engage in STEM activities</p> <p>Timescale: September 2023</p> <p>Measure of Success Engagement by at least 75% of schools in the borough with these events (if still delivered)</p> <p>Lead: EDO / SEDO.</p>	
B5	To support and promote Social Enterprises within the Borough	<p>We will encourage existing social enterprises and support new enterprises setup within the Borough,</p> <p>Timescale: September 2023</p> <p>Measure of Success Will have worked with and directly supported at least 5 social enterprises and helped to have set up 1 social enterprise.</p> <p>Lead: EDM</p>	
Theme 2: People - Assisting 'work readiness'			
Ref	Action	Implementation	RAG
B6	Support the Youth Hub (16–24-year-olds)	<p>a. Working with DWP, A2D and others promote the Youth Hub as a venue to give help, advice and support to young people regarding education, training and jobs. Build resilience into the project outside of the grant funding from DWP and Levelling Up Fund with a dedicated website and App.</p> <p>b. A programme of Job Fairs that are sector specific will be ran over the life of the Youth Hub</p> <p>Timeframe</p> <p>a. Until December 2023 – longer if additional funding is found.</p> <p>b. Life of the Youth Hub</p> <p>Measure of Success</p> <p>a. All aspects of the actions and outcomes in the contract with DWP will have been delivered.</p> <p>b. At least 8 Job / Career Fairs will be held at the Hub</p> <p>Lead: SEDO</p>	

Theme 2: People - Assisting 'work readiness'			
Ref	Action	Implementation	RAG
B7	Promoting Corporate Social Responsibility	<p>a. We will encourage businesses within the borough to donate money, goods, and services to good causes, including the Mayor's Charities, Business Plan Competition and Business Awards.</p> <p>Timescale: a. September 2023 then annually</p> <p>Measure of Success a. At least £30k by value in cash, goods or services in kind raised in each year of the strategy.</p> <p>Lead: EDM / SEDM</p>	
B8	<p>Deliver IT related courses for the elderly.</p> <p>Support the elderly population to safely access the benefits of internet shopping as well as the social and educational opportunities it presents. This will help give access to home deliveries as well as cheaper purchases of goods and increase personal independence.</p>	<p>a. We will work with other agencies including Surrey County Council / SBF/ A2 Dominion / University of the First Age and Women's Institute to enhance the availability of introductory courses for the elderly regarding the use of computers and accessing the internet and internet shopping / cyber security.</p> <p>Timescale: October 2023</p> <p>Measure of Success At least 1 course for each year of the strategy. Feedback will be at least an average score of 7 in terms of satisfaction with the course.</p> <p>Lead: EDM / SEDO / EDO</p>	
B9	Improving Skills and qualifications of our residents and access to jobs	<p>a. We will deliver and promote a Spelthorne Jobs & Skills Fair in partnership with other organisations including Kempton Park. This will encourage people to aspire to further education or other vocational skills to enable them to better access quality jobs. It will also bring together local employers who are looking to recruit staff and local education providers to offer training opportunities.</p> <p>b. If jobs do not return to a similar level at Heathrow, we will hold a mini 'Jobs Fair' in the Community Hall in Stanwell which will give easy access to those families most affected and where unemployment will be the highest.</p>	

Theme 2: People - Assisting 'work readiness'			
Ref	Action	Implementation	RAG
B9 (cont.)	Improving Skills and qualifications of our residents and access to jobs (cont.)	<p>c. Working with 'I Choose Local' we will offer a digital approach to job hunting, created and shaped by the generation that need, and will evolve, a cross platform and multi-media solution that fits their world, creating a new path to employment and training.</p> <p>d. Deliver a project called Bounceback Street in partnership with I chose Local and BUPA to support the older generation of low skilled / low paid workforce that have been made redundant due to the pandemic. The project will help with mental health and access to new jobs and funding for re-training opportunities.</p> <p>e. We will work with Runnymede Council to explore opportunities with Netflix for residents in both boroughs to access jobs in film and media as Netflix is situated within both boroughs.</p> <p>f. We will work with SCC colleagues and councillors regarding educational standards in order to better understand the reasons for the deteriorating standards of attainment and influence their improvement.</p> <p>Timescale:</p> <p>a. To be delivered within the first 12 months of the strategy and every year for the life of the strategy.</p> <p>b. As soon as there is evidence of disproportionate increase in unemployment</p> <p>c. April 2023</p> <p>d. By April 2023</p> <p>e. Throughout the strategy, starting in Spring 2023</p> <p>f. Over 5 years</p> <p>Measure of Success</p> <p>a. There are at least 50 employers present and the event is attended by at least 500 people including schools.</p> <p>b. We will have at least 15 businesses and an attendance of at least 100 people</p> <p>c. In year one, the app will be at least 100 young people signed up and there is positive feedback from DWP and users.</p> <p>d. At least two group workshops run in 2022.</p> <p>e. Opportunities specific for both boroughs will be made available for residents to obtain training / employment within the Netflix organisation</p> <p>f. In 5 years' time Spelthorne will at least be equal to the standards achieved in G.B.</p> <p>Lead: SEDO / EDM</p>	

Theme 2: People - Health Improvement

Ref	Action	Implementation	RAG
B10	<p>a. We will work towards improving the health of residents and the workforce within the Borough. This will be achieved by the promotion of various schemes designed to support the improvement of personal health and wellbeing focusing on promoting physical activity, boosting mental health and reducing obesity. We work in liaison with partners via the Health and Wellbeing Group, the Local CCG and Public Health.</p> <p>b. We will also promote healthy living including an increase in cycling and walking in conjunction with other partner agencies such as Surrey County Council and Active Surrey.</p> <p>c. Local walking and cycling infrastructure plan – work in liaison with SCC and partners to help facilitate both the development and implementation of the plan. Work with community groups to prioritise local need. Encourage local residents to use the new infrastructure for active travel as part of their daily lives for work, education and social activities.</p> <p>d. Link in with the Health & Wellbeing Strategy as well the Leisure and Arts & Culture Strategies.</p>	<p>To include continued implementation of the following schemes lead by the Leisure and Culture Team:</p> <p>a. Continue to coordinate the Walking for Health Scheme, Cycling for Health Scheme and support both the Exercise Referral Scheme and Weight Management Courses at Spelthorne and Sunbury Leisure Centre.</p> <p>b. We will explore opportunities through our Council Leisure Team by promoting health related opportunities and in partnership with public / private businesses in this sector.</p> <p>c. Capitalise on the development of Shepperton Studios and the Oast House by establishing Spelthorne as an attractive environment for creative industries to do business and promoting arts & culture within the Borough.</p> <p>d. Maximise the opportunities for social value outcomes through the services provided by the build contractor Wilmott Dixon during the build of the new Spelthorne Leisure Centre.</p> <p>e. Promote the opportunities that will be available as part of the new Spelthorne Leisure Centre including the creation of employment opportunities as well as the health benefits of using the facilities.</p> <p>f. We will work strategically with key businesses and the health sector (re the health and wellbeing centre) as well as Well North Enterprises to encourage them to invest in improving health outcomes for the local communities/ employees.</p> <p>g. We will deliver an annual Health & Wellbeing Event once a year and work with SCC to help improve health of the Spelthorne workforce.</p>	

Theme 2: People - Health Improvement			
Ref	Action	Implementation	RAG
B10 (cont.)	<p>(cont.)</p> <p>a. We will work towards improving the health of residents and the workforce within the Borough. This will be achieved by the promotion of various schemes designed to support the improvement of personal health and wellbeing focusing on promoting physical activity, boosting mental health and reducing obesity. We work in liaison with partners via the Health and Wellbeing Group, the Local CCG and Public Health.</p> <p>b. We will also promote healthy living including an increase in cycling and walking in conjunction with other partner agencies such as Surrey County Council and Active Surrey.</p> <p>c. Local walking and cycling infrastructure plan – work in liaison with SCC and partners to help facilitate both the development and implementation of the plan. Work with community groups to prioritise local need. Encourage local residents to use the new infrastructure for active travel as part of their daily lives for work, education and social activities.</p> <p>d. Link in with the Health & Wellbeing Strategy as well the Leisure and Arts & Culture Strategies.</p>	<p>Timescale:</p> <p>a. b. c. d. Life of the strategy</p> <p>e. During life of the strategy.</p> <p>f. Delivered over the life of the strategy</p> <p>g. 1 event for each year of the strategy</p> <p>Measure of Success</p> <p>a. Will have visited at least 3 large businesses in each year of the strategy to encourage engagement with a healthier workforce</p> <p>b. Will hold 1 event with the Leisure Services and Economic Development Team to encourage creative industries into the borough. Initiatives at the Oast House will only apply if funding can be found.</p> <p>c. Promotional material will be produced to highlight the leisure centre as a tourist destination as well as an example of what green engineering can achieve.</p> <p>d. Jobs are accessed by Spelthorne residents.</p> <p>e. Feedback on web pages with regards to the implementation of the Passivhaus facility.</p> <p>f. Health & Wellbeing Centre delivered.</p> <p>g. 1 Health and Wellbeing Event delivered every year of the strategy. Engaged with at least 6 businesses with SCC to help promote the Standards Charter.</p> <p>Lead: Leisure Services Manager / SEDO</p>	

Theme 3 – Business Environment

- 3.1. The Council has an important role to play in supporting businesses and business organisations in the Borough, this commitment has been re-enforced with Economic Development delivery accountable to the Economic Development Committee.
- 3.2. The Corporate Plan¹² has 5 Key Priorities with economic development linked to every area.

Spelthorne Borough Council Priorities: 2021 - 2023





Community

To put our communities at the heart of everything we do, building strong relationships with our residents and businesses, and helping to forge links within those communities, so that they feel empowered, included, supported, safe and healthy.



Affordable housing

To deliver housing which meets the needs of all sections of our communities, building new homes, helping people to stay in their existing accommodation and ensuring that none of our residents are homeless.



Recovery

To provide support and guidance to our residential and business communities to enable them to recover from the significant effects of the COVID-19 pandemic.



Environment

To work with our communities and partners to minimise our effects on the environment, play our part in tackling the threat of climate change and to maintain a clean, green and attractive Borough, which recognises and protects biodiversity.



Service delivery

To deliver efficient and effective services which meet the changing needs of our communities, adapting to meet new challenges, new ways of working and different ways of interacting with our communities.

C A R E S

- 3.3. A close and hands-on involvement will continue in support for the Spelthorne Business Forum (SBF)¹³.
- 3.4. The Council has a long-standing relationship with major employers and businesses such as BP, the Elmsleigh Centre, Two Rivers and Shepperton Studios. There is scope to extend such relationships to a greater number of organisations and widen the support the Council can give.
- 3.5. The Council has land and other assets which, subject to wider service delivery to the public can be used to support the economy generally. For example, it owns the freehold of the Elmsleigh Centre in Staines-upon-Thames and in February 2020 bought the leasehold for the shopping centre; the council also acquired the site in which the BP International Centre for Business & Technology in Sunbury is situated. This provides not only an income to the Council but in the case of the Elmsleigh Centre, an opportunity to help ensure it continues to best meet the shopping needs of those who live in its catchment area.

¹² <https://www.spelthorne.gov.uk/corporateplan>

¹³ Membership of the SBF is free and it operates monthly networking events, one-off training events and networking and speakers at breakfast events. Membership currently exceeds 650 businesses and business groups. Support is also given to local Chambers of Commerce and business organisations.

- 3.6.** The Council will champion the needs of businesses and, where appropriate, assist in fostering new or existing business sectors. Several of the following actions reflect this. The Council's membership of Enterprise M3 LEP and its role in promoting business across a wider area is increasingly important as the Government seeks to direct more financial resources and responsibility for spending to LEPs.
- 3.7.** The River Thames is a huge amenity asset and has a river frontage of more than 11 miles. There is scope to develop the visitor economy, taking advantage of the Thames and the many parks, open spaces and historic villages which adjoin it. Under Action (A24) the Council will further investigate the scope to grow the visitor economy/tourism.
- 3.8.** The Council will champion the needs of businesses and, where appropriate, assist in fostering new or existing business sectors. Several of the following actions reflect this. The Council's membership of Enterprise M3 LEP and its role in promoting business across a wider area is increasingly important as the Government seeks to direct more financial resources and responsibility for spending to LEPs.
- 3.9.** The River Thames is a huge amenity asset and has a river frontage of more than 11 miles. There is scope to develop the visitor economy, taking advantage of the Thames and the many parks, open spaces and historic villages which adjoin it. A new jetty was installed in 2019 to support the river bus industry drop off and collect passenger visiting and leaving Staines-upon Thames. Under Action (A24) the Council has developed a Visitor Economy Forum consisting of many of the groups that make up this sector; we will further investigate the scope to grow the visitor economy/tourism.



Theme 3: Business Environment			
Ref	Action	Implementation	RAG
C1	The Council will continue to support the Spelthorne Business Forum as the primary business support and promotion organisation in the Borough.	<p>a. We will be an active member of the Spelthorne Business Forum (SBF) helping to organise events and provide promotional space on the Council's website and paper Bulletin.</p> <p>b. Will organise the annual business riverboat cruise along the Thames</p> <p>c. Together we will provide a regular supply of business networking / training meetings including a minimum of 6 evening meetings and 4 breakfast meetings a year.</p> <p>d. Will promote the borough as a place to do business and utilise social media and the sbf website to promote the best of Spelthorne.</p> <p>e. SBC will commit to continue to financially support the sbf through the business rates retention fund that will provide up to £10k a year.</p> <p>Timescale:</p> <p>a. Life of the strategy</p> <p>b. September / October each year</p> <p>c. Annually</p> <p>d. Life of the strategy</p> <p>e. Life of the strategy</p> <p>Measure of Success</p> <p>a. Feedback from the SBF with regards to the level of attendance at events</p> <p>b. The business riverboat trip is at capacity</p> <p>c. A feedback form will be used annually to understand how the events were received.</p> <p>d. The sbf membership will grow by 10% annually</p> <p>e. The business led sbf will as an arm of the council continue to support businesses and increase its level of communication and influence.</p> <p>Lead: SEDM / EDM</p>	
C2	Increase the amount of money spent within the borough by the council.	<p>a. Working with the SBF and procurement team ensure that the new rules within procurement standing orders are followed and the sbf promote access to the web-based business directory which will provide a source of businesses to purchase from. Assistance will also be available from the E.D Team.</p> <p>b. We will encourage other large businesses based within the borough to adopt a pro-buy local where policy and procurement restrictions allow.</p>	

Theme 3: Business Environment			
Ref	Action	Implementation	RAG
C2 (cont.)	Increase the amount of money spent within the borough by the council. (cont.)	<p>Timescale:</p> <ul style="list-style-type: none"> a. With immediate effect. b. 2023 <p>Measure of Success</p> <ul style="list-style-type: none"> a. There will be an increase in the amount spent in the borough to at least 25% of procurement of goods / services under £5k compared to the baseline year of 1.8.21 to 31.7.22. During this period the total of this amount spent was £2,448,840 of which £444,687 was spent in the borough. This represents 18.2%. b. Case studies from businesses that have engaged will provide evidence of greater local purchases. Where possible, a baseline will be obtained. <p>Lead: EDM.</p>	
C3	The Council will champion the needs of businesses, local procurement, promote innovation, and create opportunities to highlight best practice and the best businesses in the Borough.	<ul style="list-style-type: none"> a. Additionally, support will be provided through organising events in partnership with the SBF that are dedicated to particular subject areas such as funding streams, on-line web presence or starting a business. b. Deliver the Spelthorne Business Awards event to recognise and celebrate the best businesses in the Borough. c. Signpost businesses to the free SBF website to register their businesses on the business directory. www.spelthornebusinessforum.uk/directory d. Take an active role in the Business Improvement District for Staines-upon-Thames¹⁴ e. Provide free training on digital skills for businesses. f. Set up pop-up-shop where budding entrepreneurs can test the market in advance of setting up a business: <p>Timescale:</p> <ul style="list-style-type: none"> a. With immediate effect and for the life of the strategy b. Annually throughout the period of the strategy c. Continually d. Ongoing – The BID was re-elected in April 2022 for 5 years. e. From September 2022 –June 2024 f. When opportunities become available via suitable shops that are vacant. 	

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

Theme 3: Business Environment

Ref	Action	Implementation	RAG
C3 (cont.)	The Council will champion the needs of businesses, local procurement, promote innovation, and create opportunities to highlight best practice and the best businesses in the Borough. (cont.)	<p>Measure of Success</p> <ul style="list-style-type: none"> a. Feedback on quality of support will be at least an average of 7. b. Feedback forms will be sent to finalists after the event and satisfaction levels will attract a satisfaction level of at least 7 c. The number of businesses registered will increase by at least 5% each year for the next 5 years. Baseline = 236 d. There will be at least one officer from SBC on the BID Board e. Feedback from those business in receipt of training and questionnaire follow up after 6 months. f. At least 3 pop up shops are activated over the 5 years of the strategy. <p>Lead: EDM</p>	
C4	The Council will initiate investigation of business sectors where there appears scope for growth, including tourism, and leisure and possible business clusters	<ul style="list-style-type: none"> a. To maintain a Visitor Economy Forum with local businesses in that sector b. Promote the night-time economy in Staines-upon-Thames by investigating opportunities to enhance our cultural offer, such as supporting Leisure and Wellbeing Team developing a theatre or / and other attractions. <p>Timescale:</p> <ul style="list-style-type: none"> a. Life of the strategy b. Life of the strategy <p>Measure of Success</p> <ul style="list-style-type: none"> a. Case studies will show how initiatives proposed / delivered by the group have benefited the visitor economy. b. Engage with the BID on at least 1 activity a year to promote the town. <p>Lead: EDO</p>	
C5	Provide direct support for businesses to help with running the business more effectively and profitably by effective utilisation of the additional restrictions grant fund (ARG) and the Levelling up Grant.	<ul style="list-style-type: none"> a. Promote free professional business advice to Spelthorne businesses and residents via the business support procured via the Additional Restrictions Grant for all businesses as well as new-start businesses and people thinking of starting a business. b. Provide 9 training sessions on 'Social Media for Business' over the next 2 years c. Provide 30 web sites free of charge to businesses that would benefit most 	

Theme 3: Business Environment			
Ref	Action	Implementation	RAG
C5 (cont.)	Provide direct support for businesses to help with running the business more effectively and profitably by effective utilisation of the additional restrictions grant fund (ARG) and the Levelling up Grant. (cont.)	<p>d. Provide free 1 year membership to the Federation of Small Businesses for those companies that would make the best use of this support, with up to 25 available.</p> <p>e. The E. D Team will help facilitate the delivery of the shared prosperity fund investment plan (2023- 25) as allocated to E.D.</p> <p>Timescale:</p> <p>a. By February 2023</p> <p>b. By August 2024</p> <p>c. By April 2023</p> <p>d. By August 2023</p> <p>e. 2023 - 2025</p> <p>Measure of Success</p> <p>a. Positive feedback collected over the delivery period including possible case studies</p> <p>b. Positive feedback after each course with at least an average of 7 out of 10 in satisfaction.</p> <p>c. Positive feedback as well as evidence from google analytics</p> <p>d. Feedback from a dip sample of those who benefitted from this support.</p> <p>e. Positive feedback with physical evidence of savings for our businesses.</p> <p>f. Delivery of the projects funded will commence in 2023 including 1 – 1 business coaching and the Youth Hub for 16–24-year-olds.</p>	
C6	Support and promote exporting	<p>We will work with relevant Partner organisations such as Surrey Chambers of Commerce and Department of International Trade (DIT) to promote and encourage the opportunities available for our businesses through the export market.</p> <p>Timescale: 2023</p> <p>Measure of Success</p> <p>To promote at least 1 event focusing on exporting for each year of the strategy starting in 2023.</p> <p>Lead: SEDO</p>	

Theme 3: Business Environment			
Ref	Action	Implementation	RAG
C7	Business support to make best use of social media	<p>The Economic Development Team will provide 1-1 support and guidance for businesses not confident with social media.</p> <p>Timescale: Starting in 2023</p> <p>Measure of Success</p> <p>At least 5 businesses will be supported annually, and feedback will be at least a score of 7</p> <p>Lead: EDM</p>	
C8	Accessibility and equal opportunities and support for the voluntary sector	<p>a. We will work with Shopmobility and other similar services situated within the Borough, to help sustain their presence, promote the service on offer to those that require assistance to shop, enjoy the culinary offer, and socialise within Spelthorne.</p> <p>b. We will improve access to funding from business via corporate social responsibility (CSR) through access to a new website facility and / or an event dedicated to encouraging CSR.</p> <p>c. We will organise an event for Women in Business to provide additional support and encouragement for this sector.</p> <p>d. We will deliver an event targeted at the culturally diverse community for people with a low representation within the business community.</p> <p>Timescale:</p> <p>a. Over the life of the strategy. To formally meet twice a year to discuss opportunities and progress</p> <p>b. Within 18 months of the strategy commencing</p> <p>c. By June 2023</p> <p>d. By September 2023</p> <p>Measure of Success</p> <p>a. Shopmobility will continue to trade and grow stronger financially.</p> <p>b. Voluntary groups will have access to additional funding to support their causes</p> <p>c. Feedback from the event will be at least 7 out of 10.</p> <p>d. Feedback from the event will be at least 7 out of 10</p> <p>Lead: SEDO</p>	

Theme 4 – Infrastructure and Places

- 4.1. Good transport infrastructure has an important role in supporting an efficient local economy and its attractiveness for further investment. Spelthorne, like most authorities close to London, experiences congestion to varying degrees within its town centres. Ensuring effective management of the transport network is the responsibility of Surrey County Council as highway authority.
- 4.2. The County Council, Enterprise M3 LEP and the Borough collaborated on a Wider Staines Sustainable Transport Package implemented in 2020 which included additional cycle lanes throughout the borough.
- 4.3. As part of its leisure work the Borough Council is promoting cycling for health.
- 4.4. Some parts of the Borough have a limited bus service, with further cuts proposed for Heathrow access, improvements in provision need to be seriously considered
- 4.5. The Borough has good rail access, but two issues need to be resolved in the longer term. Firstly, the provision of a southern rail link to Heathrow and secondly increased rail capacity in the approaches to Waterloo (Wimbledon to Waterloo) to enable continued growth of rail services. Spelthorne have proposed a light rail scheme that would travel from Staines-upon-Thames to Terminal 5 Heathrow giving a direct link to the airport, something that has always been a missing ingredient for the town.
- 4.6. The other two projects above are highlighted in the Surrey Rail Strategy. That strategy particularly highlights the potential roles of Crossrail 2 (regional option) and an extended HS2 in providing solutions to both problems. The Shepperton branch line comes within the proposed Crossrail 2 network. As part of its Rail Strategy, Surrey County Council is also considering shorter term surface access improvements to Heathrow pending longer term comprehensive rail solutions which are integrated with the existing network.

Theme 4: Infrastructure and Places			
Ref	Action	Implementation	RAG
D1	Proactively seek to implement development on appropriate Council sites in Staines-upon-Thames, including: Elmsleigh Centre extensions, Staines-upon-Thames – Phase 3 and 4 (Allocations DPD: site A10).	<p>a. The Staines Development Framework (formerly known as the Staines Masterplan) will set a clear vision and strategy for the transformation and regeneration of the centre of Staines, focusing on deliverable outcomes and policies. It is intended to be capable of adoption as a Supplementary Planning Document at the same time the Local Plan is adopted.</p> <p>Timescale:</p> <p>a. Consultation on both documents is taking place during summer 2022.</p> <p>Measure of Success</p> <p>a. The Staines Development Framework will be adopted giving SBC a clear vision as to how the town should develop in future years, thus producing a design that will be of the greatest benefit for those that live, work, and visit the town.</p> <p>Lead: SPM¹⁵</p>	

Theme 4: Infrastructure and Places

Ref	Action	Implementation	RAG
D2	Spelthorne Council will take a leading role in 'place shaping' the Borough.	<p>a. SBC will look at what opportunities there are to acquire properties / sites for residential (either to help meet affordable housing needs or for private rented). Where possible the Council will also look to support the economy through the provision of housing opportunities for the local community.</p> <p>b. The Council is also open to acquiring sites which are key to a local area within the Borough (where it makes financial sense to do so). The intention is to focus on those opportunities where there is either scope for a wider redevelopment scheme, or where there is the opportunity to bring forward a development which might not otherwise take place. The Council as landowner is able to focus on issues that are locally important in a community which a private developer may not.</p> <p>c. Help to facilitate the delivery of southern rail access to Heathrow (Southern Light Rail)</p> <p>Timescale: a) b) c) On-going.</p> <p>Measure of Success</p> <p>a. This is dependent upon suitable properties becoming available.</p> <p>b. This is dependent upon suitable properties becoming available.</p> <p>c. Staines will be better connected via rail to Heathrow airport.</p> <p>Lead: GHRaG¹⁶ Task Group on Fixed Assets.</p>	
D3	Supporting the introduction of infrastructure that will help businesses and communities to operate more effectively and efficiently particularly around artificial intelligence and the 'internet of things' ¹⁷	<p>a. We will investigate the possibility of supporting the rollout of 5G to the Borough and work in partnership with SCC.</p> <p>b. We will continue to work with BT in the rollout of full fibre to the premises (FTTP) which provide broadband speeds of more than 1GB if required. Sunbury is currently undergoing delivery. We will encourage and facilitate a further rollout to additional areas in Spelthorne</p> <p>Timescale:</p> <p>a. Over the next 5 years</p> <p>b. Over the next 5 years</p>	

¹⁶ Group Head Regeneration and Growth

¹⁷ https://en.wikipedia.org/wiki/Internet_of_things

Theme 4: Infrastructure and Places			
Ref	Action	Implementation	RAG
D3 (cont.)	Supporting the introduction of infrastructure that will help businesses and communities to operate more effectively and efficiently particularly around artificial intelligence and the 'internet of things' (cont.)	<p>Measure of Success</p> <ul style="list-style-type: none"> a. 5G technology would have been introduced to the borough (if desired) and benefits of the technology will be received by businesses and the community. b. Ashford, Shepperton and Staines-upon-Thames become full fibre locations <p>Lead: EDM</p>	
D4	Develop functional economic area priorities	<ul style="list-style-type: none"> a. Deliver 'Upper M3' shared priority partnership projects with Elmbridge and Runnymede Borough Councils The project will help identify activities that all 3 boroughs have a vested interest in. b. We will lobby for the Oyster Card and Zone 6 for Spelthorne. This activity will peak when the SW trains franchise comes up for renewal in the next few years c. Investigate the opportunities for cluster working / joint projects with Elmbridge, Runnymede, Surrey Heath and Woking as part of collaborative working with Surrey and other D&B's (as per the Surrey Delivery Board) <p>Timescale:</p> <ul style="list-style-type: none"> a. By March 2023 then annually b. Begin at least 18 months before the franchise comes up for renewal c. Agreement between interested boroughs to be confirmed via a written agreement / statement by April 2023 <p>Measure of success</p> <ul style="list-style-type: none"> a. It will raise the sphere of influence of SBC to outside of the Borough and raise the profile of north Surrey as an outstanding location for business. Costs to deliver the projects will be shared so obtaining value for money and reduce financial burdens. A minimum of one event in collaboration with another Borough a year for every year of the strategy. b. Spelthorne will be considered for Zone 6 status and an Oyster Card. c. Inter borough projects will provide economies of scale and tangible benefits to those councils participating for their residents / businesses. Too early to be specific about benefits until agreement is reached. <p>Lead: EDM / SEDO/ GH Regeneration & Growth</p>	

6 The Spelthorne Economy

Background

- 6.1. Spelthorne’s economy is part of the wider Heathrow economy covering Hounslow, Hillingdon, Richmond, Slough and part of Windsor & Maidenhead, Elmbridge and Runnymede. Heathrow is a very strong economic driver of not only the wider economy of west London, but also regionally and nationally. Spelthorne’s location on the southern airport boundary gives a significant airport related focus to the Spelthorne economy and underpins its strength.
- 6.2. Spelthorne is part of the Enterprise M3 (EM3) Local Economic Partnership (LEP) area stretching from the Borough to the New Forest in Hampshire. Out of 39 LEP’s across the country, the EM3 has the third highest gross value added¹⁸ per head average annual growth rates for the period 1997 to 2015¹⁹ outside of London (this is the latest data available as it has not been updated since the last E.D strategy). Spelthorne is recognised via EM3 as the best-connected Borough in the Partnership area. The Partnership seeks



Map 2 Local Economic Partnership

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

19 <https://www.ons.gov.uk/economy/grossvalueaddedgva/datasets/gvaforlocalenterprisepartnerships>

to ‘drive prosperity in the M3 corridor’ and has a common vision for the area to become ‘The premier location in the country for enterprise and economic growth balanced with an excellent environment and quality of life’. Surrey, where Spelthorne is situated, is the largest contributor to the national economy outside London.

6.3. In December 2021 the Council completed the third Local Economic Assessment of the Borough as part of the background to preparing the 2023 - 2028 strategy. The findings confirm Spelthorne’s excellent connectivity as well as other significant strengths in terms of the amount of business activity, diversity of business sectors, presence of growth sectors and a growing small business sector. It also has a significant retail sector focussed on Staines-upon-Thames.

6.4. This was supported by a survey in November 2019 – January 2020 of local businesses which gauged current business experiences. The survey results²⁰ were extremely encouraging and showed that 78% of those who responded expected to take on more staff in the next two years and 80% and 0% expected to reduce staff numbers. This must be regarded as a very positive indication of business confidence within the Borough.

0% of businesses surveyed expect to reduce staff over the next 2 years and 78% expect to take on more staff...

6.5. The assessment and business responses did, however, show a range of current challenges in terms of costs, skills, getting / keeping customers, planning, accommodation and competition.

6.6. The following paragraphs outline, under four headings, further details about the key findings of the local economy:

- Locational context
- Scale and nature of business activity
- Economic performance
- Employment and the labour market

Locational Context

6.7. The Borough is small geographically, being only some 7 miles long by 2.5 miles wide. However, it has more business space per hectare than any other Surrey district.

6.8. With over 806,629m² of warehouse/ retail / office business floor space, 5,365 VAT / PAYE registered businesses (an increase of 18% since 2013), a population of 98,500 and over 50,000 residents in employment, it is an important integral part of the sub-regional economy centred at Heathrow.

6.9. Spelthorne has excellent connections with the M3 and M25 motorways passing through it as well as the A30 trunk road. The M4 motorway is only 5 minutes travel time away.

6.10. The Borough’s connectivity is enhanced by its high level of rail access with six railway stations in the Borough. Staines is the fifth busiest passenger station in Surrey. London Waterloo is just 32 minutes travel time from Staines and services also go to Reading, Windsor and Weybridge. The Shepperton branch-line also provides services to London Waterloo via Kingston-upon-Thames.

20 This is a separate document available in the same web page area as this is located

- 6.11.** Staines-upon-Thames, the Borough's principal town centre, is the closest town centre to Heathrow – approximately 10 minutes by road to Terminal 5. Staines-upon-Thames is both an important business and retail centre serving north Surrey and beyond.

Scale and nature of business activity

- 6.12.** The large and diverse number of businesses in Spelthorne are spread widely across the Borough.
- 6.13.** The main business space categories are industry and warehousing, offices and retail. The amount of floorspace in Spelthorne in these categories amounts to a total of approximately 820,000 sqm across all sectors as of July 2019.

- 6.14.** In the areas immediately adjoining the Borough there are further significant amounts of business floor space, placing the Borough in an area of very high business activity. This includes Heathrow Airport, Poyle Trading Estate and the Causeway, Staines-upon-Thames which is on the south side of the River Thames in the Borough of Runnymede. Heathrow in particular makes a significant and positive economic impact on the wider



area, however, as the pandemic proved, the fact that over 3,500 residents were employed at Heathrow pre-pandemic meant that Spelthorne suffered more than other areas not connected to the airport as a large percentage of these employees were made redundant.

Economic Performance

- 6.15.** The biggest employers in the Borough and the wider area are BP at Sunbury, Shepperton Studios, DNATA and Heathrow Airport, each of which is in sectors of the national economy that are important to the generation of wealth to the country through exports, and critical to the local economy for jobs, including the many found within the supply chain. There is a particular concentration of transport/storage businesses in the Borough many of which have business directly related to activities at Heathrow Airport. Shepperton / Pinewood Studios is part of a loose 'cluster' of like businesses in the outer/west London area. In 2019 Netflix took over the studios in order to produce more films in the UK. The Pinewood Group are in the process of expanding Shepperton Studios which has seen a £500m investment which will double the existing space available. In recent times there has also been growth within the construction sector.

- 6.16.** In the 2019 UK Index of Competitiveness the Borough was 59th out of 379 other local authority areas putting it in the top 15% nationally and one of the most economically buoyant areas of the UK. The recent business survey shows that there is a high level of confidence with regards to the potential for growth in the Borough.

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

6.17. In 2021 Spelthorne moved to 42nd place in the index²¹

Employment and the labour market

6.18. Spelthorne is located within a relatively urbanised area with 98,900 people living in the Borough. 88.5% are economically active, compared with an average of 81.9% in the southeast, and 78.9% in Great Britain ²².

6.19. There are over 1.25 million people living in the seven adjoining boroughs of which over 641,000 are in work. This represents a substantial labour supply for local businesses with high levels of short distance commuting in and out of the Borough to adjoining areas. Heathrow Airport is a major source of employment with over 76,000 working there²³ pre-pandemic.

6.20. Spelthorne unemployment rate in May 2022 was 3.1% (1,895 people) which is double what it was in December 2019. In the southeast the figure is 3.0% and in Great Britain it stands at 3.9%

6.21. Social Mobility ²⁴: The level of skill represented in the Spelthorne workforce is lower than many adjoining areas and is reflected in the types of work people do. In turn these lower skills and work types are reflected in lower incomes. The business survey revealed some evidence of the need for greater skill levels and work readiness of those entering the labour market. Overall there is scope to grow both levels of skill and consequently disposable income. Ashford North and Stanwell have been highlighted in a recent report as the areas in Spelthorne with the most barriers to higher education (East to West report). With this in mind more work needs to be done to understand the extent of the problems and how we can best improve the situation to make higher education / skills obtainment easier to achieve. This work has been identified through the Action Plan.

6.22. The Social Mobility Commission has released its annual State of the Nation report – State of the Nation 2017: Social Mobility in Great Britain. The report assesses progress made across the country on improving social mobility. It puts a social mobility index at the heart of its analysis and ranks all English local authorities into hotspots and cold spots, using a range of 16 indicators for every life stage from early years through to working lives e.g., early years attainment, Key Stage 2 attainment and the percentage of jobs paid less than the living wage. The report finds that there is a stark social mobility geographical divide across the country.

6.23. All Surrey boroughs and districts are ranked amongst the areas with the highest social mobility nationally, Spelthorne has ranked lowest compared to all boroughs in Surrey, most London Borough (except Having & Barking / Dagenham) and its closest neighbours Slough, Hounslow & Hillingdon.

6.24. One of Spelthorne’s challenges is to also ensure it nurtures the right mix of jobs that will provide opportunities for entry level employment, while keeping up with the local economy. To ensure this is the case, inward investment and business retention policy needs to be targeting appropriate sectors as outlined above.

6.25. Spelthorne residents should be equipped with the knowledge to identify and access employment opportunities in the borough.

21 <http://cforic.org/wp-content/uploads/2021/11/UKCI-2021.pdf>

22 Nomis data for Oct 2018 to Sept 2019.

23 6.9% of the Spelthorne workforce is employed at Heathrow Airport.

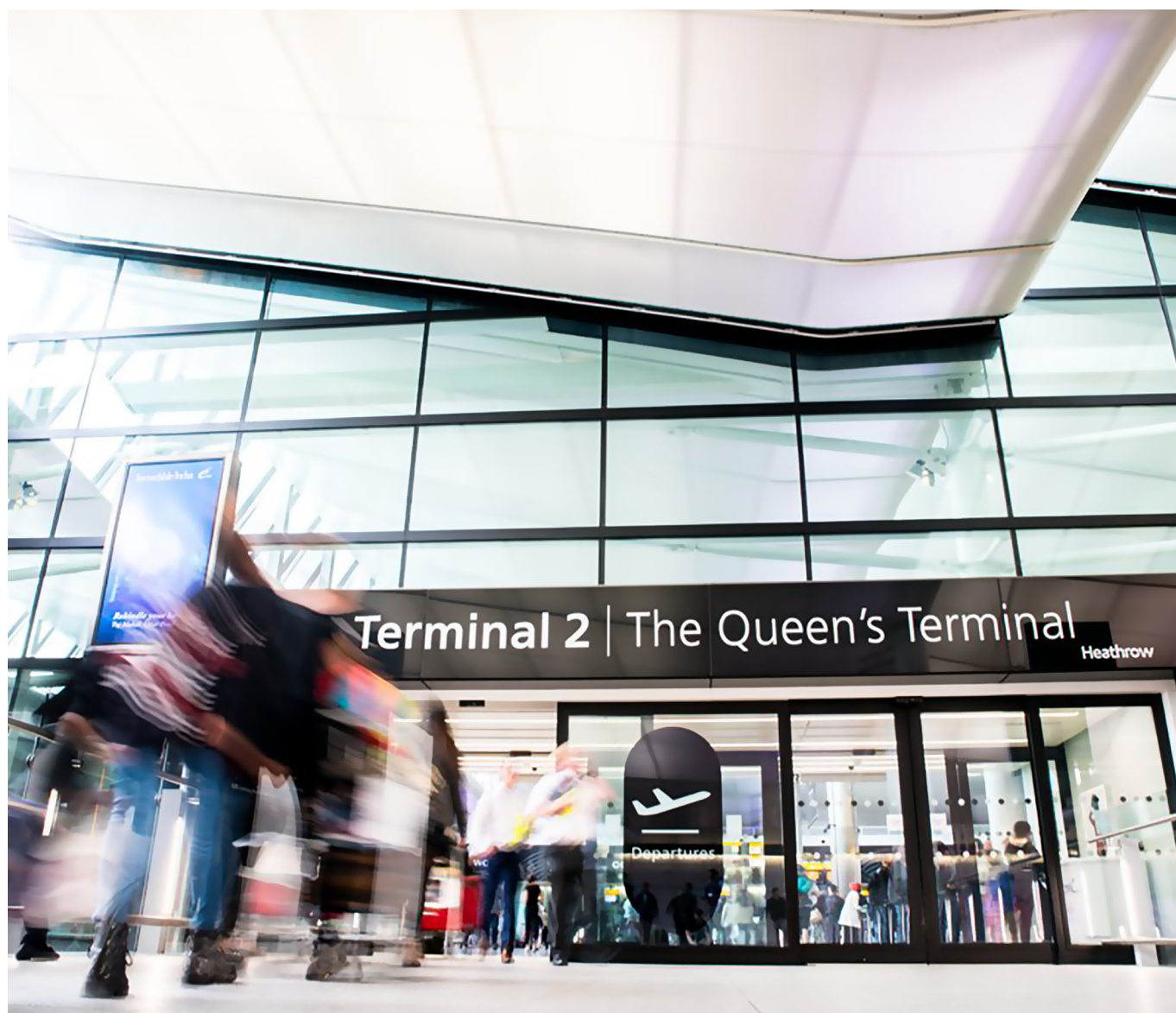
24 <https://www.gov.uk/government/publications/state-of-the-nation-2016>

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

Heathrow

6.27. Heathrow Airport has always been the main provider of employment within the Borough with 6.9% of the working population directly employed by the company pre-pandemic, and many more through indirect routes. The introduction of a third runway has been set aside whilst the airport recovers from the financial impact of Covid-19. It is not certain that this will be resurrected. If it does get the go ahead then this is likely to result in 40,000 additional jobs and a further 5,000+ apprenticeships being created, it also would provide additional training and career opportunities for our residents.

6.28. The building of the airport would result in the creation of up to 180,000 jobs and generate around £211b of economic benefits ²⁵.



7 Strengths and Weaknesses

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

Strengths/ Opportunities	Weaknesses
<ul style="list-style-type: none"> • Businesses moving out of London may see Spelthorne as a nearby attractive location to locate, as office rental / purchase can be less expensive, yet still provide close access to London. • Construction of the 3rd runway (if progressed) will open opportunities for infrastructure projects within the borough to support the airport, such as hotels, offices, warehousing and car parks. This will provide job opportunities as well as the prospect for local businesses to join the supply chain for this massive project. • Over 1,000 apartments / houses are to be built in Staines town centre over the next few years, this will help support the local retail economy. • Contracting the supply for goods and services to local businesses by the Council and support for new start-ups is very good and could be even better. 	<ul style="list-style-type: none"> • Need for longer term infrastructure improvements, particularly the provision of projects that would enhance better access to alternative modes of travel. Also no direct link from Staines to Heathrow despite the close proximity. • Limited of available warehousing space • Staines-upon-Thames has a limited night-time economy and a very restricted offer in terms of entertainment opportunities. This may impact upon its attraction as a destination and inward investment opportunities in the town. • The level of skills and qualifications in the Borough are above the Surrey average. • Travelling into Spelthorne from London is difficult when using an Oyster card. • If London introduces the Ultra-Low Emissions Zone it will cause difficulties for a number of retailers who are on the border with London such as Costco in Sunbury. Any vehicles travelling into London will also be hit financially.
<ul style="list-style-type: none"> • Excellent connections by road, rail and air. • Broadband provision is one of the best in Surrey and full fibre connections are currently being rolled out in Sunbury. • Scope to help improve local labour force skills. Scope to increase the levels of disposable income. • Proximity to the River Thames, opportunity to better promote more tourists to the borough. 	<ul style="list-style-type: none"> • Need to consider how best to alleviate traffic congestion in Staines-upon-Thames at peak travelling times. This is also a common challenge with most successful and popular town centres. Although parking provision is good in Staines, more needs to be done to the less popular locations such as the Elmsleigh surface car park and Tott Hill which would divert the build up of traffic from the Two Rivers car park. • Limited land for further development opportunities as well as additional housing.

Strengths/ Opportunities	Weaknesses
<ul style="list-style-type: none"> • Spelthorne’s location in an area of business success bordering several London Boroughs giving easy access to significant areas of population. • Recent projects in the Borough including a new Premier Inn Hotel and new housing developments in Staines-upon-Thames signals business confidence in the Borough. 	<ul style="list-style-type: none"> • Lack of available housing may impact upon economic growth as people are unable to locate near to where they work. However, SBC plan to develop over 600 homes in its portfolio over the next 5 years.
<ul style="list-style-type: none"> • Scope for greater inward investment utilising existing planning permissions, proposals and vacant floor space. • Scope to improve residents’ health, fitness and work readiness. 	<ul style="list-style-type: none"> • Growth in permitted development rights is resulting in a loss of office space, particularly in Staines town centre. • Lack of Grade A commercial properties

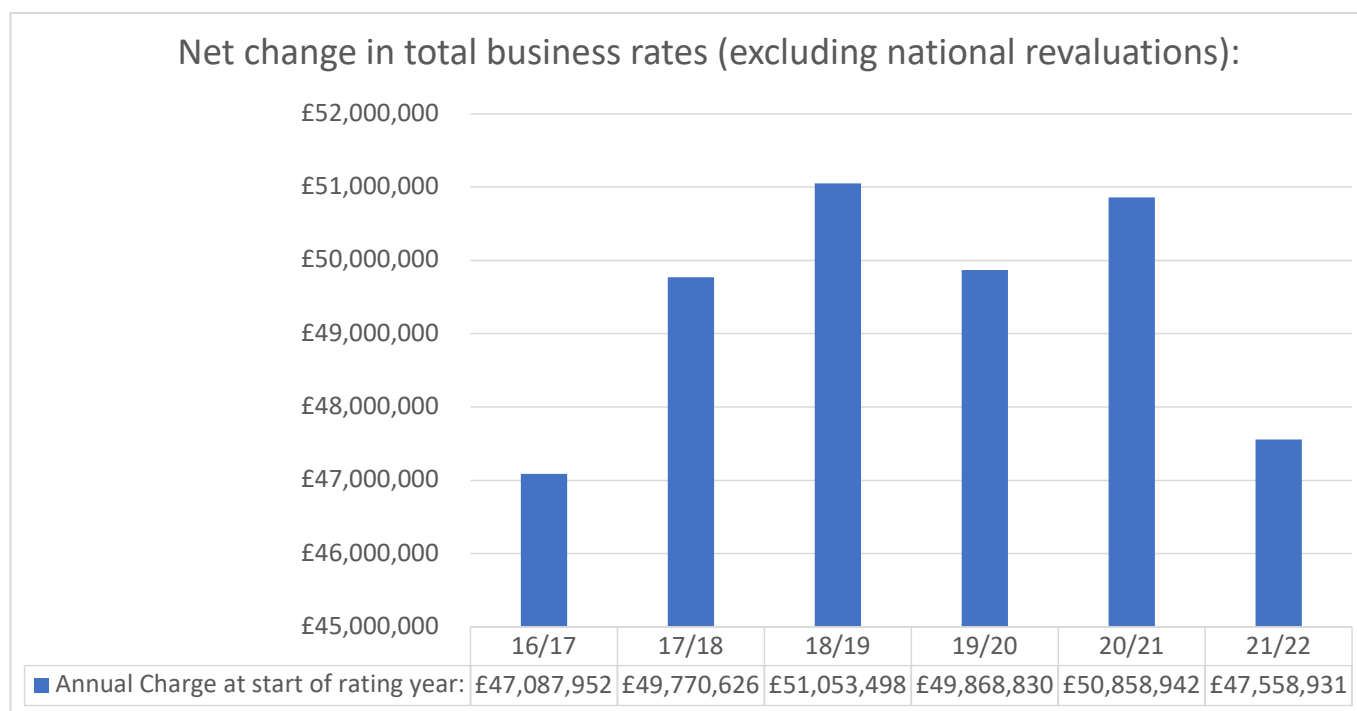


8 Monitoring and Review

- 8.1.** Progress on each of the 'actions' in this strategy will be monitored by the Council's Economic Development Committee. In addition to this it will assess the extent to which the economy as a whole is performing.
- 8.2.** The Economic Development Committee will receive an update on the strategy where there has been any significant positive or negative movement on actions contained within the plan on a 6 monthly basis and may at any time request an update on any given area within the strategy. This will provide the governance to ensure that the objectives will be reached over the life of the strategy.
- 8.3.** On a five yearly basis a comprehensive review of the Local Economic Assessment will take place and a new 5-year Economic Prosperity Strategy will be developed. The following key performance indicators will act as proxy indicators as measures of the economic performance within the borough:
- Business rates annual charge**
 - Number of rated properties**
 - Unemployment**
 - Job density levels**
 - Vacancy levels of retail / office premises in town centres**

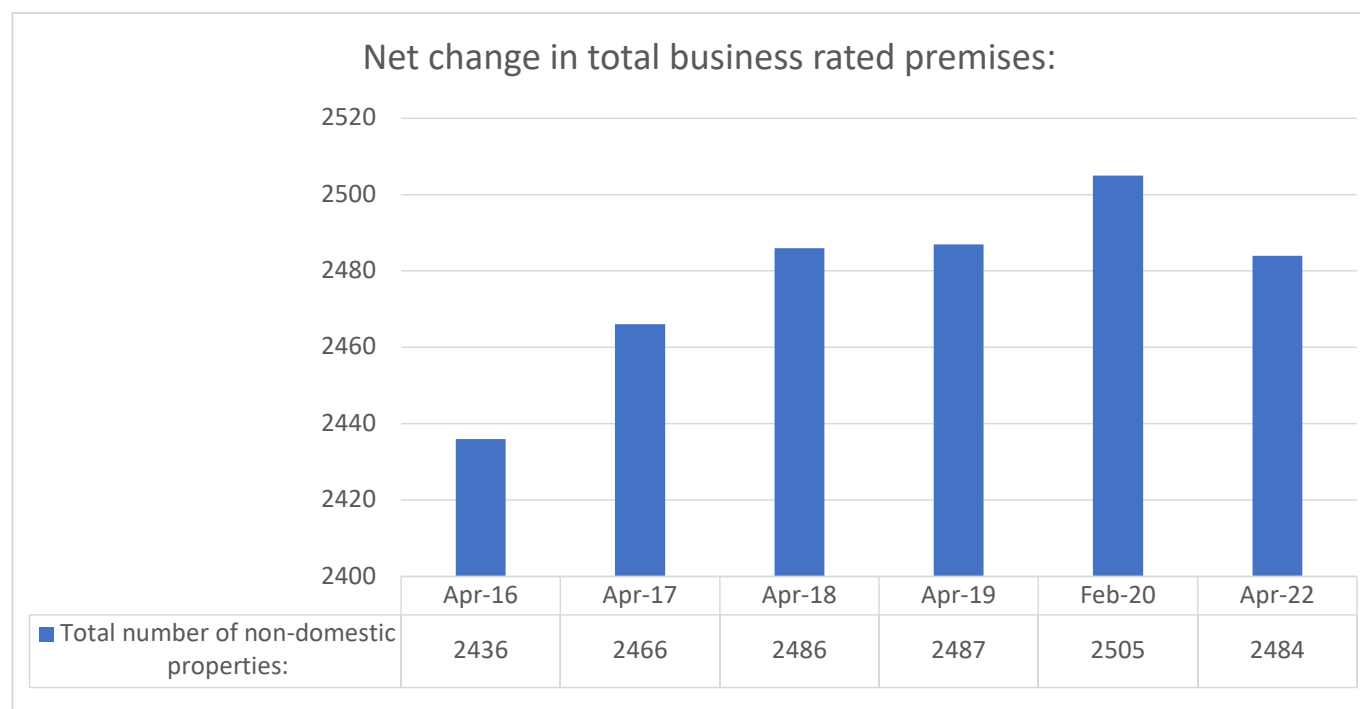
Baselines:

a. Business rates annual charge



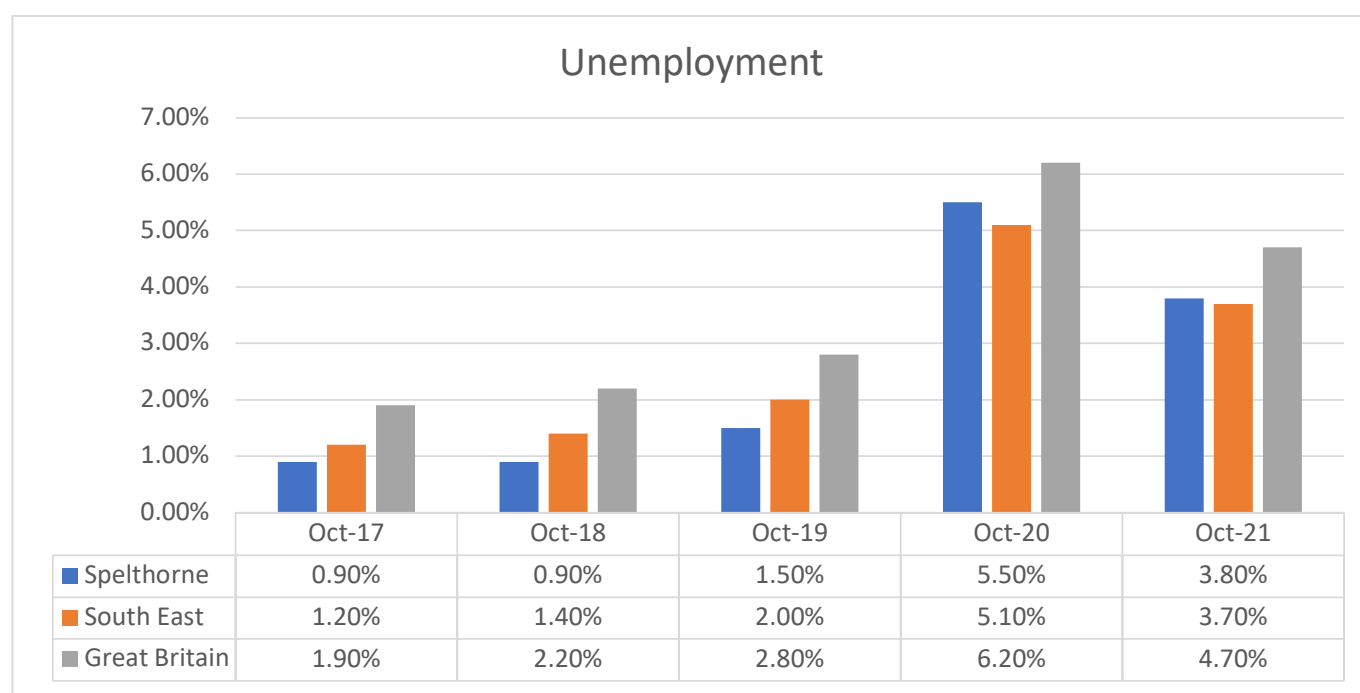
Net change - £3,300,012: This reflects the decrease of businesses based in the borough and the longest period of the Covid pandemic with restrictions affecting businesses commencing in March 2020.

b. Number of rated properties

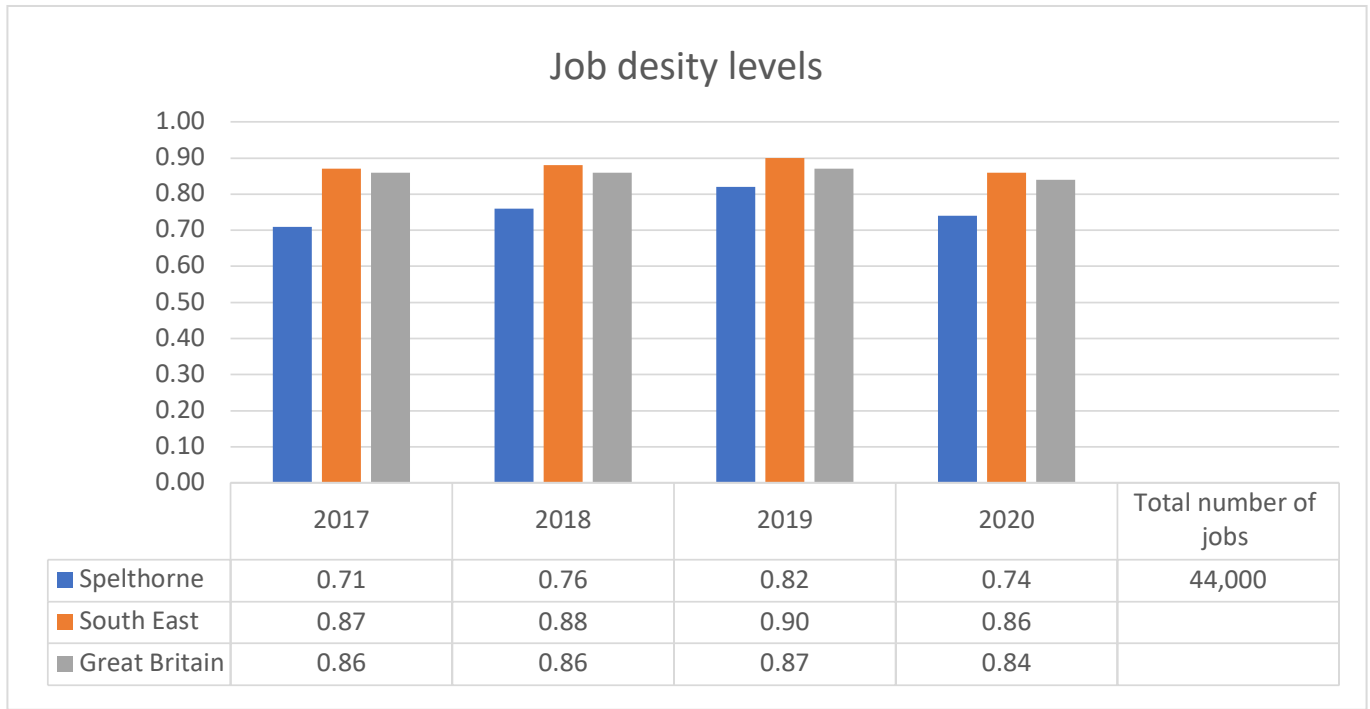


Net change from 2020-21 properties: The above figures do not represent all businesses in the borough as many small businesses and charity shops are exempt from paying business rates. The decrease of 21 businesses in the Borough on the previous year is not necessarily a negative sign as this represents figures post-pandemic, so the survival rate is high. It is worth noting that there are an additional 48 more non-domestic properties than on the baseline of the previous strategy in 2016.

c. Unemployment



d. Job density levels

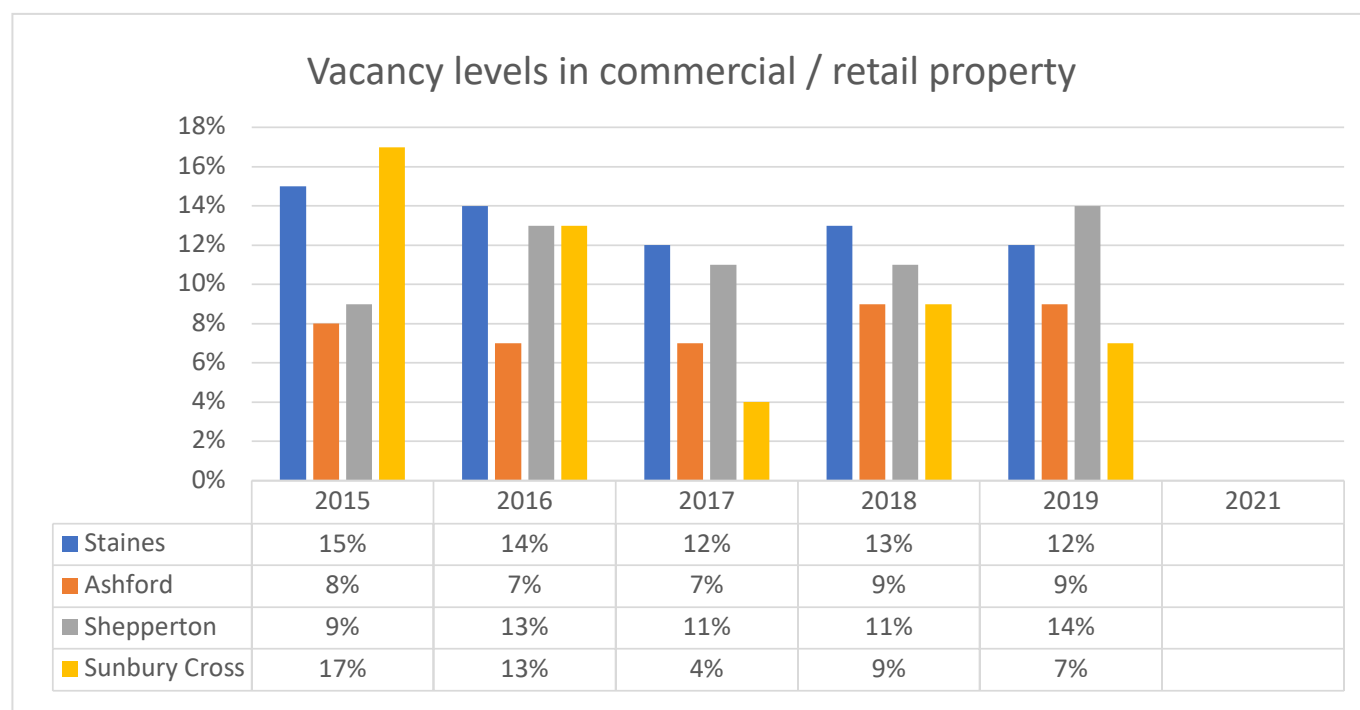


The level of jobs per resident aged 16-64. For example, a job density of 1.0 would mean that there is one job for every resident aged 16-64.

This indicates that Spelthorne has a lower number of jobs situated in the borough compared to the average in the southeast and Great Britain as a whole. However, many of our residents work at Heathrow (7% or 3,500 residents pre-Covid-19), so there is very strong demand for labour just outside the borough. Unemployment has dropped compared to the previous year leaving the number claiming unemployment related benefit at 3.8% compared to the national average of 4.7% in Great Britain and 3.7% across the southeast. This is still much higher than in 2017 and 2018 when just 0.9%.

e. Vacancy levels of retail / office premises in town centres

	Total units	2015		2016		2017		2018		2019		2021	
		Vacant units	%	Vacant units	%	Vacant units	%	Vacant units	%	Vacant units	%	Vacant units	%
Staines	260	40	15	38	14	30	12	34	13	32	12		
Ashford	172	13	8	12	7	12	7	16	9	15	9		
Shepperton	92	8	9	12	13	10	11	10	11	13	14		
Sunbury Cross	45	8	17	6	13	2	4	4	9	3	7		



Source: Spelthorne Borough Council Annual Retail Survey - April 2019

Notes: Vacancy rates expressed as a percentage of total units existing in specific year.

The Sunbury Cross figure excludes Tesco Superstore.

% figures are rounded to the nearest integer.

2021 to be surveyed October 2022

The High Street has been hit hard nationally and internationally, particularly due to the exponential growth of the internet supporting on-line sales. The latest figures available show that the average vacancy rate in England is at 11.1%²⁶. Spelthorne is below this average with just Staines-upon-Thames above that average with 13% vacancies.

9 Spelthorne under Development 2017-2022

Below is a selection of locations where development was planned to take place as identified within the economic strategy.

Premier Inn Hotel, Staines-upon-Thames



February 2017



March 2018



February 2020

London Square, Staines-upon-Thames



March 2018



August 2018



February 2020

Eden Grove Site (formerly Centrica), Staines-upon-Thames



August 2018



February 2020



September 2022

10 Further information

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

Keith McGroary
Economic Development Manager
Spelthorne Borough Council
Knowle Green
Staines-upon-Thames
TW18 1XB

email: K.McGroary@spelthorne.gov.uk
Tel: 01784 444224

**For advice on planning Policy please contact the Council's Strategic Planning Manager
Ann Biggs, for Development Management Esme Spinks**

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e.spinks@spelthorne.gov.uk

Tel: 01784 44 6346
01784 44 6356

For access to the economic assessment: www.spelthorne.gov.uk/econstrat