



# Spelthorne Borough Council Corporate Plan 2021-2023





# Foreword



Welcome to Spelthorne Borough Council's Corporate Plan for the period 2021 to 2023. We want our Borough to be somewhere we can all be proud of, a great place to live and work and where our communities flourish.

The plan sets out our five overarching 'CARES' priorities and the 15 more specific themes which we want to focus on. At the same time, we want to ensure that our values, ethos and ways of working inform and underpin everything that we do.

The coronavirus pandemic has had far reaching effects on our communities and the Council has had a pivotal role in responding to the crisis. The management and staff in the Council have gone the extra mile to provide practical assistance to the most vulnerable residents and financial support to businesses in the Borough.

It is still uncertain what the long-term impacts of the pandemic will be, and therefore the priorities in this plan provide a framework for our response – on communities, affordable housing, recovery, the environment and service delivery. We believe these are the right and necessary priorities to make real improvements to the lives of Spelthorne residents, whilst demonstrating the aspirations this Council has for the future of the Borough.

This plan sets out our priorities so that they are clear and understandable to everyone. In tandem we have published a more specific recovery action plan which shows how the priorities and objectives have been adapted to deal with the consequences of the pandemic.

This Corporate Plan provides the framework for delivering our core vision and aspirations. We believe that we are building on a very strong base, and we will work hard to ensure the organisation and its people continue to have the leadership and resources needed to deliver for residents.

A handwritten signature in blue ink, appearing to read 'L. Nichols'.

Cllr Lawrence Nichols, Leader of Spelthorne Borough Council

A handwritten signature in blue ink, appearing to read 'Daniel Charles Mouawad'.

Daniel Charles Mouawad, Chief Executive



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# Spelthorne in numbers


Spelthorne has an excellent location immediately to the south of Heathrow and adjacent to the River Thames in the economically buoyant area to the west of London. The Borough has exceptional communication links, supporting a strong economy and many successful international businesses.




**12 miles** River Thames frontage



**65%** of Spelthorne is Green Belt



**17%** of the Borough is water


**42,870** homes,  
**72.5%** owned and **26%** rented





**99,800** population in 2021, up from 95,598 in 2011



**20.1%** expected population percentage of over 65s in 2026



**20** parks in the Borough




**7,627** businesses including BP, Pinewood (Shepperton Studios), dnata, Wood Group Ltd.

**5,127** new homes built from 2000 - 2021



**£348,769** average property price (2019-20)



**£12.179m** net budget set by the Council



**39** councillors represents the Council with **435** staff



# Services

 Recycling	 Community centres	 Leisure services	 Community grants	 Rough sleepers	 Verge and grass cutting
 Business grants	 Allotments	 Customer services	 Street naming	 Electric Vehicle charging points	 Community transport
 Food parcels	 Community safety	 Public toilets	 Staines market	 Support4Spelthorne	 Legal enforcement powers
 Playgrounds and parks	 High street recovery	 Independent Living	 Street cleaning	 Environmental health	 Moorings
 Affordable housing	 Planning	 Waste collection	 Volunteering	 Business support	 Building control
 Memorials	 Swimming pools and sports grounds	 Communications	 Resident forums	 Licensing	 Community helpline
 Local jobs	 Tackling fly tipping	 Local democracy	 supplement street light provision	 Meals on wheels	 Town Centre management



# Our Priorities



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



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



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



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



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

# C A R E S



# Our Values

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PROVIDE



# Community

**Key aim:** To put our communities at the heart of everything we do, building strong relationships with our residents and businesses, and helping to forge links within those communities, so that they feel empowered, included, supported, safe and healthy. We will deliver this through four key themes.

**Themes:** strong communities, safe communities, healthy communities and developing community infrastructure.



## Strong communities

### We want:

To work with our partners to deliver more services for all the communities in Spelthorne, and ensure that people are included in the decisions we make.

### We will support this by:

- Engaging with residents' associations and other community groups so that they are better informed and can input into local initiatives.
- Seeking residents' views on the Council's plans.
- Ensuring individuals and sections of the community are not excluded and supporting those most in need.
- Supporting local businesses, signposting them to support networks/funding and working with key partners, such as the Staines Business Improvement District.

## Safe communities

### We want:

Safe places to live, visit and do business, with safe streets and open spaces and for residents to feel secure in their own homes.

### We will support this by:

- Further developing the strong partnership working between our Community Safety/Joint Enforcement Teams and Surrey Police, supporting the police in tackling issues such as anti-social behaviour, gang-culture and serious organised crime.
- Working with Surrey County Council to make our roads safer for pedestrians and cyclists, with new cycle lanes/walkways and reduced speed limits where needed.





# Community

## Healthy communities

### We want:

Communities to stay healthy for longer.

### We will support this by:

- Working with our healthcare, voluntary and community partners to improve residents' health and wellbeing, promoting active and healthy lifestyles and tackling health inequalities.
- Ensuring the most vulnerable have access to the support they need and assisting people to make new connections/friends.
- Providing a range of leisure facilities to enable people to stay fit and healthy, including parks, community gym equipment and leisure centres.

## Developing community infrastructure

### Working with partners we will:

Provide the right infrastructure to meet our communities' changing needs and the demands of a growing population, working with partners to help deliver the necessary health, educational, leisure and cultural infrastructure to meet local needs using the Local Plan process and Community Infrastructure Levy.

Our new 'state of the art' Spelthorne Leisure Centre, which is due for completion in early 2024, is designed to provide facilities to meet current and future needs in a healthier internal environment, with low-chemical pools and a dementia friendly design.





# Affordable Housing

**Key aim:** To deliver housing which meets the needs of all sections of our communities, building new homes, helping people to stay in their existing accommodation and reducing homelessness.

**Themes:** Delivering new homes, helping people to stay in their own homes and tackling homelessness.



## Delivering new homes

### We want:

To provide real solutions to the Borough's housing challenges to meet the growing demands and needs of our residents.

### We will support this by:

- Continuing to build our own housing to assist those most in need, focusing on affordable units and key worker accommodation.
- Acting as a model landlord, managing our residential properties through Knowle Green Estates Ltd.
- Working with Registered Providers and private sector partners to promote the development of housing that meets the needs of all our communities.
- Using the development of our new Local Plan to set a deliverable target for new housing in the Borough, protecting the Green Belt wherever we can.

## Helping people to stay in their own homes

### We want:

To help vulnerable people live full lives.

### We will support this by:

- Assisting those with disabilities to adapt their properties through our in-house home improvement agency and handyman services.
- Working with partners to develop an efficient hospital discharge programme.
- Ensuring that landlords keep their properties in a safe condition.





# Affordable Housing

## Tackling homelessness

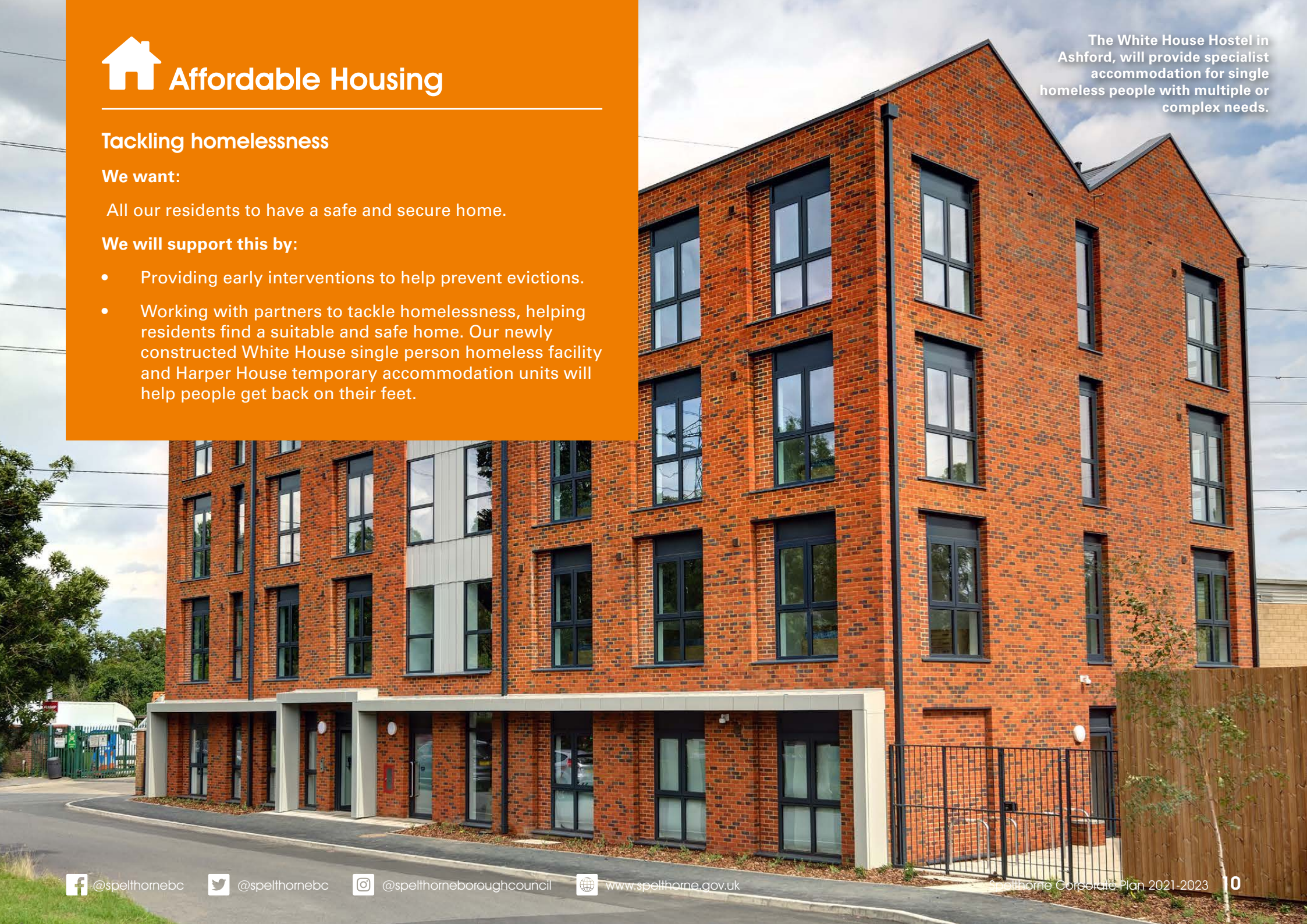
### We want:

All our residents to have a safe and secure home.

### We will support this by:

- Providing early interventions to help prevent evictions.
- Working with partners to tackle homelessness, helping residents find a suitable and safe home. Our newly constructed White House single person homeless facility and Harper House temporary accommodation units will help people get back on their feet.

The White House Hostel in Ashford, will provide specialist accommodation for single homeless people with multiple or complex needs.



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Spelthorne Corporate Plan 2021-2023



# Recovery

**Key aim:** To provide support and guidance to residents and businesses to help them to recover from the economic impact of the COVID-19 pandemic.

**Themes:** Borough recovery and Council recovery.







## Borough recovery

### We want:

To deliver the actions set out in our detailed Recovery Plan to address the impacts of the COVID-19 pandemic.

### We will support this by:

 <p><b>1. Supporting community recovery</b></p>	<ul style="list-style-type: none"> <li>• Providing leadership within our communities</li> <li>• Supporting vulnerable people to help them stay safe and healthy</li> <li>• Preventing debt/financial hardship, preventing homelessness and rough-sleeping</li> <li>• Promoting and increasing leisure activities</li> </ul>
 <p><b>2. Supporting economic recovery</b></p>	<ul style="list-style-type: none"> <li>• Minimising unemployment</li> <li>• Developing skills and getting people back in work</li> <li>• Assisting future business growth and adaptation</li> <li>• Placemaking, regeneration and developing infrastructure</li> <li>• Attracting visitors to the Borough</li> </ul>
 <p><b>3. Supporting a green recovery</b></p>	<ul style="list-style-type: none"> <li>• Climate change policy</li> <li>• Reduce the carbon footprint of Council operations</li> <li>• Increase use of clean energy</li> <li>• Encourage greater use of cycling and walking</li> <li>• Improve and increase provision of public open spaces and enhancement of biodiversity</li> <li>• Improve energy efficiency of housing stock</li> </ul>
 <p><b>4. Keeping people informed</b></p>	<ul style="list-style-type: none"> <li>• Communicate regular updates using a range of different media</li> </ul>

A detailed Action Plan has been developed which outlines the measures the Council will be taking under each of these areas. Full details of this plan can be found at: [www.spelthorne.gov.uk/recoveryplan](http://www.spelthorne.gov.uk/recoveryplan)

## Council recovery

### We want:

To ensure that the Council can continue to support the wider Borough recovery from the COVID-19 pandemic.

### We will support this by:

- Managing our commercial investments and assets in the most efficient and effective way possible to provide a consistent income stream which will support Council services on a sustainable basis.
- Stimulating a robust economic recovery (through our Economic Recovery Plan) to help build back other key income streams, such as Business Rates, Council Tax and income from car parking.
- Refreshing our medium-term financial projections and strategy to address projected budget gaps.
- Continuing to delivery key services by:
  - Building more resilience
  - Workforce development
  - Protecting staff and clients
  - Maintaining mobile and flexible working
  - Offering new ways to access services





# Environment

**Key aim:** To work with communities and partners to minimise our impact on the environment, play our part in tackling climate change and maintain a clean, green and attractive Borough.

**Themes:** Responding to the climate emergency, sustainable Council and sustainable communities.



## Responding to the climate change emergency:

### We want:

To recognise the effects that climate change is having on our planet and how this could affect our Borough. Having declared a climate emergency, we recognise the need to lead by example and work with residents and businesses to achieve cleaner and greener lifestyles.

### We will support this by:

- Developing a Climate Change Strategy to deliver carbon neutrality for the Council and lower the Borough's carbon emissions.
- Working with the Environment Agency and other partners to deliver the River Thames (Flood Relief) Scheme and other flood mitigation initiatives.
- Considering opportunities to create and support carbon sink initiatives within the Borough, including landscaping and more tree planting.
- Conserving our urban open spaces and green infrastructure which are a contributor to managing surface water run-off and holding floodwaters.





# Environment

## Sustainable Council:

### We want:

Safe places to live, visit and do business, with safe streets and open spaces and for residents to feel secure in their own homes.

### We will support this by:

Sustainable buildings	<ul style="list-style-type: none"> <li>• Incorporating sustainable building design and infrastructure for new developments, e.g. our new Spelthorne Leisure Centre will be the first of its kind in the UK to fully meet the ultra-low energy efficient Passivhaus standard.</li> <li>• Incorporating energy efficiency measures (e.g. solar panels) into conversions and refurbishments of Council buildings and on housing developments.</li> </ul>
Minimising the Council's carbon emissions	<ul style="list-style-type: none"> <li>• Using clean energy and increased use of electric vehicles.</li> <li>• Reducing the need for unnecessary travel by some of our staff through hybrid-working.</li> <li>• Sustainable procurement of goods and services.</li> <li>• Delivering the Climate Change Strategy (training our staff to 'think green').</li> <li>• Developing a future financial treasury management strategy that considers the environment, social governance and responsible investments.</li> <li>• Making budget provision to accelerate green initiatives.</li> </ul>

Electric vehicles and bicycles have been introduced as part of Spelthorne Borough Council's plan to improve air quality and reduce carbon emissions.







# Environment

# CLEANER GREENER SPELTHORNE

## Sustainable communities:

### We want:

Sustainable communities – which manage their social, environmental, and financial resources to meet current needs, while ensuring that adequate resources are available for future generations.

### We will support this by:

Clean and attractive Borough	<ul style="list-style-type: none"> <li>• Improving the urban environment, keeping our Borough clean and litter free.</li> <li>• Enhancing the environmental and social value of our parks, providing clean, accessible, outdoor spaces with access to nature for education and well-being purposes.</li> <li>• Reducing pollution, improving local air quality where possible and reducing the Borough’s indirect greenhouse gas emissions.</li> </ul>
Supporting biodiversity:	<ul style="list-style-type: none"> <li>• Restoring and protecting nature, managing our land to provide greater biodiversity to encourage wildlife and insect populations.</li> <li>• Developing Local Plan policies to encourage new developments to have a positive biodiversity impact.</li> </ul>
Sustainable living:	<ul style="list-style-type: none"> <li>• Encouraging waste prevention and recycling. Increase facilities and services for participation in domestic and business recycling, composting and reduction and re-use schemes.</li> <li>• Promoting sustainable travel, including actively supporting improvements to public transport access to Heathrow.</li> <li>• Promoting and supporting reduction in energy use in the Borough, assisting residents and business with access to relevant funding and information.</li> <li>• Increasing opportunities for exercise through walking and cycling and improving air quality by reducing car dependency, working with the relevant highways authorities.</li> </ul>
Sustainable development	<ul style="list-style-type: none"> <li>• Promoting residential development that is sustainably located with access to existing services and transport hubs.</li> <li>• Encourage sustainable design and construction.</li> <li>• Promoting energy efficiency for new buildings and refurbishments.</li> </ul>



# Service Delivery

**Key aim:** To deliver the full range of services that our communities need as efficiently and effectively as possible.

**Themes:** Accessible services, financially sustainable services and well-trained, motivated workforce.



## Accessible services

### We want:

To continue to deliver services that cater for all sections of our communities.

### We will support this by:

- Ensuring that residents receive a consistent level of service.
- Introducing a Customer Charter to outline what residents should expect when dealing with the Council.
- Where appropriate, introducing innovative, cost-effective service delivery models to ensure the best possible service.
- Monitoring the performance of key services and making sure that we maintain the expected standards.
- Increasing the range of services people can access remotely.
- Continuing to offer residents the option to visit the Council offices.
- Ensuring that working arrangements with our partners in the public, private and voluntary sectors are coordinated and effective. Ensuring that our staff have the systems and equipment to enable them to do their jobs efficiently.
- Looking for opportunities for partnership working/shared service provision with other local authorities which would benefit residents.
- Resisting any change in local authority structure which would erode the quality of service available to communities.





## Service Delivery

Vehicles from Spelthorne Borough Council's Neighbourhood Service's fleet.

### Financially sustainable services

#### We want:

To continue to provide the essential services that our residents and businesses rely on.

#### We will support this by:

- Closely monitoring the Council's finances and ensuring services can be provided in the long-term.
- Delivering efficient services and providing value for money.
- Managing our assets to generate a long-term sustainable income to fund key services.

### Well trained and motivated workforce

#### We want:

To retain and recruit suitably qualified officers and support staff as we recognise they are core to the functioning of every aspect of the Council's work.

#### We will support this by:

- Continuing to invest in training and developing our staff, including training our own professional staff, where appropriate, to address the shortage of qualified officers coming into local government.
- Ensuring that we understand and address staff pressures and needs.
- Providing the tools to enable staff to undertake their roles effectively.
- Upholding the core behavioural values we expect as an organisation.



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