

SERVICE PLAN 2024/25

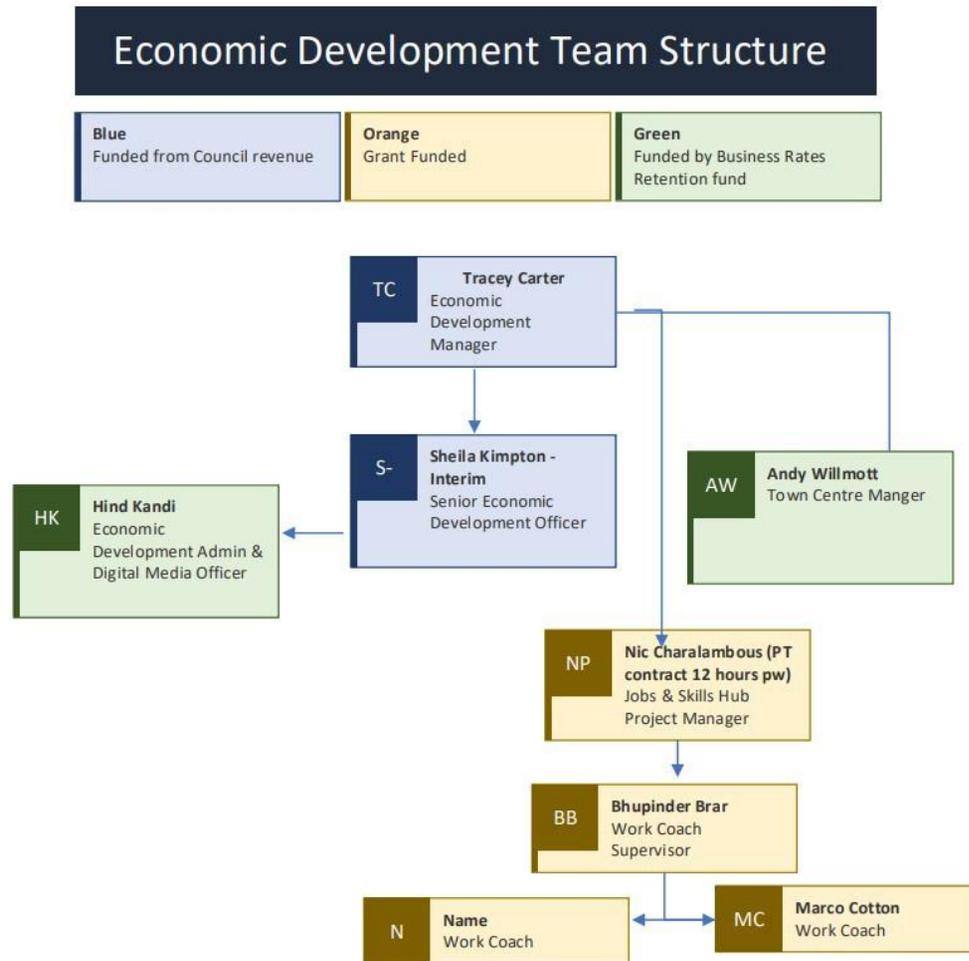
1. SERVICE OVERVIEW

INSERT BRIEF OVERVIEW OF TEAM

The Team helps support existing local businesses, partners and stakeholders including the third sector to make the borough a strong, vibrant, and sustainable economy; to encourage new entrepreneurship, businesses and inward investment, exploit employment opportunities for our residents and help improve the skills and employability of residents. This will help make Spelthorne the destination of choice to locate a business, visit, shop and to live. The support of the Team for business had become even more critical and transparent over the period of the pandemic and the subsequent cost of living increases. The need for support is only likely to increase over the next few years as we now deal with the impact of the energy crisis and high inflation on our businesses and the jobs they provide for our community.

WHO WE ARE

The team consists of 4 officers, Economic Development Manager, Senior Economic Development Officer, Economic Development Admin & Digital Media Officer, Town Centre Manager. The first two are permanent positions and the second two are on contracts which are due to expire in March 2024 There is also an additional team of Jobs & Skills Coaches who work at the Jobs & Skills Hub which is funded by the Shared Prosperity Fund & DWP grant funding. These posts are funded until March 2025.



WHAT WE DO: Service Purpose and Core Business Functions

Our aim is to secure sustained growth of the local economy for the benefit of businesses and residents whilst protecting the Borough's environment and character; this is partly achieved by providing significant support for the Spelthorne Business Forum. The Team encourages new entrepreneurship, businesses and inward investment, exploit employment opportunities for our residents; and strives to make Spelthorne the destination of choice to locate a business, visit, shop and to live. The Team is responsible for ensuring the success of the Business Incubator, delivery of the Jobs & Skills Hub which includes the Youth Hub, delivery of the Spelthorne Business Awards, Capture Spelthorne photographic competition, Job and Career Fairs and supporting the Business Plan Competition as well as working with many local stakeholders and service providers to ensure the service are aligned and complimenting each other where possible.

The Team also facilitates the legacy from the Additional Restriction Grants which has enabled free 1-1 business coaching until January 2023, access to Social Media for business training until 2024, free business websites and free support to reduce business costs, with energy as a key area of concern. In 2022 Spelthorne were given a national award and two regional awards from the Federation of Small Business as the best Local Authority for providing future ready business support.

Additional funding from the Shared Prosperity Fund has been awarded to provide 121 business support, Start-up Club, Peer to Peer Network, Innovation Forum and continue the work to help business reduce their energy consumption and associated costs until 2025.

Direct support is also provided for our main towns in the Borough, this is through a close working partnership with the Staines Business Improvement District as well as a dedicated Town Centre Manager providing direct support and collaboration for Ashford, Shepperton, Sunbury and the Borough's shopping parades.

KEY ACTIVITIES/PROJECTS FOR 2024/25 – Significant one-off activities and projects to be undertaken in 24/25 (Projects need to have a business case, PID report before any revenue or capital growth bid is included in the tables below, before you prepare a report for MAT.

KEY ACTIVITIES DELIVERING THE COUNCIL’S CORPORATE PLAN And other key statutory and service elements						
What is our corporate priority (CARES)? Is the function statutory or non-statutory	Provide clear outline of what the service wants to achieve including projects and outcomes/deliverables	How will we measure the difference made?	Is a business case required? and when do you hope to action the achieve this by? Or Is this just a growth bid?	Who is the lead officer?	Which Committee sign off?	Other service resources e.g. procurement and budget required mention if also potential growth bids
Community / Recovery / Environment / Service Delivery – Non Statutory	Deliver all the actions scheduled for this period as set out within the new 5 years Economic Prosperity Strategy	KPI’s set against each strategic task in Economic Prosperity Strategy	N/A	ED Team	Economic Development	
Community	Deliver all the actions as set out within the	KPI’s set against each	N/A	Town Centre	Economic	Budget from

KEY ACTIVITIES DELIVERING THE COUNCIL'S CORPORATE PLAN And other key statutory and service elements						
/ Recovery / Environment / Service Delivery – Non Statutory	new annual Town Centre Strategy for Ashford, Shepperton, Sunbury and Borough shopping parades.	strategic task in Economic Prosperity Strategy		Manager	Development	Business rates retention fund
Community / Recovery / Environment / Service Delivery – Non Statutory	Manage the Business Hub (incubator) to support start-ups as well as new and existing businesses	Number of businesses supported	Ongoing	ED Team	Economic Development	Revenue from service and £20k from Shepperton Studios
Community / Recovery / Environment / Service Delivery – Non Statutory	Manage the Jobs & Skills Hub / Youth Hub with dedicated services to help to prepare young people aged 16-24 to get onto the job ladder or into training and education and 45+ age to assist to re-enter the job market. This service however is open to all residents regardless of age.	Number of people supported into work education / training.	Ongoing	Tracey Carter	Economic Development	Funded from the DWP grant & Shared Prosperity fund
Community / Recovery / Environment / Service Delivery – Non Statutory	Promote access to grants and support schemes for businesses to help reduce their impact on the environment and save costs focussing on actions to help alleviate impacts caused by the energy crisis and inflation	Number of businesses supported	N/A	Andy Willmott	Economic Development	Funded from Shared Prosperity Fund
Community	Support the work of the Spelthorne	Number of events	N/A	Tracey	Economic	£10k grant

KEY ACTIVITIES DELIVERING THE COUNCIL'S CORPORATE PLAN And other key statutory and service elements						
/ Recovery / Environment / Service Delivery – Non Statutory	Business Forum to deliver a series of events over the year that support small, medium and large enterprises.			Carter	Development	to SBF from Business Rates Retention Fund
Community / Recovery / Environment / Service Delivery – Non Statutory	To work with Partners such as Wellnorth Enterprises, NHS, Housing & Families Teams & other local stakeholders and local businesses to identify the causes of the residents barriers to employment and work towards developing collaborative solutions.	Number of events / projects delivered as a collaboration	N/A	ED Team	Economic Development	From ED Budget
Community / Recovery / Environment / Service Delivery – Non Statutory	To introduce a new initiative to support the work of business facing Council teams to help reduce noncompliance of local businesses as well as reduce officer time and enforcement costs as well as improve the communication channels with local businesses to ensure information regarding regulations is disseminated to all relevant businesses.	Welcome Pack produced / Number of businesses supported	N/A	ED Team	Economic Development	From ED Budget

2. RESOURCES 2023/24 IDENTIFY FOR EACH SERVICE AREA – THIS SHOULD BE YOUR APPROVED FIGURES FOR 2023/24 (ASK YOUR SERVICE ACCOUNTANT FOR ASSISTANCE AS REQUIRED).

Service Area	Revenue	Capital	Projected Income	Staff	Key risks for budget
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	Expenditure Budget £	Budget £	£	(Full time equivalents)	
Economic Development	Business Awards £22,700 Incubator £173,080 Shepperton Studios £20,000	£0	Business Awards £22,700 Incubator £140,495 Shepperton Studios £20,000	8FTE* <u>*see team structure diagram on page 2</u>	By expanding upstairs in 33 Hanworth Road This will provide us with the space we need to accommodate the businesses on the wait list and move our training room upstairs. We would also be able to expand our service and accommodate more hot-desk businesses as well as build out some additional small office space. This will require investment in the region of £20k (estimated) The expectation is that we could increase the static office revenue by £3,690 in 2024. We can also increase the hotdesking spaces by 20 places which could increase our revenue to £21,996 in 2024 based on a steady growth over the year (see details below) . Revenue figures dependent upon the occupancy of the incubator, especially during very challenging economic times. Due to an external management provider and increased utilities bills, costs have increased by up to £100,000 this year. These added mean that we are currently operating

					with an expected shortfall of revenue of up to £32,585 in 2024.
					See diagrams 1 and 2 below.
Total	£215,780		£183,195		

Diagram 1 – Business Incubator Projected monthly & annual income 2024

Redacted due to commercial sensitivity

Diagram 2 – Business Incubator annual costs and income 2024

Redacted due to commercial sensitivity

Details of bid	Reason for Bid and confirm which priority in the new corporate plan this relates to CARES (Community, Affordable Housing, Recovery, Environment & Service Delivery) include consideration of future years items.	Cost Centre code details	Start Date MM/YY	Gross Funding rec'd Separate line. If none enter n/a (£000)	Gross (Revenue or Saving) or Cost £000	Total bid Req'd.	End Date MM/YY	PID Req'd Y or N	Procurement involved. Y or N	24/25 £000	25/26 £000	26/27 £000	27/28 £000
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	If no, why not? (9)	If no, why not? (10)	(11)	(12)	(13)	(14)
Staff – Revenue Salaries of 2 staff	To enable the delivery of the actions within the Economic Prosperity Strategy to support the businesses of Spelthorne and the residents of Spelthorne This has become critical after the pandemic and current energy crisis and high inflation, low levels of skills and high unemployment.	2130 1100 1	01.04.24	£213.20 (to be funded from business rates retention fund for 2 years)	£213.20 Being covered 100% from Business rates retention fund.	£0.00	31.03.26	N/A	N	£105.6	£107.72		

Cost - Revenue	Shortfall in incubator revenue £12,585	2130 4240 3	1.04.24	£130.34 (to be funded from business rates retention fund)	£130.34 Being covered 100% from Business rates retention fund.	£0	31.03. 28			£32.585	£32.58 5	£32.58 5	£32.585
Cost Income - Revenue													
Savings - Revenue													
Total Savings - Revenue													

Revenue, Staff and Savings Bids 24/25, 25/26 and 26/27. Given the medium term financial strategy is extremely tight please consider likely impact of each items beyond 24/25 where feasible or where savings may emerge, it is essential that you enter figures for 25/26, 26/27 and 27/28, if you don't believe there will be any figures for a year enter n/a (not applicable).

Use a separate line for each item.

Provisional 2024/25 revenue cost/income budget requested.

Service Area	Revenue Expenditure Budget	Projected Income	Staff (Full time equivalents)	Savings	Total budget
Total 2024/25	0	0	0	0	X
Expenditure Costs	£533,880.00	0	0	0	X
Project Income	0	£183,195.00	0	0	X
Staff	0	0	7 x staff *	0	X
Savings	(0)	(0)	(0)	(0)	(X)
Total 2024/25 Provisional Revenue Budget 2024/25	£533,880.00	£183,195.00	7	0	X

*see team structure diagram on page 2

Significant/Material anticipated revenue budget impacts:

Income for the business incubator is subject to market forces and may fluctuate.

The business incubator relies on having a suitable business location. Changes in the revenue strategy may put the location a risk of being sold which will force the service to close unless alternative suitable location is identified.

Several of the projects, the Town Centre Manager operating costs and two members of staff are reliant on the Business rates retention fund. This fund is reducing each year and is not replaceable once it is gone. This will put two staff at risk and therefor put the delivery of the services / strategic objectives at risk of not being delivered.

Please highlight any estimate financial impacts (positive or adverse) anticipated over the next four years. For example this could arise from new anticipated statutory requirements, contractual inflation/new contracts; impact of population growth etc

Service Cost Centre	Issues Description	2024/25 £000s	2025/26 £000s	2026/27 £000s	2027/28 £000s
213042403	Introduction of external provider to manage business Hub building	Up to £100,000	Up to £100,000	Up to £100,000	Up to £100,000
Total £000s		X	X	X	x

Capital Bids 24/25, 25/26 and 26/27. It is important that before you submit bid, particularly for a project, you must have gone through the PID process and discussed the project with procurement, if you have not done either, you bid will be rejected, as our medium term financial strategy indicates that cash flow will be extremely tight. Therefore, please consider likely impact of each items beyond 24/25 where feasible or where savings may emerge, it is essential that you enter figures for 25/26, 26/27 and 27/28, if you don't believe there will be any figures for a year enter n/a (not applicable).

Use a separate line for each item.

Details of bid	Reason for Bid and confirm which priority in the new corporate plan this relates to CARES (Community, Affordable Housing, Recovery,	Cost Centre code details	Start Date MM/YY	Gross Funding rec'd Separate line. If none	Gross Capital Cost £000	Total bid Req'd. £000's	End Date MM/YY	PID Req'd Y or N	Procurement involved. Y or N	24/25 £000	25/26 £000	26/27 £000	27/28 £000

(1)	Environment & Service Delivery) include consideration of future years items (2)	(3)	(4)	enter n/a (£000) (5)	(6)	(7)	(8)	Mandat ory (9)	Mandat ory (10)	(11)	(12)	(13)	(14)
Total Capital	N/A												

3. CARBON FOOTPRINT – working in conjunction with our Climate Change Officer please highlight in the table below how you intend to reduce the Carbon Footprint (by tons) within your department over the next four years and beyond, if there is an invest to save element in your plans, please ensure that the cost element is highlighted in the relevant section above for revenue and or capital bids

Cost Centre	Initiative	24/25	25/26	26/27	27/28
	Not known / measurable				
Total carbon reduction by ton					

4. PROCUREMENT CONTRACTS – please list below all contracts under £40,000 that will lapse and or will need to be renewed over the next four years

Cost Centre	Supplier	Contract details	2024/25 £000s	2025/26 £000s	2026/27 £000s	2027/28 £000s
Total £000s			X	X	X	x

5. **KEY PERFORMANCE INDICATORS** - These measure performance for key ongoing activities of the service and corporate performance monitoring on a quarterly basis – NB review and consider meaningful as well as statutory KPIs – KPIs will be reported to Committees quarterly.

Code	Key indicator description	Time period	Target
	Number of businesses using the business hub and utilising 121 support services at the business Hub	12 months	At least 12 x Business office rentals At least 10 x Business hotdesking memberships At least 20 x businesses receiving 1-2-1 business support
	Number of residents supported at the Jobs & Skills Hub into work / education or training. Better Futures Programme and Employment days / Fairs	12 months	At least 100 residents supported by work Coaches At least 6 x Better Futures days / Jobs Fairs
	Cost reduction clinics utilising Shared Prosperity Fund	12 Months	At least 20 businesses supported
	Business Training / support events	12 Months	At least 6 events delivered
	Collaborate with at least 1 other local Authority on a joint project	12 months	At least 2 joint projects
	We will deliver a Buy Local scheme in the borough to increase the amount spent on good and services locally within the Council within the under £5k purchasing allowance.	12 months	New Business Directory launched with a target of 400 local businesses registered.
	To support the work of business facing Council teams to help reduce noncompliance of local businesses.	12 months	Produce a welcome pack to be distributed to new businesses in borough. At least 6 non-compliant businesses supported to

			help become compliant.
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7. KEY ISSUES/RISKS FOR 2024/25 – this section highlights key issues/risks which may affect other services that work with us or support our work (add in rows as appropriate. Please ensure cover future and current service risks. In light of corporate risk please ensure consider each area fully.

WORKFORCE PLANNING ISSUES/TRAINING REQUIREMENTS
It is only possible to continue the delivery of all the projects if we maintain the current levels of staff. The Business rates retention fund will not last much beyond 2024 which will put two posts in jeopardy. The funding for the Jobs & Skills Hub is only until March 2025 after which we will have no funds to pay for the team there.
COMMUNICATION/CONSULTATION
We work closely with the Comms Team who do a lot of promotion for our various projects. We often have to sub out work as the Comms team do not always have the resources to cope with our needs. We have recruited a digital media admin officer to help with this pressure however her post is from the Business rates retention fund and contracted until March 2025. This officer will be working for the Comms Team at least one day a week to help with their workload.
LEGAL ISSUES (likely to require additional legal support)
We often have the need for legal advice / contracts support. Current staff shortages in the Legal Team have delayed some of our projects as we cannot get answers quickly enough.
GDPR
One of the team works closely with our GDPR team to ensure we are compliant.
PROCUREMENT OR CONTRACTS (upcoming procurements or contracts required)
No procurement needs at the moment.
ICT (e.g. provide information on systems to be purchased or support needed)
We have outsourced some of the systems build that we need to manage our Business Awards application process. We have three websites built 1. Business Hub 2. Jobs & Skills Hub 3. Business Awards entries

<p>These are designed and built to appeal to our target audience and manage case work / entries. We will also be outsourcing a CRM system build as the new internal council system can not fulfil our requirements. We will need to look at a new system to manage the Business Hub bookings, service and payments once it is brought in house.</p>
<p>Climate Change</p>
<p>We support businesses to become compliant.</p>
<p>SERVICE RISKS (consider likelihood and impact) – relate where appropriate to corporate risk</p>
<p>The new Investment strategy changes is a risk to the business hub. If the building is sold we will be unable to deliver the business hub unless another suitable location is found.</p>
<p>NON-LEGAL ISSUES</p>
<p>EQUALITY and DIVERSITY</p>
<p>This is core to the services we provide.</p>

8. LOOKING FURTHER AHEAD: OTHER KEY ISSUES/RISKS FOR THE NEXT THREE YEARS – issues e.g. legislation that we need to plan for in the medium term, financial changes, climate change,

<p>SERVICE AREA</p>
<p>We need to maintain our staff levels to deliver all the projects set out in our strategy as well as the additional projects from the Shared prosperity fund as well as being able to continue to adapt our services to the needs of the businesses with the changing economic circumstances. Funding for 6 of the 8 posts in the team is at risk beyond March 2025.</p> <p>The constant uncertainty with the buildings that we use makes it very difficult to make any long term plans and can put a strain on the morale of the team.</p>

9. KEY CONTACTS

Tracey Carter	Economic Development Manager

10.0 MANAGEMENT AND PORTFOLIO HOLDER

10.1 Group Head's comment/signoff

Signature/ date	Comments

10.2 Comments/sign off from the Deputy Chief Executive/Chief Executive (delete as appropriate)

Signature/date	Comments

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Reviewer:	
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19-4-23

Appendix A SERVICE PLAN TEMPLATE – Risk Appetite

There are numerous Services operating across the Council, possibly with varying risk appetites. Being clear on your Service risk appetite will assist you as Managers in making transparent and informed risk-based decisions as part of service provision and delivery of objectives, as well as ensuring the application of proportionate actions and risk mitigation measures (as far as practical and possible) that align with your appetite.

As an example to assist the risk appetite of the Regeneration and Growth Service sits is outlined below:

Appetite Category	Minimal	Cautious	Exploratory	Seeking
Appetite Description	Areas where Spelthorne will apply a strong control environment to reduce or minimise the likelihood that a risk will occur and/or reduce the impact of any risk	Areas where Spelthorne seeks low-risk delivery options and will pilot innovation only in a controlled environment	Areas where Spelthorne strikes a balance between the potential upside benefits and downside risks of a decision and explores new solutions and options for delivery	Areas where Spelthorne takes risks by working with new ideas and approaches, looking for innovation and recognizing that failures are an opportunity for learning and improving.
How are each of these appetites articulated when applied across the RAF impact measure for ‘Service Provision’	Services delivered as planned with mandated developments only	Tried and tested changes made. Use of limited pilots to develop new approaches	Open to new ways of doing things and taking a balanced and pragmatic (capacity-driven) approach to making changes	Continuous re-evaluation of services and how they are delivered to explore new ideas, learn from failures to invest in ever-improving delivery
What is the Council’s overall risk		X		

appetite for 'Service provision' (CURRENT)?				
Use the information above, review the content within your Service Plan and reflect on your Service approaches to establish where your specific Service risk appetite is currently positioned. Add X				
Appetite Category	Minimal	Cautious	Exploratory	Seeking
Economic Development			X	
<p>Exploratory: Using Shared Prosperity Fund and working with DWP to deliver a variety of outcomes based on business requirements and those who need improved skills and employment opportunities. Delivering a Business Incubator for fledgling businesses which has been so success it has not moved to take over the first floor of the current building</p>				