



# Spelthorne Borough Council Corporate Plan 2016-2019

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6 July 2016

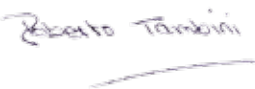


# Introduction

Spelthorne remains committed to delivering value for money for our residents. In the last five years we have saved over £5.1m (33%) from our overall budget, whilst protecting essential frontline services. We do, however, continue to face significant challenges, with ever diminishing central government funding at a time when we are seeing a significant increase in the demand for many of the essential services we provide for our communities.

In order to address these challenges the Council is in the process of implementing our 'Towards a Sustainable Future' programme; an exciting and ambitious strategy designed to protect service delivery and enable the Council to become self-financing in the near future. This programme, coupled with our new priorities will ensure that we are focussing on the things that matter most to our residents and will enable us to put the Council on a stable financial footing going forward.

In developing this strategy we have had to make some tough decisions and we will undoubtedly face some more difficult choices in the future. I am confident, however, that through the hard work of our dedicated staff and elected Councillors, working in partnership with the voluntary sector, community groups and other external partners, we can achieve our goals.



Roberto Tambini  
Chief Executive, Spelthorne Borough Council



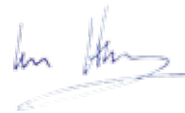
As Leader of the Council I would like to commend our new Corporate Plan to you.

As a resident of the Borough since 1997 and a local businessman I know what a great place Spelthorne is to live, work and bring up a family. Spelthorne has a unique place within Surrey, in a key location on the

outskirts of London, with good transport links and close proximity to Heathrow Airport. It was therefore not surprising that our main town, Staines-upon-Thames, was recently voted the best place in the whole of the UK to start up a new business. We want to build on that success, encouraging even more businesses to move into the Borough, creating more jobs for our residents and increased inward investment.

In addition to our priority for economic development, we want to provide for the other core needs of our residents. One of these is to meet the increasing need for housing, both for working families and others in need. This in itself is a massive challenge, as we are committed to protect our precious Green Belt. The need to protect our open spaces forms part of the basis for our third priority, ensuring that the Borough remains a place where our residents can enjoy their free time in a clean and safe environment. In order to deliver these priorities we must secure the financial future of the Council going forward, our fourth key priority.

Delivering these priorities will not be an easy task. These are extremely challenging times for the Council but you can be reassured that we have put in place ambitious plans to tackle the issues we face. I am confident that by working as one team with my fellow Councillors, the Council's senior management and staff, we can deliver on our promises and make this great Borough an even better place.



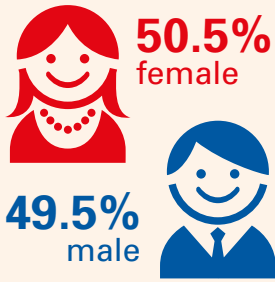
Cllr Ian Harvey  
Leader of Spelthorne Borough Council





# Spelthorne in Numbers

## Our communities:



(Source: ONS Census, 2011 - neighbourhood statistics for residents aged 16 to 74)

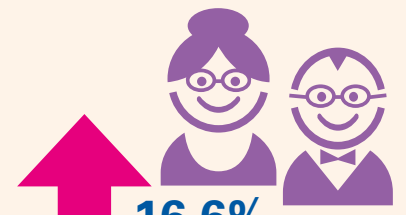


**90,390** in 2001



**95,598** in 2011

(Source: ONS Census, 2011)



**16.6%**  
expected increase  
in over 65s

The population of those over 65yrs is expected to increase by 16.6% from 2014 to 2024 in Spelthorne. (Source: 2014 based ONS Subnational Population Projections)

## Housing:



**74% owned**  
**26% rented**

(Source: ONS Census, 2011)

**39,512**  
homes



**1,686 new homes**  
built from 2006/07 - 2014/15

(Source: Spelthorne Annual Planning Monitoring Reports)

**£267,500**  
average property price

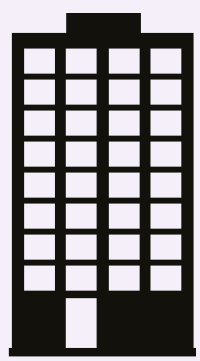
(Source: Figure 21 Spelthorne and Runnymede SHMA, 2015 using HM Land Registry, 2014)



## Local economy:

**4,555 businesses**  
including BP, British Gas,  
Pinewood (Shepperton Studios),  
dNata, Wood Group Kenny

(Source: Spelthorne Local Economic Assessment, 2013)



**Number 1**  
for new Business Start-ups

(Source: Bank Search Information Consultancy Ltd- Spelthorne Business Start-Ups 2014)

## Environment:



**18 parks**  
in the borough

**65%**  
of the borough is  
Green Belt

(Source: Spelthorne Planning Monitoring Report 2015)

**12 miles**  
River Thames frontage

(Source: Paragraph 4.8, Spelthorne Economic Strategy, 2013)

**17%**  
of the borough is water

(Source: Spelthorne Planning Monitoring Report 2015)



## Your Council:



**Gross Budget £56.7m**  
**Net budget £13.6m**

June 2016

**39 councillors**  
Conservatives - 32  
Liberal Democrats - 3  
Independent - 3  
Labour - 1



**335 staff**  
June 2016

# Our Priorities





## Key aim:

To strive towards meeting the housing needs of our residents, providing working families and others in housing need within the Borough with suitable accommodation.

## Why this is important:

- a home is a key essential for everyone, supporting an individual's ability to find and maintain employment and essential for their health and wellbeing
- providing local housing keeps people within the Borough, using local shops and other businesses, boosting our economic growth
- adequate local housing is needed for key workers in order to attract and retain businesses within the Borough and for the Borough to function properly
- ensuring an adequate supply of affordable housing will also prevent a significant drain on the Council's resources in responding to the need for temporary accommodation

## The challenges we face:

- increasing demand due to growing population and changes to welfare payments
- the high cost of local housing
- proximity to London and Heathrow
- very limited availability of suitable development land within the Borough
- the need to protect our Green Belt, whilst meeting this increased demand
- pressure from neighbouring Councils, placing people in housing need within our Borough
- our increasing economic strength encouraging inward investment

## Our plans are to:

- invest in existing properties and convert them, where necessary, to provide much needed homes for our residents
- develop some of our existing sites for housing as well as acquire new sites
- make the best use of existing housing within the Borough (owner occupied and rented) making sure that it is safe and suitable to meet the needs of our residents, including people with disabilities and our older residents
- increase the supply of private sector housing available for the Council to place people in most need through a new Landlord Guarantee Scheme and other initiatives
- ensure that developers meet their obligations under the Council's planning policies for the provision of affordable housing in residential developments
- help vulnerable people in need to make best use of their homes for as long as possible through a range of adaptations and other assistance, (e.g. meals on wheels and our community alarm network)

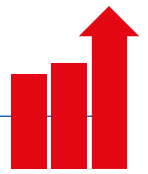


Stone Gate Court, social housing



Stone Gate Court, social housing

# Priority - Economic Development



## Key aim:

To stimulate more investment, jobs and visitors to Spelthorne to further the overall economic wellbeing and prosperity of the Borough and its residents.

## Why this is important:

- supporting economic development is essential to growth and development of the Borough, providing jobs for our residents and bringing inward investment
- a high level of employment locally, provides more spending power for our residents which can boost local shops and other businesses
- a vibrant economy also provides income to the Council through our share of business rates, helping the Council to be financially self-sustaining, enabling us to invest in all of our priority areas and helping us to maintain other key services to our communities

## The challenges we face:

- lower average wage of workers in Spelthorne - only 75% of the Surrey average
- current uncertainty over Heathrow expansion
- very limited availability of land
- need to protect Green Belt
- lower levels of educational attainment compared to the rest of Surrey
- impacts of 2017 national revaluation of business rates and changes to local government funding associated with move in 2019-20 to '100% retention' of business rates for local government as a whole

## Our plans are to:

- look for opportunities where we can use our assets to stimulate the local economy
- work with our partners in Surrey County Council through a new Joint Committee to help improve educational standards within Spelthorne and develop skills and employability
- work with our partners through groupings such as the 'Enterprise M3' Local Enterprise Partnership, Surrey Future, the 3SC devolution proposal and our new proposed Joint Committee with Surrey County Council to seek opportunities for inward investment and to secure delivery of infrastructure improvements (including transport) which support business development in the Borough
- promote the development of a Business Improvement District (BID) for Staines-upon-Thames
- secure investment for our primary and secondary town centres
- continue to support the third runway at Heathrow Airport, a development which is regarded as fundamental to Spelthorne's future economic prosperity

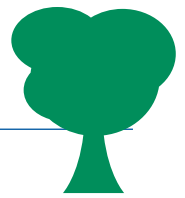


Strata building, Staines-upon-Thames



London Heathrow Airport

# Priority - Clean and Safe Environment



## Key aim:

To provide a place where people want to live, work and enjoy their leisure time and where they feel safe to do so

## Why this is important:

- essential for the health and wellbeing of our communities
- these are core priorities valued by our residents - refuse collection, street cleansing and community safety are consistently amongst their top priorities when surveyed
- a clean, attractive borough with good leisure facilities can attract new and repeat visitors, bringing further inward investment
- need to address the threat of flooding - a real concern to many residents and businesses

## Challenges:

- resisting pressure to develop on Green Belt
- increased costs of waste collection and disposal
- increased pressures on local police resources
- reduced funding for Community Safety Partnerships
- threat of future flooding. Ongoing issues regarding funding of local flood protection

## Our plans are to:

- keep our Borough clean and litter free
- robustly protect our Green Belt
- keep our streets and public spaces safe - reducing crime and antisocial behaviour, building on the successful partnership between the Council's Joint Enforcement Team and Surrey Police, which has delivered real positive outcomes
- take effective enforcement action wherever necessary against those who break the law
- provide high quality public spaces - maintaining our parks and open spaces, and providing leisure facilities which encourage greater community use and an active lifestyle
- work with the Environment Agency, Surrey County Council and other stakeholders to develop sustainable solutions to flood prevention and protection



Rubbish and recycling collection



Laleham Park



# Priority - Financial Sustainability



## Key aim:

To ensure that the Council can become financially self-sufficient in the near future

## Why this is important:

- disappearing central Government grants mean that we must take control of our own financial future
- significant ongoing income streams are required to sustain existing services, invest in priority areas and provide for future growth
- increased demand for some of our services due to increasing and aging population, welfare reforms and other social pressures
- to meet the needs and expectations of our residents as well as our statutory obligations

## Challenges:

- accelerated reduction in central Government funding
- need to compete with private sector for property acquisitions
- National changes to the Business Rates funding arrangements for local government
- rapidly increasing cost of emergency and temporary accommodation

## Our plans are to:

- invest in residential and commercial properties and use our existing assets to obtain ongoing, sustainable revenue streams and capital appreciation
- continue to ensure maximum return on our monetary investments whilst managing risk (treasury management)
- continue to drive down our costs through innovative, cost-effective service delivery models, more efficient use of our office space and greater use of partnerships with the public, private and voluntary sectors

