



Corporate Management Committee

Thursday, 15 December 2022 at 7.30 pm

Council Chamber - Civic Centre

Members of the Committee

Councillors: M Cressey, L Gillham, J Gracey, T Gracey (Chairman), M Heath, C Howorth (Vice-Chair), N King, R King, I Mullens, M Nuti, D Whyte and M Willingale

In accordance with Standing Order 29.1, any Member of the Council may attend the meeting of this Committee, but may speak only with the permission of the Chairman of the Committee, if they are not a member of this Committee.

AGENDA

- 1) Any report on the Agenda involving confidential information (as defined by section 100A(3) of the Local Government Act 1972) must be discussed in private. Any report involving exempt information (as defined by section 100I of the Local Government Act 1972), whether it appears in Part 1 or Part 2 below, may be discussed in private but only if the Committee so resolves.
- 2) The relevant 'background papers' are listed after each report in Part 1. Enquiries about any of the Agenda reports and background papers should be directed in the first instance to **Mr G Lelliott, Democratic Services Section, Law and Governance Business Centre, Runnymede Civic Centre, Station Road, Addlestone (Tel: Direct Line: 01932 425620). (Email: gary.elliott@runnymede.gov.uk).**
- 3) Agendas and Minutes are available on a subscription basis. For details, please contact Democratic.Services@runnymede.gov.uk or 01932 425620. Agendas and Minutes for all the Council's Committees may also be viewed on www.runnymede.gov.uk.
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The Chairman will make the final decision on all matters of dispute in regard to the use of social media audio-recording, photography and filming in the Committee meeting.

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1. Notification of Changes to Committee Membership	
2. Minutes	4 - 7
	To confirm and sign, as a correct record, the minutes of the meeting of the Committee held on 24 November 2022 (attached).
3. Apologies for Absence	
4. Declarations of Interest	
	Members are invited to declare any disclosable pecuniary interests or other registrable and non-registrable interests in items on the agenda.
5. Medium Term Financial Strategy	
	To follow.
6. Council Tax: Determination of Tax Base for 2023/24 and Estimated Collection Fund Surplus or Deficit at 31 March 2023	8 - 12
7. Business Growth and Innovation Service	13 - 48
	Appendix 1 to this report contains exempt information as defined by Section 100A(4) of the Local Government Act 1972 on the grounds that the report in question would be likely to involve disclosure of exempt information of the description specified in paragraph 3 of Schedule 12A of the Act.
	To disclose the information would put the council as a commercial disadvantage during a competitive tendering exercise.
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	This report contains exempt information as defined by Section 100A(4) of the Local Government Act 1972 on the grounds that the report in question would be likely to involve disclosure of exempt information of the description specified in paragraph 3 of Schedule 12A of the Act.
	To disclose the information would put the council as a commercial disadvantage during a competitive tendering exercise.

Runnymede Borough Council**Corporate Management Committee****Thursday, 24 November 2022 at 7.30 pm**

Members of the Committee present: Councillors T Gracey (Chairman), C Howorth (Vice-Chair), M Cressey, J Gracey, M Heath, R King, I Mullens, D Whyte, A Balkan (In place of M Willingale), D Coen (In place of N King), E Gill (In place of L Gillham) and N Prescott (In place of M Nuti).

Members of the Committee absent: Councillors L Gillham, N King, M Nuti and M Willingale.

In attendance: Councillors S Jenkins.

369 Minutes

The minutes of the meeting held on 13 October 2022 were agreed and signed as a correct record, subject to the following amendment:

- Amend the resolution for item 264 to read “referred” instead of “deferred”.

370 Apologies for Absence

There were none.

371 Declarations of Interest

There were none.

372 Council Tax Support Scheme

The committee felt that the proposed scheme represented a fair approach which sought to minimise the financial strain on those residents facing financial hardship. It was noted that this scheme was for residents of non-pensionable age only.

There was discussion about the cost of the proposals. It was requested that additional information on any savings and expenditure be provided to Council on 8 December 2022.

Resolved that –

The preferred option for a revised Runnymede Council Tax Support scheme be recommended for adoption by Council, for implementation from 1 April 2023.

373 Mid-Year Treasury Management

Runnymede’s treasury management function had performed well over the previous six months, despite significant amounts of turbulence in the financial markets.

Credit reference agencies had recently positively revised their assessment of Credit Suisse. Consequently, the council’s investment was expected to realise its planned returns. Processes had been introduced to further reduce the likelihood of a breach of the council’s treasury management procedures occurring in the future.

The report was noted.

374 **Referral from Standards & Audit Committee - Counter Fraud Service Update**

A review of the level of resources required to deliver the council's counter fraud activities had been undertaken. It was recommended that the current level of resource provided by Reigate and Banstead Borough Council be retained. The high level of reported fluctuations was due to the council recovering a number of properties following investigations.

The committee lauded this as a positive example of partnership working between Surrey's districts and boroughs.

Resolved that –

A supplementary estimate of £12,700 be approved, to be split 80/20 between the Housing Revenue Account and the General Fund, following consultation with the Chairman of the Housing Committee.

375 **Budget Monitoring**

The committee noted that this report had been prepared during a period of fluidity in the financial markets. Whilst interest rates were offsetting some of the financial challenges faced by the council, inflation was presenting its own challenges. Officers were closely monitoring the situation.

There was discussion about the housing revenue account (HRA). A business plan for the HRA was currently being prepared.

The council's medium-term financial strategy was to be considered at an upcoming Corporate Management Committee.

The report was noted.

376 **Refurbishment of Tennis Courts an Increased Participation Project - Update**

Discussions had taken place with the Lawn Tennis Association (LTA) who had confirmed that they could not provide funding for multiuse games areas. The refurbishment costs therefore had to be met by the council, which it was able to do through departmental underspends. An agreement had however been reached for those areas exclusively used for tennis. Details of the structure of this agreement was contained within the officer's report.

Resolved that –

The Council enter into agreements with contractors, to complete the works as set out in the officer's report.

377 **Parliamentary Boundary Review**

The committee reviewed the revised proposal from the Boundary Commission. Whilst some changes had been made in response to the council's feedback on the original consultation, other changes had subsequently been proposed that resulted in the unfavourable arrangement of there being three constituencies covering various parts of the Runnymede Borough Council area. Issues particular to the locality, that left some smaller communities cut off by the road network, had also been identified.

Members considered that there were positive elements within the revised proposal. Three wards moving into a new constituency, instead of the previous two, would provide a greater

resident and councillor voice with the member of parliament. Additionally, the retention of “Runnymede” in the relevant constituency’s name was also welcomed. It was suggested that the Windsor constituency be named “Windsor Great Park” to account for some of the communities that would now potentially fall within its boundary.

The committee discussed whether it wished to submit a further response. It was noted that further submissions should not repeat arguments put forward in previous ones to the Boundary Commission. It was however felt that many of the previously presented arguments applied to the latest proposal.

It was agreed that all members should be provided with an opportunity to supply their views on a possible response to the Boundary Commission.

The importance of communicating any agreed changes with residents was emphasised, in particular that they were not moving from the Runnymede Borough Council area.

Resolved that –

- 1. The revised proposals, in relation to the Runnymede and Weybridge Constituency, be noted.**
- 2. The Corporate Head of Law and Governance be delegated authority to agree a further submission to the Boundary Commission, following consultation with all councillors.**

378 Fees and Charges

Increases to the proposed fees and charges had, where possible, been kept to a minimum. Whilst there were significant inflationary pressures on council budgets, court related fees and charges had been held as increases would severely impact those in financially challenging circumstances.

Resolved that –

The proposed fees and charges (including their proposed effective from dates (or as soon as practical after these dates)), as set out in Appendix A, be approved.

379 SO42 - Business Rates Pooling

The report was noted.

380 Exclusion of Press and Public

By resolution of the Committee, the press and public were excluded from the remainder of the meeting during the consideration of the remaining matters under Section 100A (4) of the Local Government Act 1972 on the grounds that the discussion would be likely to involve the disclosure of exempt information of the description specified in paragraph 3 of Schedule 12A to Part 1 of the Act.

381 Future Management of Property

There was detailed discussion about the negotiations that had taken place with the lessee, who had been severely impacted by pandemic related restrictions on their services. These restrictions had resulted in a significant level of arrears being accumulated. It was hoped that the revised agreement would enable the council to recover some of its lost income, whilst also allowing the lessee to continue operating whilst it restructured its business. It also reduced the risk of various costs falling to the council in the event that the lessee became insolvent.

The committee, whilst generally in favour of the proposed revised agreement, voiced its concerns about how the lessee had interacted with the council over a prolonged period. There were also queries raised about the lessee's ability to manage the site.

Concerns about whether the revised agreement could be adhered to by the lessee were raised. It was noted that whilst the revised agreement, due to its temporary nature, provided opportunities for the lessee to review their situation, it also provided time for the council to develop plans in the event that the lessee's business became financially unviable.

It was noted that, should the committee agree to the proposals, work on developing a positive ongoing relationship with the lessee would continue. Formal proposals would be considered by a future Corporate Management Committee.

Resolved that:

- 1. The agreement with the lessee, as set out in paragraphs 2.4 to 2.8, be agreed.**
- 2. Officers be instructed to implement the new agreement as soon as possible.**
- 3. Subject to there being no material changes which would require the approval of a future Corporate Management Committee, the Chief Executive Officer be delegated authority to make any required minor alterations to the agreement, following consultation with the Chairman and Vice-Chairman of the Corporate Management Committee, prior to its implementation.**
- 4. In the event of default on the part of the lessee, officers report back to the Corporate Management Committee with a view to instigating legal proceedings and proposing an alternative plan for the management of the site.**

(The meeting ended at 10.06 pm.)

Chairman

Council Tax: Determination of Tax Base for 2023/24 and Estimated Collection Fund Surplus or Deficit at 31 March 2023. (Amanda Fahey, Assistant Chief Executive)

Synopsis of report:

This report sets out the calculations to determine the Council Tax base for 2023/24 and the estimated surplus or deficit on the Collection Fund at the end of 2022/23, including the respective shares notifiable to the precepting bodies.

Recommendations:

- 1. That the tax base (showing the estimated number of Band D equivalent dwellings within the Borough for the financial year 2023/24) be approved at 34,864.6, and**
- 2. The estimated surplus on the Collection Fund for 2022/23 be declared at £2,663,804 to be split amongst precepting authorities as set out in the report, in accordance with the relevant statutory requirements.**

1. Council Tax Base

- 1.1 The Council is required to undertake a formal calculation of its Council Tax base annually, in accordance with the requirements of the Local Government Finance Act 1992 and the Local Authorities (Calculation of Council Tax Base) (England) Regulations 2012 and to notify precepting bodies of this figure by 31 January.
- 1.2 The tax base is an estimate of the number of chargeable dwellings within Runnymede for the year ahead, which will be used in each preceptor's budget-setting process to determine the total amount of Council Tax each will expect to receive in the following year.
- 1.3 While the methodology for calculating the tax base is determined by statute, there is an element of local judgement applied in determining the final tax base. The starting point for the calculation is the statutory Council Tax Base (CTB) form completed in October each year, which takes the number of dwellings in each tax band according to the Valuation Office's list, and then applies adjustments for various discounts and exemptions and the application of the Council's Localised Council Tax Support Scheme. The numbers of dwellings under each Council Tax Band are then converted into an equivalent number of Band D properties to provide a single tax base figure.
- 1.4 When determining the final tax base figure to use for budget setting purposes, the Council can make judgements as to the likelihood of changes to the tax base after the point at which the CTB form is submitted, such as future growth or demolition, increased take up of Council Tax support and the estimated level of non-collection.
- 1.5 Given the difficult economic conditions, it is likely that housing growth will be impacted and that the numbers of residents seeking help with their Council Tax bills will rise. Revisions to the Council Tax Support Scheme, considered at full Council on 8th December, may also result in an increase in the amount of support being provided, due to simplification of the process combined with lowering the minimum

amount of support that can be awarded under each claim, although this may in some part be offset by other changes to the scheme.

- 1.6 The other main area to consider is the collection rate to be applied. This allowance is made to provide for the expected level of uncollectible tax. Council Tax nationally has very high levels of collection and Runnymede’s own collection rates have remained consistently high, even throughout the Covid-19 pandemic, achieving 97.8% against an estimated 96%. Collection rates however will inevitably come under pressure as the economy moves into recession. Year-end collection rates for Runnymede over the past 3 years are set out below:

Year	% collection rate	YOY change
2019/20	98.44%	
2020/21	97.80%	- 0.64%
2021/22	98.29%	+0.49%

As at October 2022, collection rates for the current year were marginally below the level achieved by October 2021, at 66.23% compared to 66.75%, a decrease of 0.51%

- 1.7 Given that collection rates in the current year are behind those of the previous year, and additional pressures are likely to be experienced in 2023/24, it is proposed to estimate the collection rate for tax base estimation purposes at 97.5%. In addition, it is assumed that new growth in the tax base will be offset by increases in Council Tax support payments, so no amendments have been made to the CTB form stated figures. This provides a tax base for 2023/24 of 34,864.6 as set out below.

	2021/22	2022/23	2023/24
Tax base after allowing for Council Tax Support	34,750	35,182	35,712.4
Collection rate	96%	98%	97.5%
Tax base net of non-collection estimate	33,360	34,478	34,819.6
Add Armed Forces Accommodation*	44	46	45
Total estimated tax base	33,404	34,524	34,864.6

*These properties are not subject to a collection rate reduction

2. Calculation of the Council Tax Surplus or Deficit for 2022/23

- 2.1 As the Billing Authority, the Council administers the Collection Fund on behalf of itself, Surrey County Council and Surrey Police and is responsible for collecting the total Council Tax due from Runnymede residents and ensuring the correct distribution of the Fund between these bodies. Each year an estimate of the amount of Council Tax each will receive is made by multiplying the tax base, as set out in section 1 of this report, by the level of Council Tax each body sets for a Band D dwelling. In the following year, the Billing Authority must estimate the amount over or under recovered against this estimate and share any surplus funds with preceptors in accordance with their shares or recoup any deficit.
- 2.2 The Local Government Finance Act 1992 (as amended) requires the Council to determine the estimated surplus or deficit on the Collection Fund in respect of Council Tax by 15 January. This will enable the precepting authorities to factor in their share of any surplus or deficit before finalising their precepts for the following year.

- 2.3 As with determination of the tax base, the calculation of the surplus or deficit is set out in statutory regulations although some element of judgement is also required to estimate the final income position at the year end due to the timing of the calculation.
- 2.4 The calculation is required to take account of the overall position on the collection fund, as reported in the Council's Statement of Accounts for the prior year, adjusted for payments in and out of the fund in the current year, the estimated closing position on the fund and any changes to collection rates. Further complexity has been added under amendments to the regulations due to coronavirus, where the impact of anticipated deficits relating to 2020/21 were allowed to be spread across the next three financial years. The calculation in this report includes the final unwinding of this support measure.
- 2.5 The tables below show the estimated surplus on the Collection Fund generated in 2022/23. Based on latest collection data, these tables show that an estimated £73,421,811 will be collected during 2022/23, compared to original estimates of £72,552,531, producing an estimated surplus of £869,279. This is largely due to the increase in Council Tax base as more dwellings become liable for council tax.

	2022/23
	£
Due to collect as at 31 October 2022	74,920,215
Assumed collection rate	98%
	<u>73,421,811</u>

	2022/23
	£
Precepts:	
Surrey County Council	56,149,488
Surrey Police & Crime Commissioner	10,204,259
Runnymede Borough Council	6,198,784
	<u>72,552,531</u>
Probable tax collected	73,421,811
In-year estimated surplus	<u>869,279</u>

- 2.6 This calculation feeds into the table below and is combined with the opening balance on the Collection Fund and other payments to and from the Fund, to produce the anticipated balance at the close of 2022/23.

Estimated Surplus/Deficit calculation 2022/23		
	£	£
Balance on the Collection Fund relating to Council Tax as at 31 March 2022 after provision for bad debt		3,192,946
Less: Surplus paid in 2022/23 (based on forecast made in previous year)		
Surrey County Council	1,076,376	
Surrey Police & Crime Commissioner	200,533	
Runnymede Borough Council	121,512	1,398,421
		<u>1,794,525</u>
Add: Estimated surplus in 2022/23		869,279
Estimated surplus at 31 March 2023 for distribution in 2023/24		<u>2,663,804</u>

- 2.7 The calculation shows an estimated £2,663,804 surplus to be distributed to preceptors in 2023/24. The spreading adjustment relating to deficits generated during the coronavirus pandemic are allocated to preceptors based on their shares of the Council Tax during 2020/21, while the balance is spread in shares relating to 2022/23. The following table sets out the total share of the surplus to be distributed to each authority, and to be included in their budget estimates for 2023/24.

	2020/21 Band D Council Tax		Share of spreading adjustment (deficit)		2022/23 Band D Council Tax		Share of Surplus	Total share to be distributed in 2023/24
	£	%	£	£	%	£		
Surrey County Council	1,511.48	77.45%	(394,447)	1,626.39	77.4%	2,455,725	2,061,278	
Surrey PCC	270.57	13.86%	(70,611)	295.57	14.1%	446,288	375,677	
Runnymede BC	169.59	8.69%	(44,258)	179.55	8.5%	271,107	226,849	
	<u>1,951.64</u>		<u>(509,316)</u>	<u>2,101.51</u>		<u>3,173,120</u>	<u>2,663,804</u>	

- 2.8 The effect on the Council's budget will be an additional £226,849 flowing into the general fund in 2023/24.

3. Policy framework implications

- 3.1 The setting of the Council Tax base and the calculation of the surplus or deficit on the Collection Fund form part of the budget-setting process and inform the medium-term financial forecast which supports the production of the Medium-Term Financial Strategy.

4. Resource implications

- 4.1 The increase in the Council Tax base from 34,524 to 34,864.6 will increase the expected Council Tax income due to the Council by £61,155 before any increase in the actual level of Council Tax is considered. The Council will set its final Council Tax level, taking into account Government announcements on referendum limits, at its budget-setting meeting in February. An additional £226,849 will also be released into the General Fund from the Collection Fund as part of the annual surplus calculation,

providing additional resources to support the provision of services in 2023/24. The estimated surpluses due to Surrey County Council and the Office of the Police and Crime Commissioner for Surrey, will be distributed during 2023/24 alongside Precept payments.

5. Legal implications

- 5.1 Under the Local Government Finance Act 1992 (as amended) and the Local Authorities (Calculation of Council Tax Base) (England) Regulations 2012 the Council is required to calculate its Council Tax base for the following financial year by 31 January of the preceding year, and to determine the surplus or deficit on its Collection Fund by 15th January, informing the relevant precepting bodies within 7 days of that date.

6. Equality implications

- 6.1 While Equality Impact Assessments are completed in respect of any changes to the Council's Localised Council Tax Support Scheme or to any discretionary Council Tax discounts, exemptions or premium, there are no direct equality implications pertaining to the calculations set out in this report.

7. Environmental/Sustainability/Biodiversity implications

- 7.1 There are no direct environmental, sustainability or biodiversity implications arising from this report.

8. Risk assessment

- 8.1 The risk of error in the calculation of the Council Tax base or the Surplus or Deficit on the Collection Fund is mitigated to a large extent by adherence to the relevant legislation. However, small variations in the collection rate or changes in the taxbase can have a significant financial impact, particularly for major preceptors.
- 8.2 While Council Tax is a very stable tax, there may be greater volatility in collection rates in the months ahead due to the worsening economic conditions and the effect of the cost-of-living crisis on residents' ability to pay their Council Tax. A drawn-out recession and/or a crash in house prices may restrict growth in the tax base while an increased uptake for Council Tax Support will also have a negative impact. These factors have all been considered within this report.
- 8.3 Should the actual tax base for 2023/24 prove to be lower than that estimated, or the surplus anticipated not materialise in full, then this may result in a deficit on the Collection Fund in the future, which will need to be met proportionally by each of the Preceptors.

9. Conclusions

- 9.1 The Committee is recommended to approve a Council Tax base of 34,864.6 for the year 2023/24 and to declare a surplus on the Collection Fund of £2,663,804 for the year ending 31 March 2023, to be distributed in relevant proportions to Preceptors during 2023/24.

(To resolve)

Business Growth and Innovation Service, (Economic Development, Paul Hadfield)

Synopsis of report:

To approve the procurement of the Business Growth and Innovation Service which will help start-ups, early-stage businesses, and micro businesses to grow, increase investment by businesses in research and development and support the sustainability of new and early-stage businesses. The service is part of the borough's Shared Prosperity Fund Investment Plan which will provide budget of £190,000 to deliver the service from April 2023 to March 2025.

Recommendation(s):

To approve the procurement of the Runnymede Business Growth and Innovation Service as part of a joint business support service with Spelthorne BC.

1. Context and background

- 1.1 In July 2022 CMC agreed the indicative projects and budgets that will form the basis of the Council's Investment Plan to the UK Shared Prosperity Fund (SPF) and unlock the Council's £1 million allocation.
- 1.2 The primary goal of the SPF is to build pride in place and increase life chances across the UK. There are three UKSPF investment priorities:
 - Communities and place.
 - Supporting local business.
 - People and skills.
- 1.3 The SPF projects which were presented to CMC in July included a proposal for the Runnymede Business Growth and Innovation Service which would address specific objectives set within the funding for Supporting Local Business as well as addressing the priorities set out in the Runnymede Economic Development Strategy for 2022 to 2026. This new service would help start-ups, early-stage businesses, and micro businesses to grow, increase investment by businesses in research and development and support the sustainability of new and early-stage businesses.
- 1.4 CMC agreed in July to delegate authority to the Chief Executive, in consultation with the Chairman and Vice-Chairman of the Committee to refine the SPF programme before submitting to the Department of Levelling Up, Housing and Communities. Ben Spencer MP was consulted on the proposals and several changes to the investment Plan were made to consolidate the programme. This resulted in an increase in the budget for the Business Growth and Innovation Service from 159K to £190K.
- 1.5 The Investment Strategy was submitted on the 30 August (see Appendix 1). We received confirmation from Department for Levelling Up, Housing and Communities (DLUHC) on 6 December 2022 that funding has been approved.

2 The business case for the business growth and innovation service

- 2.1 A Business Case for the Business Growth and Innovation Service was approved by CLT on 19 October (copy attached as Appendix 2).
- 2.2 The start-up rate in Runnymede is lower than the national average, and the growth rate for new businesses in the borough is 25% below those for the South East (28%) and Great Britain (34%). The Business Case explained that local business surveys in July 2021 and workshops with Runnymede businesses held in September 2021 identified a clear need for improved advice and support to help small businesses to grow.
- 2.3 The Runnymede Economic Development Strategy 2022-2026 identified an opportunity to accelerate business growth by focusing support to help scale up new, small and micro businesses, increase innovation, and support growth clusters in the tech sector, ie Cyber Security and Createch. The Business Growth and Innovation Service will respond to this opportunity by:
- Providing specialist advice, coaching, and mentoring (e.g. cybersecurity, creative/immersive technologies, low carbon) for new start-ups, and small and micro businesses with the potential to scale up;
 - Assisting businesses with expert development of growth plans.
 - Facilitating access to innovation and environmental finance and grants.
 - Brokering research and development partnerships with RHUL and the Local Enterprise Partnership's Growth Hub.
- 2.4 Spelthorne BC are proposing to develop a business support service as part of their SPF programme. Officers from the two council's discussed the potential to procure a single service which would cover both boroughs, bringing cost savings to the management and delivery of the service. It was felt that a scaled-up service would also attract more interest from specialist business support organizations.
- 2.5 Due to the value of the contract, the procurement must follow a Find-a-Tender Service (FTS) process to be compliant with the Public Contract Regulations 2015. The procurement process would be led by Spelthorne BC. There will be a core service delivered across the two boroughs, however the service in Runnymede will be specific to the borough's needs. Support in Runnymede will be focused on businesses that have been trading for a minimum of one year and/or incorporated and have the potential to scale up. A total of up to 20 businesses will benefit from innovation grants of up to £5000 per business. A grants panel and process for managing and awarding grants will be established to ensure they are accounted for and spent in line with the recommendations to support growth and innovation.

3 Policy framework implications

- 3.1 The SPF is designed to help deliver the Government's Levelling Up Agenda. The aim of the funding is that 'By 2030, pride in place, such as people's satisfaction with their town centre and engagement in local culture and community, will have risen in every area of the UK, with the gap between the top performing and other areas closing.'

- 3.2 SPF sets out interventions which are recommended for Supporting Business. The Business Growth and Innovation Service will address the following interventions:

<p>E23: Strengthening local entrepreneurial ecosystems, and supporting businesses at all stages of their development to start, sustain, grow and innovate, including through local networks</p> <p>E20: Research and development grants supporting the development of innovative products and services.</p>

- 3.3 The Business Growth and Innovation Service will support Objective 2 of the Runnymede Economic Development Strategy 2022-2026 which aims to 'Maintain competitive advantage through business engagement, strengthening business networking and local supply chains'. The project responds to the recommendation that the council 'Improves access to business support and to work with Business Growth Advisors to ensure businesses are making the most of business services available through the EM3 LEP's Growth Service, Royal Holloway Enterprise Service and other business support'.

3.4 Development of new partnership work

- 3.5 The new service will develop new partnership working between the council, local stakeholders, and businesses. It will support a number of recent policy initiatives to help deepen and broaden the council's partnership work.
- 3.6 In July 2022 the Surrey Delivery Board recommended that boroughs should, where appropriate work together across boundaries in areas relating to economic development. Since then officers from a cluster of boroughs in North West Surrey, including Runnymede, Spelthorne, Elmbridge, Woking and Surrey Heath have been exploring opportunities to develop joint work to support businesses and economic growth. The development of a shared business support service with Spelthorne BC will strengthen this partnership working and could lead to further joint working.
- 3.7 In May 2022 the council and Royal Holloway University of London (RHUL) agreed a memorandum of understanding to support more collaborative working between the two organisations. RHUL are a key partner in the delivery of the new service which will be co-located in the university's enterprise centre and the service will refer relevant businesses to innovation and research support available from the university.

4 Resource implications/Value for Money (where applicable)

- 4.1 The council has been allocated £1,000,000 of SPF. This is spread over three years from 2022 to 2025. The majority of the funding (over 91%) has to be spent in 2024/25.
- 4.2 The budgets for this project are contained in exempt appendix 1.
- 4.3 The budget has been developed using the current market rate for delivering similar services. In particular, the costs for delivering Spelthorne's business support services in 2022/23.
- 4.4 A larger service covering two boroughs will provide cost savings arising from efficiencies in management. A joined-up communications and engagement strategy will be more efficient and have a greater impact.

- 4.5 Grants will be up to £5000 per eligible business. Criteria for allocating grants will ensure that funding supports business growth. A grants panel and process for managing and awarding grants will be established to ensure that grants are accounted for and spent on time and in line with the grant agreement.
- 4.6 There is a total of £20,000 to support the development of the Investment Plan. This will be utilized to cover management and development costs.
- 4.7 Performance targets will be to set with the provider to measure the number of new businesses starting up, levels of innovation, growth and jobs. The key minimum outputs for the service for the 24 month period are:

Total number of businesses supported	160
Number of businesses supported to grow	24
Number of new businesses started	10

- 4.8 The project has funding for 24 months ending in March 2025. An evaluation of the project will be completed at the end of 2024/25. If the project is successful, it is anticipated that a growth bid would be submitted to secure funding to continue this project after March 2025. Officers will also explore options to secure continuation funding from Surrey, RHUL and/or the LEP.

5 Legal implications

- 5.1 The proposal contained within this report is to procure jointly with Spelthorne Borough Council an external organisation to deliver this service. To facilitate this approach, it will be necessary for Runnymede to agree that Spelthorne undertake the procurement exercise which will be subject to the full suite of regulations governing public contracts as laid out in the Public Contract Regulations 2015.
- 5.2 It is proposed that Spelthorne Borough Council will undertake the practical aspect of the procurement exercise i.e. advertising the opportunity, responding to any queries bidders may have, undertaking the evaluation of bids (with input from Runnymede) and entering into the contract on behalf of both authorities. It is permissible for two or more local authorities to seek to procure a service which is delivered to them all. In such cases it is more efficient if one of the local authorities takes the lead on the procurement exercise rather than all trying to run a procurement at the same time. To facilitate this approach, it will be necessary for Runnymede to agree that Spelthorne undertake the procurement exercise which will be subject to the rules regarding procurements which Spelthorne have adopted.
- 5.3 The total value of the contact will exceed the £100K threshold, therefore a finder tender process will be undertaken in line with the Public Contract Regulations 2015.
- 5.4 Once the contract is in place there will be regular contract management meetings with the provider and performance will be measured against the outputs set out in the table at paragraph 4.7 above. The contract will include terms to address poor performance, which could include the ability to terminate the contract. The drafting of the contract will need to be carefully considered to ensure that Runnymede has the ability to terminate delivery of certain services under the contract if performance targets are not met.

5.5 Any contractor bidding for this type of contract will do so on the basis that the fee being paid by both local authorities will cover its running costs. If one of the local authorities terminates part of the contract due to poor performance that may cause problems from the contractor because their costs might not be covered in full from what is left of the contract.

6 Equality implications

- 6.1 The Council has a Public Sector Duty under the Equalities Act 2020 to have due regard to the need to:
- a. Eliminate unlawful discrimination, harassment, or victimisation.
 - b. Advance equality of opportunity between persons who share a Protected Characteristic and persons who do not share it;
 - c. Foster good relations between those who share a relevant protected characteristic and persons who do not share those characteristics.
- 6.2 An equalities impact assessment was completed for the Economic Development Strategy in April 2022. This included an assessment of the work covered by the service.

7 Environmental/Sustainability/Biodiversity implications

- 7.1 The service will support the council's Climate Change Strategy by encouraging businesses to adopt low-carbon business practices and supporting businesses in the green sector.

8 Timetable for Implementation

Approval by CMC	December 2022
Procurement of Business Growth Service	January to March 2023
Start of new Business Growth Service services	April 2023
Completion and evaluation of services	March 2025

9 Conclusions

- 9.1 The service will help deliver the council's priority to support business growth particularly amongst small businesses in the tech sector. The service helps to deliver the borough's Shared Prosperity Fund and is the sole project which delivers against the Business Support priority (one of three priorities for the SPF).

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

Document is Restricted



UK Shared Prosperity Fund

Investment Plan Drafting Template

Version 2
May 2022

Your location

To be eligible for funding, you will need to be applying on behalf of a lead authority in one of the [delivery geographies](#).

Select the lead authority

For Scotland and Wales only: Who else is this investment plan being submitted on behalf of? Select all that apply

Your details

Name Paul Hadfield

Email address paul.hadfield@runnymede.gov.uk

Phone number 07909398523

Organisation name: Runnymede Borough Council

Local challenges and opportunities

In this section, we will ask you:

- If you've identified any challenges or opportunities, you intend to support
- Which of the UKSPF investment priorities these fall under

ARE THERE ANY LOCAL CHALLENGES YOU FACE WHICH FALL UNDER THE COMMUNITIES AND PLACE INVESTMENT PRIORITY?

(If yes) Describe these challenges, give evidence where possible

Runnymede Borough Council has undertaken extensive consultation with businesses, communities, and partners in 2021 and 2022 to identify the local challenges in relation to levelling up and the communities and place investment priority. Details of the challenges are set out in full in the council's corporate strategies for 2022 to 2026. These are Runnymede's Empowering Communities Strategy, Economic Development Strategy, Climate Change Strategy and Health and Wellbeing Strategy (copies of these strategies have been sent to UKSPF as background information to support this plan).

The understanding of communities and place is grounded on [Local Insight](#) – a tool developed by Oxford Consultants for Social Inclusion (OCSI), which provides an interpretation of the evidence base to help public and community organisations deliver better services. OCSI collate data published by more than 50 government agencies, and in doing so identify key indicators that are relevant to Runnymede.

The Local Insight data covers a wide range of areas including:

- Population
- Education & Skills
- Vulnerable Groups
- Economy
- Housing
- Access & Transport
- Crime & Safety
- Communities & Environment
- Health and Wellbeing

The following summarises the headline challenges for the communities and investment priority.

Pockets of deprivation

The Indices of Deprivation (IOD) show that Runnymede has a considerable degree of disparity in levels of deprivation experienced across the borough. Considering the IOD Decile of each neighbourhood in the borough against the whole of England, two neighbourhoods come within Decile 3 (the 21-30% most deprived neighbourhoods in England), with a further 3 neighbourhoods in Decile 4 (the 31% to 40% most deprived). These neighbourhoods are from across five different ward areas, Englefield Green West (D2), Chertsey St Ann's (D2), Addlestone North (D3), Addlestone South (D3) and Egham Hythe (D3).

Details of how these five wards are ranked according to the deprivation domains is set out in the table below.

	Englefield Green West (002F)		Chertsey St Anns (006D)		Addlestone North (007D)		Addlestone South (009A)		Egham Hythe (003B)	
	Rank	Decile	Rank	Decile	Rank	Decile	Rank	Decile	Rank	Decile
Index of Multiple Deprivation	7,886	3	9,605	3	10,002	4	12,009	4	10,347	4
Income Deprivation	12,336	4	8,791	3	10,977	4	10,347	4	14,142	5
Employment Deprivation	19,469	6	11,166	4	8,240	3	11,672	4	14,413	5
Education Skills & Training	1,021	1	6,388	2	9,663	3	8,313	3	7,169	3
Health Deprivation & Disability	9,394	3	10,139	4	14,370	5	16,928	6	12,225	4
Crime	9,373	3	19,272	6	8,040	3	8,685	3	17,766	6
Barriers to Housing and Services	1,632	1	4,327	2	10,452	4	16,386	5	9,571	3
Living Environment	24,564	8	19,321	6	11,283	4	15,377	5	14,263	5

The table shows that there are concentrations of residents with low educational attainment across all five areas and particular issues around employment deprivation in Addlestone North, Addlestone South and Chertsey St Anns. There are also significant issues around health deprivation and disability and barriers to housing and services in Englefield Green West, Chertsey St Anns and Egham Hythe.

Consultation and engagement

There are challenges to engage and consult with communities from hard-to-reach groups who are concentrated in the most deprived communities. This can make it difficult to understand issues and barriers to levelling up.

Town centres lack vibrancy and vitality

Feedback from businesses and residents through scoping exercises indicate that there is a need to support the towns, especially Chertsey where trade and vibrancy has declined.

There is strong evidence from feasibility studies, residents, and businesses surveys:

- Retail and Main Town Centre Uses Study (2022)
- Business Survey on Markets & Events (2021)
- Chertsey Masterplan Review (2022)
- Visitor Economy Report (2022)

For example, a survey of 54 local businesses in July 2021 showed that *'The main disadvantages of Runnymede as a business location were cost of property, congestion, empty units in the town centres, and poor footfall in the town centres'*.

One of the six priorities in the Runnymede Economic Development Strategy for 2022 to 2026 is 'Developing the vitality and vibrancy of our town centres and growing the tourism and leisure economy'.

In 2022 a survey of businesses working in tourism and hospitality was undertaken to identify opportunities for supporting growth in the visitor economy in Runnymede. The 2022 'Visitor Economy Report' identified that Runnymede has several advantages as a destination which are important foundations that can be built on. However, the three main towns (Addlestone, Chertsey and Egham) which have a mix of retail, commercial and residential activity, currently primarily perform as centres for locals, not 'destination towns', although – to varying degrees – they provide visitors already in the area with essential services, dining, and accommodation.

ARE THERE ANY LOCAL OPPORTUNITIES UNDER THE COMMUNITIES AND PLACE INVESTMENT PRIORITY THAT YOU INTEND TO SUPPORT?

(If yes) Describe these opportunities, give evidence where possible

The UKSPF Communities and investment Priority offers Runnymede BC the opportunity to level up Runnymede residents' pride in their places through improvements to the urban environment, a stronger social fabric and better life chances.

Levelling Up citizen engagement

To complement and help inform our levelling up initiatives, and future aspirations, we will utilise SPF to scope, recruit and set up a Citizens' Panel, made up of representatives from across our resident and business communities. Overall strategy, objectives, and direction on initiatives (within UKSPF-funded projects and beyond) will be delivered by our elected Members with input from relevant officers and CP members.

The Citizens' Panel will comprise of up to 800 residents, drawn from across all community sectors. It will enable Runnymede Borough Council to conduct both qualitative and quantitative market research and to reach all segments of the community, combining social media with face-to-face panels or paper-based questionnaires. Once established, the panel will provide value for money as the council will manage it in house, serving all our business units, including Planning and Housing.

Levelling Up town centres and villages through retail and tourism

Building on our £160 million investment into Addlestone and Egham town centres, our next place shaping objective is to deliver improvements to Chertsey Town Centre – our third major town. We propose to utilise Shared Prosperity Funding to deliver improvements which will build pride in Chertsey Town Centre's heritage and identity and improve the vibrancy and vitality of the town. We will transform the high street into a central community, social, cultural and entertainment hub, encouraging pedestrians, improving safety, air quality, health, and wellbeing to increase footfall and dwell time through investment in the historic environment and urban realm. Proposals include:

- improved wayfinding and interpretation, planting, new street furniture;
- improved accessibility through installation of bollards to enable pedestrianisation, and active travel improvements
- investment in the improvement of shop fronts
- the establishment and development of innovative markets and arts, heritage and cultural events.

Delivery of the above will take account of town centre regeneration initiatives and development of improvements to active travel infrastructure in the town identified in the Local Cycling and Walking Infrastructure Plan. Village improvements will also be considered where appropriate.

ARE THERE ANY LOCAL CHALLENGES YOU FACE WHICH FALL UNDER THE SUPPORTING LOCAL BUSINESS INVESTMENT PRIORITY?

(If yes) Describe these challenges, give evidence where possible

The Runnymede Economic assessment (2022) and Economic Development Strategy 2022 to 2026 provide an up-to-date analysis of the local economy and the challenges the borough faces in relation to supporting the UKSPF Business Investment Priority.

The following summarises the headline challenges for businesses.

The Borough is ranked by the UK Competitiveness Index 2021 as the most competitive place in the UK outside of London. There is a high concentration of employment in the tech and creative sector. The borough is home to several tech company headquarters, and Royal Holloway University of London with leading UK research expertise in fields such as immersive technologies and cyber security. **However, the evidence shows that start-ups and early-stage micro businesses are not benefiting fully from this hi - tech innovative eco system.** The business start-up rate in Runnymede is lower than the national average, and our growth rate for new businesses (25%) is below those for the Southeast (28%) and Great Britain (34%) (growth rate between 2021 and 2022 ONS UK Business Count).

The impact on businesses and residents of the economic shock of 2020/21, including changing working practices, remains uncertain. The retail, leisure and hospitality sectors have been particularly hard hit and the vitality and viability of our town centres has suffered as a result, with some businesses having closed, and owners fearing that customers numbers may not return at pre-pandemic levels.

A survey of 54 local Businesses in July 2021 identified the following:

'The main barriers to growth were concerns about Covid and ongoing restrictions placed on businesses due to the pandemic, financial costs, difficulties with recruiting skilled staff and lack of customers in the high streets. Concerns about importing and exporting, parking, and premises were also mentioned as barriers'.

'Nearly one in every two businesses will be seeking external support for their business over the next 12 months. This underlies the fact that businesses are proactively responding to the challenges of the current economic climate brought on by the Covid pandemic and to a lesser extent the impact of leaving the EU. Most businesses wanted support with marketing (73%) and the development of business plans and strategy (63%), help with staffing (53%) and financial support (33%)'.

A Business Summit was held in September 2021 to explore the challenges facing businesses. A focus group of local businesses explored the topic 'How do we improve business to business networking & business support to help start-ups & SME's to grow?'. Responses given were:

- Runnymede is missing a centre of excellence in the Borough where all businesses can access the support, they need in a single location
- There is a need to remove barriers to support.
- There needs to be support for both start-ups (both sole traders & ltd companies) and more mature SME businesses linking right through to larger corporates.
- This would deliver opportunities for them all to help & be helped by one another.
- It is important to eliminate the idea that new/niche businesses have less to offer than SME's/scale -ups or corporates due to a lack of scale.

ARE THERE ANY LOCAL OPPORTUNITIES UNDER THE SUPPORTING LOCAL BUSINESS INVESTMENT PRIORITY THAT YOU INTEND TO SUPPORT?

(If yes) Describe these opportunities, give evidence where possible

The Runnymede Economic Development Strategy 2022 to 2026 includes the priority: Maintaining competitive advantage through business engagement, strengthening business networking. The strategy recommends the council develop a business engagement and support approach that enables firms to achieve their growth ambitions.

Levelling Up small business growth opportunity

We intend to utilise SPF to facilitate more local start-ups and improve their resilience, increasing the likelihood of success in the critical first three years by establishing a business support hub in the borough and provision of small grants to encourage business start-ups, innovation, and growth.

In partnership with Spelthorne Borough Council and Royal Holloway, University of London (RHUL), we will establish the Runnymede Business Growth and Innovation Hub to:

- Provide specialist advice, coaching and mentoring (e.g. cybersecurity, creative/immersive technologies, low carbon) for new start-ups, and small and micro businesses with potential to scale up;
- Assist businesses with expert development of growth plans.
- Facilitate access to innovation and environmental finance and grants.
- Broker research and development partnerships with RHUL.

ARE THERE ANY LOCAL CHALLENGES YOU FACE WHICH FALL UNDER THE PEOPLE AND SKILLS INVESTMENT PRIORITY? (In Scotland, Wales, and Northern Ireland this should also include challenges relating to Multiply)

(If yes) Describe these challenges, give evidence where possible

The Runnymede Economic Assessment (2022) and Economic Development Strategy 2022 to 2026 provide an up-to-date analysis of the local economy and the challenges the borough faces in relation to supporting the People and Skills Investment Priority.

The following summarises the headline challenges for the People and Skills Investment Priority.

The number of unqualified residents has remained at around 8% of the working population for the past decade, higher than for Surrey (4.4%) the South East (4.8%) and Great Britain (6.4%). Source: ONS UK Business Count.

Runnymede's Indices of Deprivation scores for education, skills and training are consistently low across the five areas identified, with income and employment deprivation scores also low across several areas. This leaves affected residents unable to access the benefits of a high-value vibrant economy. Many of these residents lack basic skills, literacy, numeracy, and digital skills and are at risk of being excluded from accessing employment, local services and participating fully in civil society. Residents from communities such as the Gypsy and Traveller community, residents with disabilities and ex-offenders and care leavers often lack qualifications and face multiple barriers to accessing skills and employment.

Young people have been particularly badly affected by the pandemic, suffering from a double whammy of unemployment and a disrupted education. Whereas older residents who are unemployed can lack the skills needed by employers, and up to date knowledge and skills for how to find employment.

Currently, Runnymede residents who are long term unemployed must travel outside of the borough (to Staines) to access specialist DWP support.

In addition, the pandemic has impacted more widely on the health and wellbeing of all residents with an increase in poor mental health.

ARE THERE ANY LOCAL OPPORTUNITIES UNDER THE PEOPLE AND SKILLS INVESTMENT PRIORITY THAT YOU INTEND TO SUPPORT? (In Scotland, Wales, and Northern Ireland this should also include challenges relating to Multiply)

(If yes) Describe these opportunities, give evidence where possible

The Runnymede Economic Development Strategy 2022 to 2026 includes the priority to ensure that residents have the appropriate qualifications and skills to access local employment opportunities.

Levelling Up employment opportunities

We will utilise SPF to upskill residents in the local areas of greatest deprivation, levelling up opportunities towards entering work, mitigating the current mismatch between skills and vacancies in the borough and supporting growth of the local economy.

Dovetailing with the work of Elmbridge and Runnymede Youth Hub to improve employment for 16- to 24-year-olds, through a range of resources delivered by Brooklands College, we will build

stronger pathways for our hard-to-reach communities to help them back into education, skills, and employment.

We will work with partners in the DWP, housing, adult social care, the police, Citizens Advice Bureau, schools' colleges and other education and skills providers and the community and voluntary sector to coordinate support and remove the barriers which our hard-to-reach communities face to gaining skills and employment. We will build stronger links and referral pathways to employment and skills provision and encourage and facilitate investment by local businesses in apprenticeships, and work placements. We will develop a local employment support service which fills the gaps in employment and skills provision. This would include:

- Workplace skills development.
- Interview technique workshops.
- Work experience placements with local businesses.
- Job application practice and feedback.
- Financial assistance to help residents meet the transport costs for travelling to job interviews.

Interventions

In this section, we will ask you about:

- Interventions you've chosen for each year of funding
- Outcomes you want to deliver
- Any interventions that are not listed here
- How these interventions fall under the UKSPF investment priorities, and your rationale for them
- Interventions not included in our list will be assessed before being approved, where you will need to show a clear rationale, how the intervention is value for money, what outcomes it will deliver and how you will monitor and evaluate the intervention. This may include a theory of change or logic chain.

WHAT ARE THE OUTCOMES YOU WANT TO DELIVER UNDER THE COMMUNITIES AND PLACE INVESTMENT PRIORITY? SELECT ALL THAT APPLY.

Outcome	Tick if applicable
Jobs created	
Jobs safeguarded	
Increased footfall	X
Increased visitor numbers	X
Reduced vacancy rates	X
Greenhouse gas reductions	
Improved perceived/experienced accessibility	X
Improved perception of facilities/amenities	X
Increased number of properties better protected from flooding and coastal erosion	
Increased users of facilities / amenities	X
Improved perception of facility/infrastructure project	
Increased use of cycleways or paths	
Increase in Biodiversity	
Increased affordability of events/entry	
Improved perception of safety	
Reduction in neighbourhood crime	
Improved engagement numbers	X
Improved perception of events	
Increased number of web searches for a place	X
Volunteering numbers as a result of support	
Number of community-led arts, cultural, heritage and creative programmes as a result of support	
Increased take up of energy efficiency measures	
Increased number of projects arising from funded feasibility studies	

Number of premises with improved digital connectivity	
None of the above	

SELECT THE INTERVENTIONS YOU INTEND TO USE WHICH MEET THE COMMUNITIES AND PLACE INVESTMENT PRIORITY. YOU CAN SELECT AS MANY AS YOU LIKE.

Intervention

A full list of nation-specific interventions is available in the relevant annex to the Prospectus.

E1: Funding for improvements to town centres and high streets, including better accessibility for disabled people, including capital spend and running costs.

E8: Funding for the development and promotion of wider campaigns which encourage people to visit and explore the local area.

E11: Investment in capacity building and infrastructure support for local civil society and community groups.

DO YOU PLAN TO USE ANY INTERVENTIONS NOT INCLUDED IN THE COMMUNITIES AND PLACE LIST?

State the name of each of these additional interventions and a brief description of each of these

E16: Investment in open markets and improvements to town centre retail and service sector infrastructure, with wrap around support for small businesses.

E17: Funding for the development and promotion (both trade and consumer) of the visitor economy, such as local attractions, trails, tours and tourism products more generally.

E31: Funding to support relevant feasibility studies.

Explain how each intervention meets the Communities and Place investment priority. Give evidence where possible, including why it is value money and the outcomes you want to deliver.

How each intervention meets the Communities and Place investment priority.

E1: Funding for improvements to town centres and high streets, including better accessibility for disabled people, including capital spend and running costs.

We will undertake projects to improve the vitality and viability of the town centre and build pride in Chertsey's heritage and identity. We will invest in improvements to the public realm and improvements to shop fronts. We will transform the high street into a central community, social, cultural and entertainment hub, encouraging pedestrians, improving safety, air quality, health, and wellbeing through our SPF investment.

E8: Funding for the development and promotion of wider campaigns which encourage people to visit and explore the local area.

We will develop a visitor economy strategic working group and action plan to deliver the key recommendations from the survey of businesses working in tourism and hospitality undertaken in 2022.

E11: Investment in capacity building and infrastructure support for local civil society and community groups.

To complement and help inform the SPF initiatives, and future aspirations, we will scope, recruit, and set up a Citizens' Panel (CP), made up of representatives from across our resident and

business communities. Overall strategy, objectives, and direction on initiatives (within UKSPF-funded projects and beyond) will be delivered by our elected Members with input from relevant officers and CP members. The CP will comprise up to 800 residents, drawn from across all community sectors

E16: Investment in open markets and improvements to town centre retail and service sector infrastructure, with wrap around support for small businesses.

We will develop a calendar of events for the three main Town Centres in the borough attracting more footfall to the centres and building a sense of pride from the community.

E17: Funding for the development and promotion (both trade and consumer) of the visitor economy, such as local attractions, trails, tours and tourism products more generally.

We will invest in wayfinding and interpretation boards. We will promote the town centres and other attractions across the borough on visitor platforms.

E31: Funding to support relevant feasibility studies.

We will procure a consultant to undertake feasibility design work to develop and cost improvements to the public realm in Guildford Street/Windsor Street identified in the Chertsey Masterplan Review (2022). We will also undertake a feasibility study to determine improvements required to signage and wayfinding in the Borough

The outcomes

- Improvement of the historic environment and urban realm through shop frontage grants for heritage buildings, improved wayfinding and interpretation, planting and street furniture
- Improvements to accessibility through the introduction of bollards to enable pedestrianisation during weekends and specific events;
- Increased footfall and dwell time through establishment and development support for innovative markets and arts, heritage, and cultural events.
- Improved community relations
- Improved understanding of the needs and issues affecting our communities
- Improved targeting of public funding to meet the needs of our residents

Value for Money

The SPF interventions will progress proposals to improve Chertsey Town Centre which are set out in the revised Chertsey Masterplan, as well as active travel improvements identified in the emerging Local Cycling and Walking Infrastructure Plan (LCWIP), and should help to bring about longer-term investment. The projects will be developed and managed using the councils project management processes to ensure that outcomes are achieved, activity is delivered on time and represents value for money. Processes will be established, and resources allocated to ensure that grants to businesses are effectively managed and that spend represents value for money. Businesses that receive shop front grants will be required to provide match funding.

The Citizens Panel will utilise social media and other digital methods, together with face-to-face panels or paper-based questionnaires as the most effective cost-effective mechanisms for engaging. Once established, the panel will provide value for money as Runnymede BC can manage it in house, serving all our business units, including Planning and Housing. The Citizens panel will help prioritise and focus public funding on interventions which support levelling up.

Do you consider that any of these interventions may provide a subsidy to potential recipients of the funding under the intervention’s planned activity?

All bids must also consider how they will deliver in line with subsidy control as [set out in the guidance](#).

Yes	No x
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Detail the assessment you undertook to consider whether the intervention is a subsidy and any specific measures you will take to make sure the subsidy is permitted.

E16: Investment in open markets and improvements to town centre retail and service sector infrastructure, with wrap around support for small businesses.

Businesses will be provided with small grants to improve shop fronts. Grants will be no more than £15,000 per business. Businesses will be small independent town centre businesses delivering goods and services to a local market. As stated in the guidance for subsidy control:

Subsidies to truly local companies or a small tourist attraction are unlikely to be caught as this is unlikely to affect international trade.

HAVE YOU ALREADY IDENTIFIED ANY PROJECTS WHICH FALL UNDER THE COMMUNITIES AND PLACE INVESTMENT PRIORITY?

Describe these projects, including how they fall under the Communities and Place investment priority and the location of the proposed project.

1. Levelling Up town centres and villages through retail and tourism

a) Improvement of the historic environment and urban realm including:

- Improvements to existing public realm in Chertsey and Egham town centres. This includes painting and minor repairs to bollards, pedestrian railings, litter bins, cycle stands, finger post signs and potential provision of new facilities.
- Development of an outline feasibility design for Guildford Street and the junction with Windsor Street and London Street to progress proposals to improve Chertsey Town Centre identified in the revised Chertsey Masterplan (2022).
- Shop front grants, focused primarily on retail/commercial buildings in the Conservation Area around Guildford Street in Chertsey. Improvements to retail/commercial buildings in other town centres and villages will also be considered.

A survey of town centre businesses in 2022 identified a need and desire by existing businesses to invest in their shop fronts. Intelligence from this engagement with businesses will be used to develop a programme which levers in investment from businesses and provides a level of funding to significantly improve the attractiveness and competitiveness of businesses.

b) Increase footfall and dwell time through establishment and development support for innovative markets and arts, heritage and cultural events;

Develop a calendar of events for the 3 main Town Centres in the borough attracting more footfall to the centres and building a sense of pride from the community. Local businesses represented on Town Teams, will develop activities and events focused in the business areas to support and encourage dwell time and local spend.

c) Improvements to the visual environment and accessibility

Consultants will be procured to undertake a feasibility study to identify opportunities for improving wayfinding and interpretation, and SPF will be used to invest in wayfinding and interpretation boards in the town centres. Bollards/traffic restrictions will be installed to enable pedestrianisation during weekends and specific events.

d) Development of our visitor economy

Development of visitor economy strategic working group and action plan to deliver the key recommendations from the survey of businesses working in tourism and hospitality undertaken in 2022.

2. Levelling Up citizen engagement:

To help inform the SPF and future Council initiatives and aspirations, we will scope, recruit and set up a Citizens' Panel (CP), made up of 800 residents, drawn from across all community sectors. Engagement with the panel will enable the Council to better understand the needs of our residents and ensure initiatives are evidenced based and focused on addressing identified needs.

The Citizens' Panel will be representative of the population by age, gender (including gender status), ethnicity, disability and location so that all parts of the Borough, and all communities, are represented.

Do you consider these projects may provide a subsidy to potential recipients of the funding under the proposed planned activity?

All bids must also consider how they will deliver in line with subsidy control as [set out in the guidance](#).

Yes

No x

Detail the assessment you undertook to consider whether the proposed projects constitute a subsidy and any specific measures you will take to make sure the subsidy is permitted.

Shop front Grants

Business will be provided with small grants to improve shop fronts. Grants will be no more than £15,000 per business. Businesses will be small independent town centre businesses delivering goods and services to a local market. As stated in the guidance for subsidy control :

Subsidies to truly local companies or a small tourist attraction are unlikely to be caught as this is unlikely to affect international trade.

WHAT ARE THE OUTCOMES YOU WANT TO DELIVER UNDER THE SUPPORTING LOCAL BUSINESS INVESTMENT PRIORITY? SELECT ALL THAT APPLY.

Outcome	Tick if applicable
Jobs created	x
Jobs safeguarded	x
Increased footfall	
Increased visitor numbers	
Reduced vacancy rates	
Greenhouse gas reductions	
Number of new businesses created	x
Improved perception of markets	
Increased business sustainability	x
Increased number of businesses supported	x
Increased amount of investment	x
Improved perception of attractions	
Number of businesses introducing new products to the firm	x
Number of organisations engaged in new knowledge transfer activity	
Number of premises with improved digital connectivity	
Number of businesses adopting new to the firm technologies or processes	x
Number of new to market products	
Number of R&D active businesses	
Increased number of innovation active SMEs	x
Number of businesses adopting new or improved products or services	
Increased number of innovation plans developed	
Number of early stage firms which increase their revenue following support	x
Number of businesses engaged in new markets	
Number of businesses engaged in new markets	
Number of businesses increasing their export capability	

Increased amount of low or zero carbon energy infrastructure installed	
Number of businesses with improved productivity	
Increased number of projects arising from funded feasibility studies	
Increased number of properties better protected from flooding and coastal erosion	
None of the above	

SELECT THE INTERVENTIONS YOU INTEND TO USE WHICH MEET THE SUPPORTING LOCAL BUSINESS INVESTMENT PRIORITY. YOU CAN SELECT AS MANY AS YOU LIKE.

Intervention

A full list of nation-specific interventions is available in the relevant annex to the Prospectus.

E23: Strengthening local entrepreneurial ecosystems, and supporting businesses at all stages of their development to start, sustain, grow and innovate, including through local networks

E20: Research and development grants supporting the development of innovative products and services.

Please note that E16 AND E17 are included in the Communities and Place Priority

DO YOU PLAN TO USE ANY INTERVENTIONS NOT INCLUDED IN THE SUPPORTING LOCAL BUSINESS LIST?

State the name of each of these additional interventions and a brief description of each of these

N/A

Explain how each intervention meets the Supporting Local Business investment priority. Give evidence where possible, including why it is value money and the outcomes you want to deliver.

E23: Strengthening local entrepreneurial ecosystems, and supporting businesses at all stages of their development to start, sustain, grow and innovate, including through local networks

A Business Growth and Innovation Hub will be established to help entrepreneurs, business start-ups and small micro businesses to scale up. The hub will provide specialist advice, coaching and mentoring particularly for cybersecurity, creative/immersive technologies, and low carbon businesses. It will assist businesses with expert development of growth plans.

E20: Research and development grants supporting the development of innovative products and services.

A grants programme will provide small grants of up to £5,000 to business to support innovation and growth. Grants will be targeted at small and micro businesses based in Runnymede, which have been trading for one year, or have become incorporated. The grants programme will incorporate business support which will ensure that businesses are viable and have business growth plans in place.

Outcomes

The support will:

- Assist businesses with expert development of growth plans.
- Facilitate access to innovation and environmental finance and grants to unlock growth
- Broker research and development partnerships with Royal Holloway University of London

Value for Money

A competitive tender will be undertaken to secure an experienced business support organisation with the skills and experience to deliver a high-quality cost-effective service. The services will be jointly procured with a neighbouring borough, Spelthorne Borough Council, to bring cost savings to the management and delivery of the service.

It is proposed that the Business Innovation and Growth Hub will be based in the Enterprise Hub at Royal Holloway University of London. The University will provide the accommodation at no cost. The project will lever in support from the University and the LEP.

The service will be developed and managed using the council's project management processes to ensure that performance targets are met, and that activity is delivered on time and represents value for money. Processes will be established, and resources allocated to ensure that grants to businesses are effectively managed and that spend represents value for money.

Do you consider that any of these interventions may provide a subsidy to potential recipients of the funding under the intervention's planned activity?
All bids must also consider how they will deliver in line with subsidy control as [set out in the guidance](#).

Yes	No x
-----	------

Detail the assessment you undertook to consider whether the intervention is a subsidy and any specific measures you will take to make sure the subsidy is permitted.

E20: Research and development grants supporting the development of innovative products and services.

Business will be provided with small grants to develop their plans for growth and/or innovation. Grants will be no more than £5,000 per business. Businesses will be micro or small businesses.

Businesses which are involved in international trade will be assessed to ensure that any subsidy is permitted under the guidance.

HAVE YOU ALREADY IDENTIFIED ANY PROJECTS WHICH FALL UNDER THE SUPPORTING LOCAL BUSINESS INVESTMENT PRIORITY?

Describe these projects, including how they fall under the Supporting Local Business investment priority and the location of the proposed project.

The Business Growth and Innovation Hub will provide, advice, coaching and mentoring for new start-ups, and small and micro businesses with potential to scale up. Businesses will be supported with the development of business growth plans and access to innovation and growth grants of up to £5,000 per business.

The service will be based in the Enterprise Hub at Royal Holloway University of London. The project will lever in support from the University and the LEP, providing local businesses with access to the university's research and innovation, knowledge transfer programmes and the LEPs package of free business coaching to high growth businesses, access to specialist sector support and referral pathways to Innovate UK and other programmes to support growth and innovation.

Do you consider these projects may provide a subsidy to potential recipients of the funding under the proposed planned activity?

All bids must also consider how they will deliver in line with subsidy control as [set out in the guidance](#).

Yes	No x
-----	------

Detail the assessment you undertook to consider whether the proposed projects constitute a subsidy and any specific measures you will take to make sure the subsidy is permitted.

Grants Programme for small and micro businesses

Business will be provided with small grants to develop their plans for growth and/or innovation. Grants will be no more than £5,000 per business. Businesses will be micro or small businesses.

Businesses which are involved in international trade will be assessed to ensure that any subsidy is permitted under the guidance.

WHAT ARE THE OUTCOMES YOU WANT TO DELIVER UNDER THE PEOPLE AND SKILLS INVESTMENT PRIORITY? SELECT ALL THAT APPLY.

Outcome	Tick if applicable
Number of economically inactive individuals in receipt of benefits they are entitled to following support	
Increased active or sustained participants of UKSPF beneficiaries in community groups [and/or] increased employability through development of interpersonal skills	
Increased proportion of participants with basic skills (English, maths, digital and ESOL)	
Number of people in supported employment [and] number of people engaging with mainstream healthcare services	
Number of people sustaining engagement with keyworker support and additional services	
Number of people engaged in job-searching following support	x
Number of people in employment, including self-employment, following support	x
Number of people sustaining employment for 6 months	x
Increased employment, skills and/or UKSPF objectives incorporated into local area corporate governance	
Number of people in education/training	x
Increased number of people with basic skills (English, maths, digital and ESOL)	
Fewer people facing structural barriers into employment and into skills provision	x
Increased number of people familiarised with employers' expectations, including, standards of behaviour in the workplace	x
Fewer people facing structural barriers into employment and into skills provision	x
Number of people gaining a qualification or completing a course following support	
Number of people gaining qualifications, licences, and skills	
Number of economically active individuals engaged in mainstream skills education, and training.	
Number of people engaged in life skills support following interventions	x
Number of people with proficiency in pre-employment and interpersonal skills (relationship, organisational and anger-management, interviewing, CV and job application writing)	x
Multiply only - Increased number of adults achieving maths qualifications up to, and including, Level 2.	
Multiply only - Increased number of adults participating in maths qualifications and courses up to, and including, Level 2.	
None of the above	

SELECT THE INTERVENTIONS YOU INTEND TO USE WHICH MEET THE PEOPLE AND SKILLS INVESTMENT PRIORITY. YOU CAN SELECT AS MANY AS YOU LIKE.

Intervention

A full list of nation-specific interventions is available in the relevant annex to the Prospectus.

E33: Employment support for economically inactive people: Intensive and wrap-around one-to-one support to move people closer towards mainstream provision and employment, supplemented by additional and/or specialist life and basic skills (digital, English, maths* and ESOL) support where there are local provision gaps.

E34: Courses including basic skills (digital, English, maths (via Multiply) and ESOL), and life skills and career skills** provision for people who are unable to access training through the adult

education budget or wrap around support detailed above. Supplemented by financial support for learners to enrol onto courses and complete qualifications.

DO YOU PLAN TO USE ANY INTERVENTIONS NOT INCLUDED IN THE PEOPLE AND SKILLS LIST?

State the name of each of these additional interventions and a brief description of each of these

No

Explain how each intervention meets the People and Skills investment priority. Give evidence where possible, including why it is value money and the outcomes you want to deliver.

E33: Employment support for economically inactive people: Intensive and wrap-around one-to-one support to move people closer towards mainstream provision and employment, supplemented by additional and/or specialist life and basic skills (digital, English, maths* and ESOL) support where there are local provision gaps.

The intervention will fill gaps in the employment and skills system. We will not replicate provision which is provided elsewhere. We will build stronger pathways to employment and skills and develop better coordination and collaboration between partners.

We will deliver employment support to hard-to-reach groups. This will include employability skills, job search skills, understanding your skills and motivation, confidence building, presentation skills, interview techniques, networking skills, understanding self-employment, volunteering, and work experience. We will work with partners to provide specialist support with financial management, and support with housing and mental health and other barriers which prevent people from deprived communities progressing into employment. We will increase the number of local businesses investing in skills and employment and providing employer talks and visits to workplaces, work placements and apprenticeships.

E34: Courses including basic skills (digital, English, maths (via Multiply) and ESOL), and life skills and career skills provision for people who are unable to access training through the adult education budget or wrap around support detailed above. Supplemented by financial support for learners to enrol onto courses and complete qualifications.**

We will explore opportunities to improve access from hard-to-reach communities to basic skills provision. We will deliver basic skills provision if this is not already available.

Outcomes

The support will:

- Increase the number of residents accessing employment
- Increase the number of people able to effectively find employment.
- Raise basic skills and employability skills.
- Increase the number of businesses investing in skills.

Value for Money

The project will fill in gaps in the employment and skills system. We will not replicate provision which is provided elsewhere. We will build stronger pathways to employment and skills, develop coordination and collaboration between partners in the DWP, housing, adult social services, the police, Citizens Advice Bureau, schools' colleges and other education skills providers and the community and voluntary sector to remove the barriers to skills and employment which our hard-to-reach communities face. We will build stronger links and referral pathways to employment and skills provision and increase the investment by local businesses in apprenticeships, and work placements.

The service will be developed and managed using the council's project management processes to ensure that performance targets are met, and that activity is delivered on time and represents value for money.

Do you consider that any of these interventions may provide a subsidy to potential recipients of the funding under the intervention's planned activity?

All bids must also consider how they will deliver in line with subsidy control as [set out in the guidance](#).

Yes No

Detail the assessment you undertook to consider whether the intervention is a subsidy and any specific measures you will take to make sure the subsidy is permitted.

The funding will be used to pay for employment support services. No funding will be used as a subsidy.

ENGLAND ONLY: People and Skills interventions can only be used in 2022-2023 and 2023-2024 if you have identified a local voluntary and community provision, previously supported by the European Social Fund, at risk of closure. If you have not identified a suitable provision, you will not be able to select interventions for 2022-2023 and 2023-2024 and your investment plan will not be approved.

HAVE YOU ALREADY IDENTIFIED ANY PROJECTS for 2024-2025 WHICH FALL UNDER THE PEOPLE AND SKILLS INVESTMENT PRIORITY?

Yes

Describe the projects for 2024-25, including how they fall under the People and Skills investment priority and the location of the proposed project.

The details of the projects for the People and Skills Investment priority will be developed in 2023/24. As explained above the approach will be to improve the existing employment and skills system through better coordination between providers and stakeholders and delivering support which fills gaps in provision.

The support will be delivered in areas of deprivation with high levels of unemployment. It will be integrated with existing provision. The aim will be to develop stronger pathways for hard-to-reach groups to skills and employment.

Do you consider these projects may provide a subsidy to potential recipients of the funding under the proposed planned activity?

All bids must also consider how they will deliver in line with subsidy control as [set out in the guidance](#).

No

Detail the assessment you undertook to consider whether the proposed projects constitute a subsidy and any specific measures you will take to make sure the subsidy is permitted.

Funding will be used to deliver services. It will not be used as a subsidy.

HAVE YOU IDENTIFIED A LOCAL VOLUNTARY PROVISION AT RISK AS PART OF YOUR PEOPLE AND SKILLS INVESTMENT PRIORITIES?

Yes No

(If Yes) Describe the local voluntary provision at risk and your rationale for supporting it.

Provide the European Social Fund Project Names and Project References for this voluntary and community provision at risk.

N/A

What year do you intend to fund these projects? Select all that apply.

2022-2023 2023-2024 2024-2025

Describe the projects for 2022-2023 and 2023-2024, including how they fall under the People and Skills investment priority and the location of the proposed project.

N/A

Do you consider these projects may provide a subsidy to potential recipients of the funding under the proposed planned activity? All bids must also consider how they will deliver in line with subsidy control as set out in the guidance .	
Yes	No x
Detail the assessment you undertook to consider whether the proposed projects constitute a subsidy and any specific measures you will take to make sure the subsidy is permitted.	
Funding will be used to deliver services. It will not be used as a subsidy.	

SCOTLAND, WALES & NORTHERN IRELAND ONLY	
HAVE YOU ALREADY IDENTIFIED ANY PROJECTS WHICH FALL UNDER THE PEOPLE AND SKILLS INVESTMENT PRIORITY?	
Yes	No
Describe the projects, including how they fall under the People and Skills investment priority and the location of the proposed project.	
Do you consider these projects may provide a subsidy to potential recipients of the funding under the proposed planned activity? All bids must also consider how they will deliver in line with subsidy control as set out in the guidance .	
Yes	No
Detail the assessment you undertook to consider whether the proposed projects constitute a subsidy and any specific measures you will take to make sure the subsidy is permitted.	

Approach to delivery and governance

In this section, we will ask you about:

- Structures you have in place to support delivery
- Support you have from stakeholders and the local community
- How you've engaged with MPs as part of your investment plan
- Opportunities you have identified to work with other places

Places need to show how MPs that cover the lead local authority have been engaged on the investment plan and whether they support it. More detail on the role of MPs can be found here.

STAKEHOLDER ENGAGEMENT AND SUPPORT

Have you engaged with any of the following as part of your investment plan? Select all that apply.

Public sector organisations x	Private sector organisations x	Civil society organisations x
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Describe how you have engaged with any of these organisations. Give examples where possible.

Public sector

There is extensive engagement between public sector partners to share knowledge, coordinate provision and collaborate on initiatives. These partnership groups include the Runnymede Health and Wellbeing Task Group, Business Runnymede, the Community Safety Partnership, Town Teams, the Enterprise M3 LEP, Surrey County Council, and Surrey Borough and District Councils. A series of consultation events were held with public sector partners and town centre stakeholders in 2021 and 2022 to help identify the issues and opportunities to improve the town centres. During the past 12 months, the council's housing service has undertaken a range of engagement activities with its residents to understand local issues in relation to housing, crime, employment, and health. This includes multi-agency events on the estates, coffee mornings, tenant newsletters and social media. The Council's website now includes a dedicated consultation section.

Private Sector

A Business Summit was held in September 2021 to consult on the proposals for the Business Support interventions.

A series of studies and surveys have been undertaken with businesses over the past 12 months:

- A Survey of 54 businesses was undertaken in July 2021 to understand support needs.
- Retail and Main Town Centre Uses Study (2022)
- Business Survey on Markets & Events (2021)
- Visitor Economy feasibility study (2022)
- Chertsey retail master plan evidence (2022)
- Over 50 employers attended an event with Brooklands College in September 2021 to understand the demand for skills and employment.

Civil Society Organisations

Local Churches, voluntary and community organisations have been engaged via Town Teams, the Community Safety Partnership and Health and Wellbeing Task Group.

Summarise the governance structures you have in place, including how any advisory panels or associated partnership groups are made up

The council's Regeneration and Economic Development Members Group will oversee the development and delivery of the SPF projects.
 The council's Corporate Management Committee and Corporate Leadership Team will provide scrutiny and approval of projects and funding. Projects will be developed and managed using the council's project management processes.
 Project Boards will be established where appropriate to oversee specific projects. Key partners and stakeholders will be represented on these boards.
 The Citizen's Panel will support engagement with the wider community to ensure evidence-based decision making is maintained in the development and delivery of support.

Confirm all MPs covering your lead local authority have been invited to join the local partnership group.

Yes X	No
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Are there MPs who are not supportive of your investment plan?

Yes	No X
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(If Yes) Who are the MPs that are not supportive and outline their reasons why.

N/A

PROJECT SELECTION**Are you intending to select projects in any way other than by competition for funding?**

Yes

No **(If Yes) Describe your approach to selecting projects, and why you intend to do it this way.****DO YOU INTEND TO WORK WITH OTHER PLACES ON ANY OF THE INTERVENTIONS WHICH FALL UNDER THE COMMUNITIES AND PLACE INVESTMENT PRIORITY?****Which interventions do you intend to collaborate on? Select all that apply.**

Intervention	Tick if applicable
<i>A full list of nation-specific interventions is available in the relevant annex to the Prospectus.</i>	
N/A	

Describe any interventions not included in this list?

N/A

Who are the places you intend to collaborate with?

N/A

DO YOU INTEND TO WORK WITH OTHER PLACES ON ANY OF THE INTERVENTIONS WHICH FALL UNDER THE SUPPORTING LOCAL BUSINESS INVESTMENT PRIORITY?**Which interventions do you intend to collaborate on? Select all that apply.**

Intervention	Tick if applicable
<i>A full list of nation-specific interventions is available in the relevant annex to the Prospectus.</i>	
E23: Strengthening local entrepreneurial ecosystems and supporting businesses at all stages of their development to start, sustain, grow and innovate, including through local networks.	<input checked="" type="checkbox"/>

Describe any interventions not included in this list?

N/A

Who are the places you intend to collaborate with?

Spelthorne

DO YOU INTEND TO WORK WITH OTHER PLACES ON ANY OF THE INTERVENTIONS WHICH FALL UNDER THE PEOPLE AND SKILLS INVESTMENT PRIORITY?**Which interventions do you intend to collaborate on? Select all that apply.**

Intervention	Tick if applicable
<i>A full list of nation-specific interventions is available in the relevant annex to the Prospectus.</i>	
N/A	
Describe any interventions not included in this list?	
N/A	
Who are the places you intend to collaborate with?	
N/A	

PUBLIC SECTOR EQUALITY DUTY	
Risks	Contingency plans
Levelling up Communities and Place	
Lack of engagement from businesses	Review marketing plan. Additional resources for direct marketing via telesales
Lack of support from residents to the Citizens Panel	Review engagement strategy. Explore alternative mechanism for engagement
Recession forces higher vacancy rates in the town centres	Consider pop ups in hard to let vacant units. Review promotion of vacant units.
Increased costs of materials to carry out urban realm improvements	Use procurement process to source best value
Lack of staff resource due to sickness/turnover.	Upskilling of junior staff/prompt recruitment
Levelling up for Business	
Inability to engage with businesses with potential to grow	Review marketing plan. Additional resources for direct marketing via telesales
Lack of commitment from partners	Review MOU with partners.
Inability to procure an experienced business support provider	Promote the opportunities vis FSB, Surrey Chamber of Commerce and business support provider networks.
Recession reduces growth opportunities.	Review the priorities and objectives of the service to focus on resilience as well as growth
Lack of staff resource due to sickness/turnover.	Upskilling of junior staff/prompt recruitment
Levelling Up Employment	
Unemployment continues to rise	Lobby DWP to scale up support
Reduction in job vacancies	Increase engagement with local businesses and promote the benefits of local employment
Increase in long term unemployed	Increase support for apprenticeships, work placements and volunteering
Employment support reduced due to squeeze on public sector spending	Engage with businesses to invest in employment and skills.
Lack of staff resource due to sickness/turnover.	Upskilling of junior staff/prompt recruitment
How have you considered your public sector equality duty in the design of your investment plan?	

An Equalities Impact assessment has been completed for the council's Economic Development Strategy 2022 to 2026 which covers the objectives and interventions of the SPF proposals. A more detailed evaluation of the impact on equalities will be completed as part of the project management of each of the SPF projects. These will be reviewed by the Council's Equalities Impact Review Group and Project Management Board.

How will you consider your public sector equality duty when implementing your investment plan, including in the selection of projects?

A Business Case and Project Initiation Document plan will be developed for projects. These will consider the impact on equalities of proposed interventions both positive and negative. Services will be procured in line with the council's standing orders and equalities policies and practices.

RISKS

Have you identified any key risks that could affect delivery, for example lack of staff or expertise?

Yes No

(If Yes) Describe these risks or issues, including the contingency measures you have in place to mitigate them.

Have you identified any key fraud risks that could affect UKSPF delivery?

Yes No

(If Yes) Describe these risks or issues, including the contingency measures you have in place to mitigate them.

Processes will be developed to manage the grants programmes. These processes will ensure that grants are awarded against clear criteria and that grants are spent in line with what was approved. A qualified business advisor will complete a financial check on all businesses and organisations applying for grants to ensure the businesses are viable.

Capacity and capability

In this section, we will ask you about:

- The capacity and capability of your team to manage funding
- The resources you have in place for work related to UKSPF

Your answers here will help us know how to support you with delivery. They will not affect the amount of funding you will get.

Answer as honestly as possible.

TEAM RESOURCE

How many people (FTE) will be put in place to work with UKSPF funding?

SPF Programme Manager (0.5 post)
 SPF Coordinator Business and Employment (0.4 post)
 SPF Coordinator Communities and Place (0.4 post)
 SPF Coordinator Citizen's Panel (0.2 post)
 SPF Support Officer (0.25 post)
 Procurement and legal support.

The above level of resources will be required from September 2023 to March 25. This level of resources will be reduced by 50% from November 22 to September 23.

Describe what role these people will have, including any seniority and experience.

The SPF Programme Manager will be responsible for the overall development and management of the SPF programme. Responsible for providing management of information to funders, council committees and the Senior Leadership Team, ensuring that the programme is delivered on time and within budget.

SPF Coordinators will develop and manage SPF programmes, contract manage external services, partnership management, stakeholder engagement and managing project performance and budgets.

SPF Support Officer will provide financial and administrative support for the Programme Manager.

- Strong capability: Has extensive experience and/or a proven track record of delivery in this area.
- Strong capacity: High degree of confidence that there is enough staffing/resource to manage funding in this area.
- Some capability: Has previous experience of delivery in this area.
- Some capacity: Confident that there is enough staffing/resource to manage funding in this area.
- Limited capability: Does not have previous experience and/or no track record of delivery in this area.
- Limited capacity: Limited confidence that there is enough staffing/resource to manage funding in this area. Additional resource may be needed to support delivery.

CAPACITY AND CAPABILITY

How would you describe your team’s current experience of delivering funding and managing growth funds?

Very experienced x	Some experience	No previous experience
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How would you describe your team’s current capability to manage funding for procurement?

Strong capability x	Some capability	Limited capability
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Strong capability x	Some capability	Limited capability
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How would you describe your team’s current capacity to manage funding for procurement?

Strong capacity	Some capacity x	Limited capacity
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How would you describe your team’s current capability to manage funding for subsidies?

Strong capability x	Some capability	Limited capability
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How would you describe your team’s current capacity to manage funding for subsidies?

Strong capacity x	Some capacity	Limited capacity
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COMMUNITIES AND PLACE CAPACITY AND CAPABILITY

Does your local authority have any previous experience of delivering the Communities and Place interventions you have selected?

Yes x	No
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How would you describe your team’s current capability to manage funding for Communities and Place interventions?

Strong capability	Some capability x	Limited capability
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Describe the key capability challenges (if you have any) for delivering Communities and Place interventions. This may include challenges within your local authority and/or your local/regional delivery system.

N/A

Describe what further support would help address these challenges.		
N/A		
How would you describe your team's current capacity to manage funding for Communities and Place interventions?		
Strong capacity	Some capacity x	Limited capacity
Describe the key capacity challenges (if you have any) for delivering Communities and Place interventions. This may include challenges within your local authority and/or your local/regional delivery system.		
Procurement and legal services resources are currently restrained by existing workload and recruitment issues. A proportion of the £20,000 SPF preparatory funding is likely to be used to provide additional support.		
Describe what further support would help address these challenges.		
N/A		

SUPPORTING LOCAL BUSINESS CAPACITY AND CAPABILITY

Does your local authority have any previous experience of delivering the Supporting Local Business interventions you have select?		
Yes x	No	
How would you describe your team's current capability to manage funding for Supporting Local Business interventions?		
Strong capability x	Some capability	Limited capability
Describe the key capability challenges (if you have any) for delivering Supporting Local Business interventions. This may include challenges within your local authority and/or your local/regional delivery system.		
Recruitment of a business support provider to deliver. Ability to engage with businesses. Support from partners.		
Describe what further support would help address these challenges.		
A proportion of the £20,000 SPF preparatory funding is likely to be used to provide additional support.		
How would you describe your team's current capacity to manage funding for Supporting Local Business interventions?		
Strong capacity	Some capacityx	Limited capacity
Describe the key capacity challenges (if you have any) for delivering Supporting Local Business interventions. This may include challenges within your local authority and/or your local/regional delivery system.		
N/A Procurement and legal services resources are currently restrained by existing workload and recruitment issues. Support funding is likely to be used to provide additional support.		

Describe what further support would help address these challenges.
A proportion of the £20,000 SPF preparatory funding is likely to be used to provide additional support.

PEOPLE AND SKILLS CAPACITY AND CAPABILITY

Does your local authority have any previous experience of delivering the People and Skills interventions you have select?

Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>
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How would you describe your team’s current capability to manage funding for People and Skills interventions?

Strong capability <input checked="" type="checkbox"/>	Some capability <input type="checkbox"/>	Limited capability <input type="checkbox"/>
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Describe the key capability challenges (if you have any) for delivering People and Skills interventions. This may include challenges within your local authority and/or your local/regional delivery system.

N/A

Describe what further support would help address these challenges.

A proportion of the £20,000 SPF preparatory funding is likely to be used to provide additional support.

How would you describe your team’s current capacity to manage funding for People and Skills interventions?

Strong capacity <input checked="" type="checkbox"/>	Some capacity <input checked="" type="checkbox"/>	Limited capacity <input type="checkbox"/>
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Describe the key capacity challenges (if you have any) for delivering People and Skills interventions. This may include challenges within your local authority and/or your local/regional delivery system.

N/A
Procurement and legal services resources are currently restrained by existing workload and recruitment issues. Support funding is likely to be used to provide additional support.

Describe what further support would help address these challenges.

N/A

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SUPPORT TO DELIVERY UKSPF

All lead authorities can use up to 4% of their UKSPF allocation to support the delivery of their chosen interventions but by exception, lead authorities will be able to use more than 4%. Are you planning to use more than 4%?

Yes	No x
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(If Yes) Explain why you wish to use more than 4%.

N/A

Approvals

Before submitting your investment plan, you should have approval from your:

- Chief Executive Officer
- Section 151 Officer
- Leader of your lead authority

Do you have approval from your Chief Executive Officer for this investment plan?

- Yes x
- No

Do you have approval from your Section 151 Officer for this investment plan?

- Yes x
- No

Do you have approval from the leader of your lead authority for this investment plan?

- Yes x
- No

If you do not have approval from any of these people, please explain why this is:

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Additional documents

You will have received an email giving you access to a folder where you will need to upload supporting evidence to your investment plan. All applicants must complete and upload the following spreadsheet to the folder prior to submitting their investment plan:


- UKSPF Expenditure Profile spreadsheet
- UKSPF Indicative Deliverables spreadsheet

Your investment plan submission will be considered incomplete without the required documents.

Have you completed and uploaded the two spreadsheets to the SharePoint folder as requested?

- Yes
- No

Appendix 2

Business Case – Business Growth and Innovation Hub			 Project Initiation Stage	
Project/Item Title	Business Growth and Innovation Hub		Version	1
Corporate Head	Rachel Raynaud	Service Area	Economic Development	
Service Committee to Approve Budget	CMC			
Anticipated Cost of Proposal (Capital) - Has external grant funding been considered for this project?		Anticipated Cost Proposal (Revenue)	£190,000	
To be completed for Projects only				
Type of Project	New Service	Project Duration	03/04/2023 - 31/03/25	
Proposed Project Start Date	03/04/2023	Proposed Project End Date	31/03/2025	
Business Case Context				
Background				
Describe the purpose of the Business Case, what benefits are expected to be delivered or what problem will be solved (What is wrong with the status quo? What are the drivers for change?). Is the scheme a result of legal/statutory requirements or a stakeholder consultation? If contract management will be required during or after the project, who will do this and how will it be resourced?				
Local business surveys in July 2021 and workshops with Runnymede businesses held in September 2021 identified a clear need for improved advice and support to help small businesses to grow. The start-up rate in Runnymede is lower than the national average, and our growth rate for new businesses is below those for the South East (28%) and Great Britain (34%). The Runnymede Economic Assessment 2022 identified there is an opportunity to accelerate business growth by focusing support to help scale up new, small and micro businesses, increase innovation, and support growth clusters in the tech sector, ie Cyber Security and Createch. The Leader, Deputy Leader and Cllr Howarth were consulted on the proposal for a Business Growth and Innovation Hub on 15 July. The proposal was approved by the Leader and Chief Executive. The proposal was included in the SPF programme which was endorsed by the MP Ben Spencer on 16 August. The Business Growth and Innovation Hub will:				
<ul style="list-style-type: none"> •Provide specialist advice, coaching, and mentoring (e.g. cybersecurity, creative/immersive technologies, low carbon) for new start-ups, and small and micro businesses with the potential to scale up; •Assist businesses with expert development of growth plans; •Facilitate access to innovation and environmental finance and grants; •Broker research and development partnerships with RHUL and the LEP. 				
Strategic Links - relate this Business Case to RBC Corporate Priorities and Corporate Values				
Corporate Themes	Describe how this Business Case meets / contributes to any relevant Corporate Priorities listed under each Corporate Theme. - Delete those not applicable Find out more about the Council's Corporate Business Plan here			
Supporting Our Communities <i>Improving the quality of people's lives and future opportunities through developing healthier and safer communities, as well as listening to and representing local people.</i>	The Business Growth and Innovation Hub will support Objective 2 of the Runnymede Economic Development Strategy 2022-2026 which aims to <i>Maintain competitive advantage through business engagement, strengthening business networking and local supply chains</i> . The project responds to the recommendation that the council <i>Improve access to business support and to Work with Business Growth Advisors to ensure businesses are making the most of business services available through the EM3's Growth Hub, Royal Holloway Enterprise Hub and other business support. The hub will also support the Climate Change Strategy by encouraging businesses to adopt low-carbon business practices and supporting businesses in the green sector.</i> The project is part of Runnymede's Shared Prosperity Investment Plan.			
Enhancing Our Environment <i>Promoting a cleaner, healthier and greener borough and revitalising areas in need of physical improvement whilst preserving our heritage and open spaces.</i>				
How does this project aid sustainability and the "Green" agenda?				
Improving Our Economy <i>Maintaining and developing prosperous and vibrant communities, attracting infrastructure improvements, and supporting our businesses to create opportunities for all.</i>				
Developing Our Organisation <i>Adapting internally to deliver our Corporate Priorities and seek continuous improvement.</i>				

Corporate Values	
People-focused – we will put people at the heart of what we do and they will be able to deal with us easily.	Performance Driven, Value for Money, and Collaborative - The service will be tendered out for a specialist business support provider to deliver. The proposal has been developed with Spelthorne BC. It is proposed that a single service is procured to cover both boroughs. This will bring savings in the management of the service and increase the impact of the service. A specification and performance targets will be set. A lead officer will contract manage the service and a project board established to oversee the service. The provider will complete a risk register which will be updated monthly alongside a project update report. Innovative - the service will promote innovation and growth amongst local small businesses. The service will promote new working between the council, Spelthorne BC, and RHUL to better focus support for local businesses. Promoting equality and Diversity - the project will target female and black and ethnic minority entrepreneurs who are underrepresented in the tech sector and others from lower socio/economic backgrounds who are unable to access finance to start a business.
Passionate – we will empower our staff to be passionate about all we do.	
Performance driven – we will strive for excellence in all we do.	
Innovative – we will aim to creatively improve our services and be open to new ways of providing services.	
Promoting equality and diversity – we believe in fairness as well as maintaining a diverse workforce so we can draw upon a wide range of views and experiences to meet the changing needs of our communities.	
Delivering excellent value for money – we will strive to be as efficient and effective as possible.	
Collaborative – we will work together and with others to deliver positive outcomes for our communities.	
Transparent – we will be open and honest to all about what we do.	
List your Business Case Objectives, ensuring they are Specific, Measurable, Achievable, Realistic and Timely	
To increase the number of new business start ups	
To increase the number of new early stage businesses and micro businesses scaling up	
Increase business investment in research and innovation	
To increase employment opportunities for local people	
List the Constraints or Parameters in which this Business Case will operate	
A total of £190,000 has been identified for the project from the Shared Prosperity Fund (SPF). This is included in the borough's SPF investment plan which was submitted at the end of August. This is not a competitive bidding process. Funding will be allocated provided that the DLUCh is satisfied that the Investment Plan meets the SPF guidelines. We are expecting confirmation of funding by end of October.	
This is a new service. A key challenge will be how to promote and engage with businesses and entrepreneurs. The service provider will be required to set out a marketing and engagement plan with details of the resources allocated to delivering the plan.	
Appointment of the service provider will be a joint decision with Spelthorne	
The project has running for 24 months ending in March 2023. An evaluation of the project will be completed in 24/23. If the project is successful it is anticipated that a growth bid would be submitted to secure funding to continue this project after March 2025. We will also explore options to secure continuation funding from	
List the Outcomes and Benefits (including efficiency gains) you expect the scheme to achieve	
Increase in business start-ups, increase in jobs created, increase in innovative products and services bought to market, increase the number of businesses with improved productivity	
New collaborative working between RBC, RHUL, the LEP, and Spelthorne Borough Council	

Appraisal of Business Options (must include evaluation of a 'do nothing' option)		
Option 1 (preferred option):		
Description <i>Describe the preferred option and why</i>		
A competitive tender is undertaken and an experienced business support organisation is secured to deliver the services. The procurement process is led by Spelthorne BC and the service is delivered across the two boroughs. There will be a core service delivered across the two boroughs. However, the service in Runnymede will be specific to the borough's needs. Support in Runnymede will be focused on businesses that have been trading for a minimum of one year and/or incorporated and have the potential to scale up. It will include innovation grants of up to £5000 per business. The provider will set up a grants panel and process for managing and awarding the grant. Runnymede officers, RHUL, and an LEP Business Growth Advisor will be represented on the grants panel. The service will be integrated with support from Business Runnymede, the LEP's Business Growth service, and RHUL's support to businesses with innovation and knowledge transfer programmes.		
Benefits <i>Consider any tangible benefits of the Preferred Option, consider benefits such as income generation, savings, great efficiency, compliance with legislation/industry standards – soft benefits, reputation, residents' satisfaction, and perception of Council.</i>		
A shared service will bring savings in the management and delivery of the service. The increased level of funding will make the opportunity attractive to a wider range of business support organizations. There is scope for further opportunities for collaboration with neighboring boroughs. It has been agreed with Surrey CC that Runnymede, Spelthorne, Elmbridge, Woking, and Surrey Heath BCs will explore opportunities to collaborate and coordinate activity to support economic development.		
Advantages (preferred option)		Disadvantages (preferred option)
Cost savings, greater impact, attractive to a wider range of experienced business support organisations who could deliver the service		A service delivered across both Runnymede and Spelthorne could result in a service less focused on local need.
Costs (preferred option)		Benefits (preferred option)
		Cost savings from sharing procurement, management costs, and from delivering the service at scale. Cost savings arising from efficiencies in management and delivery. Greater impact from a larger service being delivered across the two boroughs.
Resource Requirements		
Staffing Appraisal (preferred option): <i>Outline the expected staffing / resourcing requirements for the preferred option in the table below, think about resources required in your team and others. This should include job titles, number of hours worked and salary.</i>		
Existing Staffing	New RBC Staff Requested	New External Staff Requested
0.1FTE of the Senior Economic Development Officer 0.2FTE of the Economic Development Officer (met within existing budgets)	N/A	An experienced business support provider would be appointed to undertake the delivery of the service.
FINANCIAL APPRAISAL		
Finance Appraisal (preferred option) - To be completed with the Finance Department: Describe the financial and resource implications of this option. See Financial Appraisal below to capture numbers. How will it be financed? Is a Supplementary Revenue Estimate required? Can it be resourced via a Virement (including areas other than your own)? Is there other funding available? Has funding been agreed? Demonstrate how the council can receive a return on investment, whether cashable, cost avoidance or quantifying tangible benefits – Seek advice from your accountant. Business cases will not be considered by the Chief Executive unless a full financial appraisal has been agreed by the Accountancy Team.		
Explain how the cost estimate has been drawn up e.g. based on the costs of a similar project/item; based on quotes from suppliers etc:	The budget has been developed using the current market rate for delivering similar services. In particular the costs for delivering Spelthorne's business support services in 2022/23.	
Please explain how you have considered the VAT implications of the project/item:	VAT is not included in the costs.	
If this project involves building or refurbishment work within corporate assets has the project/work been consulted on and agreed by the Corporate Head of Strategic Land and Property Assets? Please give details.	N/A	

CAPITAL COSTS							
Capital Expenditure (specify codes required)	Year 1 (£)	Year 2 (£)	Year 3 (£)	Year 4 (£)	Year 5 (£)	Year 6 (£)	
NIL	-	-	-	-	-	-	
Total Capital Expenditure							
Capital Income (specify codes required)	Year 1 (£)	Year 2 (£)	Year 3 (£)	Year 4 (£)	Year 5 (£)	Year 6 (£)	
NIL	-	-	-	-	-	-	
Total Capital Income							
Net Capital Outlay	-	-	-	-	-	-	
Estimated Useful Life of the Asset: Where the expected lives of each significant component of the asset are different (i.e. buying a house with a flat roof) you must estimate both the useful live and cost of replacing each component part. Please only include components greater than £20,000 in cost or more than 20% of the total value of the asset.					Estimated Value (£)	Estimated Life (yrs)	
Overall asset	(basis of estimation)						
Component 1 (specify):	N/A						
Component 2 (specify):							
Component 3 (specify):							
REVENUE COSTS							
Revenue Expenditure (specify codes required)	Year 1 (£)	Year 2 (£)	Year 3 (£)	Year 4 (£)	Year 5 (£)	Year 6 (£)	
Shared Prosperity Fund (Yr1 2023/24)	55,876	134,124					
Less: Savings to existing budget (Please specify)							
Total Revenue Expenditure	55,876	134,124					
Revenue Income (specify codes required)	Year 1 (£)	Year 2 (£)	Year 3 (£)	Year 4 (£)	Year 5 (£)	Year 6 (£)	
Shared Prosperity Fund Grant	55,876	134,124	-	-	-	-	
Total Revenue Income	55,876	134,124	-	-	-	-	
Net change to revenue budgets	0	0	0	0	0	0	
ACCOUNTANCY USE ONLY							
Implications for the Council Tax		Year 1 (£)	Year 2 (£)	Year 3 (£)	Year 4 (£)	Year 5 (£)	Year 6 (£)
Loss of Investment Income	automatically populates	-	-	-	-	-	-
Net Revenue costs /(savings)	automatically populates	-	-	-	-	-	-
Impact on Band D Council Tax		0.00	0.00	0.00	0.00	0.00	0.00

Business Case / Risks		
<i>Outline the risks (Managerial, Financial, Operational etc.) to RBC if delivering the preferred option. A risk summary only is required here.</i>		
Risk Description	Mitigation / Help needed	
This will be a new service. The main risk will be that the service will be unable to recruit a sufficient level of suitable businesses onto the programme.	The provider will be required to set out a costed marketing plan. Resources will be allocated within the budget to pay for social media and telesales.	
Innovation grants are not utilised by businesses to support innovation and growth.	The service will provide grants of up to £5000 to enable businesses to invest in growth and innovation plans. A process will be established to ensure that grants are allocated to businesses with viable business growth plans and that grant funding is spent in line with the grant approval agreement. A grants panel will approve the allocation of grants.	
The service does not deliver its targets to support growth and start-ups.	Performance targets will be agreed with the provider as part of the tendering process. Performance will be included in the provider's risk register. Performance targets will be reviewed on a monthly basis.	
Fraudulent claims to the business grants.	The process for managing the grants will include clear criteria for the awards. A Business Coach will support the development of applications. A grants panel will approve. A report will be required which provides evidence of the defrayment of grant funding and the impact of the grant.	
Impact		
<i>Consider the impact of the Business Case on the Organisation / Environment / Technology / Commercialisation / Cultural / HR.</i>		
The service will support low carbon and the adoption of new technologies to support the efficiencies and competitiveness of local businesses.		
Option 2 (mandatory; do nothing option)		
Description		
<i>Describe the current position and the consequences/reasons that do nothing is not a viable option?</i>		
<i>Include the consequence of the do-nothing option, such as loss of revenue, additional costs, loss of contract</i>		
The borough will continue to have low numbers of new businesses. The number of new businesses growing and the number of new jobs being created will be reduced. The support from RHUL and the LEP's Growth Hub will be underutilised as there is not an effective referral pathway for local businesses onto these programmes.		
Advantages (do nothing option)	Disadvantages (do nothing option)	
Cost savings. SPF funding can be allocated to other levelling up priorities.	A lower rate of business formation continues. Employment growth and business start-up growth reduced. Growth rates amongst new small and micro businesses do not increase. Businesses are unable to innovate and respond to the challenges of the current economy.	
Costs (do nothing option)	Benefits (do nothing option)	
The SPF funding must be spent on the Runnymede SPF programme which supports levelling up.	The resources allocated could be allocated to meet other objectives.	
Option 3 (rejected option)		
Description		
<i>What else have you considered and rejected? Why were they rejected?</i>		
Develop a business support service which is only for Runnymede.		
Advantages (rejected option)	Disadvantages (rejected option)	
It may be easier to appoint a provider who has the particular skills and experiences we require for our service in Runnymede.	More expensive management and delivery costs. We do not benefit from other opportunities of working across a wider area. Business clusters and supply chains are spread across the wider area.	
Costs (rejected option)	Benefits (rejected option)	
More expensive management and delivery costs	The service is more targeted at the needs of businesses with potential to grow	
Authorisation		
Approved by Corporate Head of Finance	Date	
Approved by Corporate Leadership Team	Date	Priority Score
Corporate Leadership Team Feedback		
Taken to Corporate Property & Acquisitions Member Working Group / Services and Digital Transformation Working Party (Where applicable)	Date	
Committee Report to be presented to:	Date	
Approved by Service Committee Chair (If applicable)	Date	

**Exclusion of Press and Public
Officers' Recommendation that –**

the press and public be excluded from the meeting during discussion of the following report under Section 100A(4) of the Local Government Act 1972 on the grounds that the report in question would be likely to involve disclosure of exempt information of the description specified in paragraph 3 of Schedule 12A of the Act.

(To resolve)

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

Document is Restricted