



To:
All members of the
Corporate Policy and Resources
Committee

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Date: 23 November 2023

Supplementary Agenda

Corporate Policy and Resources Committee - Monday, 27 November 2023

Dear Councillor

I enclose the following items which were marked 'to follow' on the agenda for the Corporate Policy and Resources Committee meeting to be held on Monday, 27 November 2023:

13. Corporate Plan

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The Committee is asked to recommend to Council that they approve the adoption of the proposed Outline Corporate Plan for 2024-28 (as appended to this report) which specifies the priorities, key themes and values for the Council for the next five years.

Yours sincerely

Karen Wyeth
Corporate Governance

To the members of the Corporate Policy and Resources Committee

Councillors:

J.R. Sexton (Chair)

J.T.F. Doran

L. E. Nichols

C. Bateson (Vice-Chair)

S.M. Doran

O. Rybinski

M.M. Attewell

M. Gibson

K. Rutherford

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M. Beecher
J.R. Boughtflower
J. Button

K.M. Grant
K. Howkins
M. Lee

H.R.D. Williams

Substitute Members:

Councillors: D. Clarke, N. Islam, M. Bing Dong, A. Gale,
S.N. Beatty and M. Buck

Corporate Policy and Resources Committee



27 November 2023

Title	Corporate Plan 2024-28
Purpose of the report	To make a recommendation to Council
Report Author	Lee O'Neil, Deputy Chief Executive Jennifer Medcraft, Head of Communications & Customer Experience
Ward(s) Affected	All Wards
Exempt	No
Exemption Reason	
Corporate Priority	This report outlines the proposed updated priorities for the Council
Recommendations	Committee is asked to: Recommend that Council adopts the proposed Outline Corporate Plan for 2024-28 (as appended to this report) which specifies the priorities, key themes and values for the Council for the next five years.
Reason for Recommendation	The Corporate Plan is a key policy document which outlines the proposed strategic priorities for the Council for the period of the Plan, and the values the Council will abide by in conducting its activities.

1. Summary

- 1.1 This report outlines a proposed Outline Corporate Plan for the Council for 2024-28, specifying the proposed priorities, key themes and values for the Council for the next five years.

2. Key issues

- 2.1 The purpose of this report is for the Committee to agree an Outline Corporate Plan for 2024-28 ('the Outline Plan') specifying the updated priorities, the key themes under each priority area and our values, and to recommend its adoption by Council.
- 2.2 Spelthorne's previous Corporate Plan covered the period 2021-23. Following election of a new Council in May 2023, with a new Leader, the administration has been discussing and formulating its ideas for a refreshed set of priorities based around the previous CARES acronym. Officers have been working with the administration Group Leaders throughout that period, including a Group Leaders/senior managers group session, to develop those ideas into an Outline Corporate Plan.

2.3 Progress with this work was discussed with the Local Government Association's Corporate Peer Challenge Team during their revisit on 16 November 2023 and a number of further iterations of the Outline Plan made to take into account the feedback received.

Priorities

2.4 The proposed Outline Plan in **Appendix 1** of this report specifies five priorities which are areas where the Council will target some of its resources during the term of the Plan. Some changes have been made from the 2021 - 2023 set of priorities: the previous 'Affordable housing' priority has been amended to 'Addressing housing need' reflecting our new approach to housing delivery, how we can work with partners and how we can best support residents to live independently in their own homes. The 'Recovery' priority has been changed to 'Resilience' and incorporates the financial resilience of the Council, the economic resilience of the Borough and ensuring our preparedness for the effects of climate change. Finally, 'Service Delivery' has been amended to 'Services' with an emphasis on community focused and accessible services. The proposed updated priorities are therefore:

- **Community**
- **Addressing housing need**
- **Resilience**
- **Environment**
- **Services**

2.5 The Outline Plan outlines the key themes for each priority, with some sub-themes under each of those areas, outlining what the Council is planning to deliver under each priority.

2.6 The Council, like most local authorities across the country, faces a particularly challenging budget setting process for the next few years due to a combination of factors including inflationary pressures and the cost-of-living crisis. Officers have therefore been working with the administration on separately mapping out the detail behind each of the priority themes (together with some suggested measures of success) which will be finalised in parallel with the budget setting process. The administration is taking this measured approach to ensure that the Council does not commit to actions that cannot be funded and to enable budgets to be adapted where there is some flexibility to align with the priority areas. It is proposed that this additional detail will be presented in a detailed version of the Corporate Plan (the 'Detailed Plan') at Council in February when the budget for 2024/25 is set. This Detailed Plan will also specify a range of short, medium and longer term objectives over its term.

2.7 In view of the ongoing challenges all local authorities are likely to face over the coming years, the Council's priorities and actions under them may need to be adapted to take account of the changing environment and economic circumstances in which the Council operates, as well as the changing needs of Spelthorne's communities. It is therefore proposed to undertake an annual review of progress with the Detailed Plan at the same time as the Council's Annual Report is produced.

Values

2.8 The Outline Plan also proposes a slightly amended set of values, which outline to our staff, Councillors and external stakeholders how the Council intends to undertake its functions and activities. Two changes have been made: the previous 'Empowering communities' value has been amended to 'Empowering and inclusive' and 'Responsive and flexible' has been amended to 'Responsive and respectful'. The proposed updated values are therefore:

- **Pride** in our Council, communities and Borough
- **Responsive and respectful**
- **Open and accountable**
- **Value for money**
- **Integrity**
- **Dependable**
- **Empowering and inclusive**

3. Options analysis and proposal

3.1 It is proposed that the Committee agree the Outline Corporate Plan for 2024-28, including the priorities, key themes and values as appended to this report and recommend its adoption by Council (**Preferred Option**).

3.2 The Committee could, however, recommend that changes be made to the Outline Plan. Should this be the case and any significant changes be required, the adoption of the Plan by Council may need to be deferred until the new year to enable these changes to be made.

4. Financial management comments

4.1 The Corporate Plan outlines the priority areas where some of Spelthorne's resources will be targeted to achieve the key actions listed. These priorities are therefore closely linked to the Council's future budget planning process.

5. Risk management comments

5.1 There is a risk that the Council may not be able to deliver all the desired outcomes specified in any new Corporate Plan due to budgetary and resourcing pressures. This risk will be minimised by taking a staged approach in developing the Detailed Plan, first setting out what the administration stands for in terms of its priorities and key themes under each of these, and then developing the proposed actions under each priority in parallel with the budget setting process.

5.2 Progress with the new Corporate Plan will be monitored and reported to this Committee on an annual basis and this can then be adapted as necessary to ensure that the Plan remains relevant to the changing environment and financial pressures that the Council operates in.

6. Procurement comments

6.1 There are none.

7. Legal comments

7.1 There are none.

8. Other considerations

- 8.1 The Council's new priorities will be used to inform the individual and team objectives for staff through the appraisal and service planning process, and the values outline the desired behaviours for officers and Councillors in undertaking their roles.

9. Equality and Diversity

- 9.1 The proposed Outline Plan outlines how the Council will ensure that we continue to deliver services that cater for all sections of our communities, how we will ensure that individuals and sections of the community are not excluded, and how we will support those most in need.

10. Sustainability/Climate Change Implications

- 10.1 One of the priorities outlined in the Plan is 'Environment'. The Plan will outline Spelthorne's own journey to Net Zero 2030 and the actions the Council will take to protect and enhance the wider borough environment.

11. Timetable for implementation

- 11.1 If agreed by Committee, the Outline Plan will be presented to Full Council on 14 December 2023 for adoption.
- 11.2 If adopted by Council, the Outline Plan will be used to formulate the Detailed Plan in parallel with the budget setting process and this will then be recommended for adoption at the February 2024 Council.
- 11.3 Progress with the Detailed Plan would then be reported on an annual basis when the Annual Report is published.

12. Contact

- 12.1 Daniel Mouawad, Chief Executive. Email: DCM.CEX@spelthorne.gov.uk
Lee O'Neil, Deputy Chief Executive. Email: L.O'Neil@spelthorne.gov.uk
Jennifer Medcraff, Head of Communications. Email: j.medcraff@spelthorne.gov.uk

Background papers:

There are none.

Appendices:

Appendix 1 – Proposed Outline Corporate Plan for 2024-28

Putting our residents at the heart of everything we do

Spelthorne's Corporate Plan 2024 - 2028



“ “ We are proud to serve Spelthorne and represent our residents. This is why our new Corporate Plan will put **our residents at the heart of everything we do**. We may think big, but we deliver locally.

Our decisions will involve you: **we will inform, listen** and ensure that our key services and objectives are delivered effectively and successfully. This Plan is also about how we will use our **resources** and how we maximise working with other **partners** to deliver our aims and aspirations.

There are **five 'priorities'** in this Corporate Plan, underpinned by **seven 'values'** which collectively add up to making a more sustainable Borough: environmentally, socially, and economically.

There has never been a greater need for **strong local government**. This new Plan demonstrates how this **democratic and inclusive** Council can deliver and advocate for the services and resources that communities need for a **stronger, healthier and safer Borough**. ” ”

Cllr Joanne Sexton, Leader of the Council
Daniel Charles Mouawad, CEX

Residents' Pledge and Charter



OUR PLEDGE

At all times we will treat you with respect and care.

We will be approachable and friendly and explain things clearly.

You can expect a high level of service from us delivered in a timely, courteous, and reliable manner.

Our motto is:

Putting residents at the heart of everything we do.

We commit to this pledge.



Daniel Charles Mouawad,
Chief Executive

Cllr Joanne Sexton,
Leader of Spelthorne Borough Council

Welcome to our Residents' Charter

Our aim is to deliver efficient and effective services which meet the changing needs of our residents; adapting to meet new challenges, new ways of working and different ways of interacting with our communities. Our pledge 'putting residents at the heart of everything we do' captures our commitment to improve the quality of life for local people.



We will:

- be polite, listen and remain professional
- provide you with clear, accurate information
- ensure our employees are skilled, knowledgeable and able to provide high-quality customer care
- give you a clear explanation as to why we have made a particular decision
- endeavour to make Council premises and services accessible to everyone
- treat everyone equally regardless of race, family/marital status, gender, religious belief, age, disability or sexuality
- ensure our information is in a format that can be easily accessed and understood
- provide a single point of contact wherever possible
- provide a consistent, co-ordinated and proactive service
- provide a range of convenient communication channels to contact us
- enable customers to provide feedback

If you telephone us, we will:

- answer 90% of calls within 15 seconds
- greet you, clearly stating a name and department
- when returning your calls, staff will clearly state their name, department and their reason for calling

If you write (email/letter) to us, we will:

- send an acknowledgment email within two working days of receipt
- send an acknowledgement to all letters within five working days of receipt
- provide timescales for a full response to be sent
- use plain and correct English
- provide details of the person dealing with the enquiry
- if required, provide information in Braille, in another language, in audio or in large print

If you visit us, we will:

- keep Council premises clean, tidy, safe, well-signed and welcoming
- wear identification
- undertake to resolve your enquiry as quickly as possible
- respect confidentiality
- endeavour to see you at your appointment time, if there is a delay we will keep you informed

If we visit you, we will:

- provide details of the person attending and wear identification
- resolve your enquiry as quickly as possible
- endeavour to see you at your appointment time. If however, there is a delay we will keep you informed
- clearly explain the purpose of the visit
- be polite and respect your home
- provide timescales for a full response to be sent
- use plain and correct English

What you can do to help:

- There are a few things you can do to help ensure your enquiry is resolved as quickly as possible:
- treat Council staff with respect
 - provide the Council with all the information required to resolve your query
 - access the Council's website for services and information if you can
 - notify the Council of any change in your circumstances
 - complete the feedback forms to help us improve our service

Freedom of Information requests:

- we will supply information requested in Freedom of Information requests within 20 working days, except in exceptional circumstances

Complaints:

- we aim to reply to all complaints within 10 working days. If we need longer, we will tell you why and confirm who is dealing with your complaint

How to contact us:

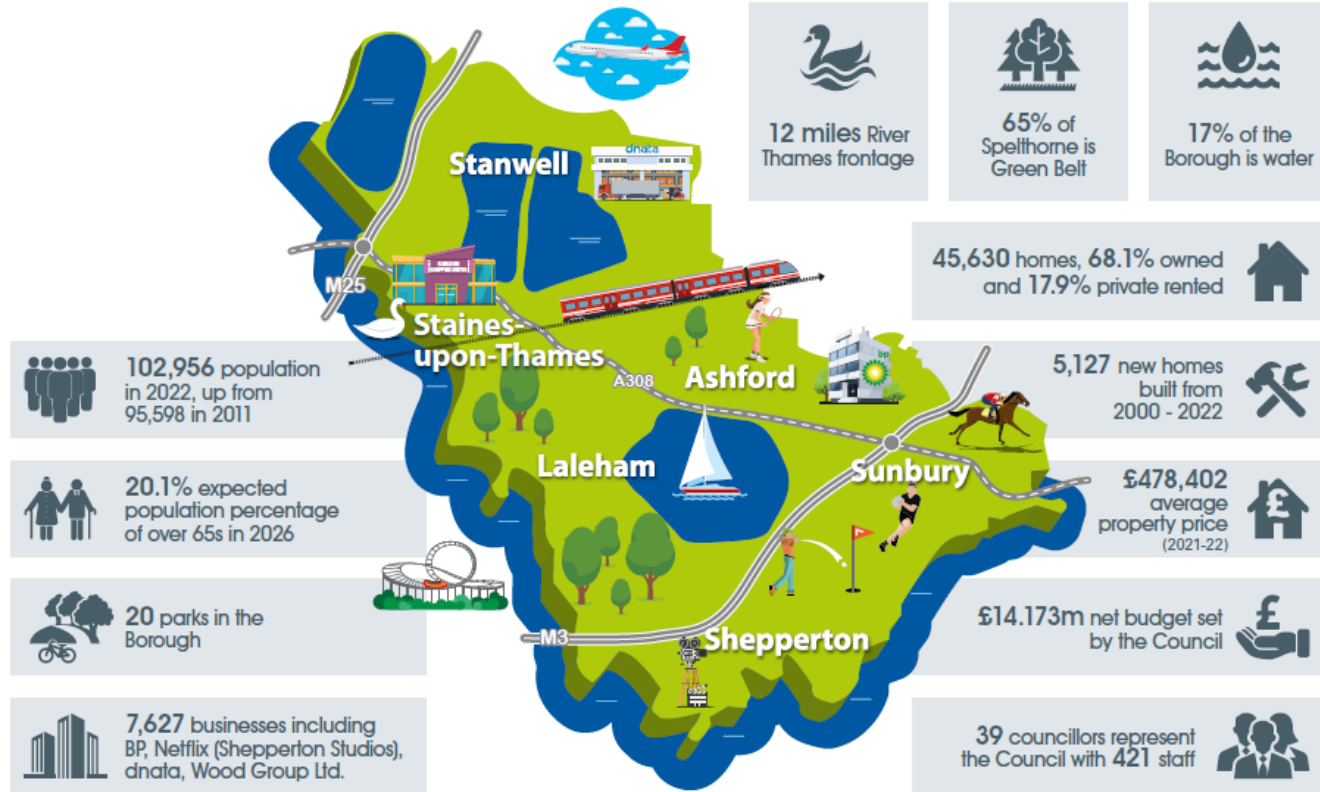
- ✉ In writing: Spelthorne Borough Council, Council Offices, Knowle Green, Staines-upon-Thames, TW18 1XB
- 🌐 Website: www.spelthorne.gov.uk
- ✉ Email: customer.services@spelthorne.gov.uk
- ☎ Telephone: 01784 451499



Understanding our community

Using data and insights to inform decisions and plans during the next 5 years.

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PRIORITIES



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Community

Addressing
housing need

Resilience

Environment

Services

VALUES



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An inclusive Authority and Borough



...Putting our communities first and committing to improving the quality of life for all and strive to improve the active participation of all in the economic, educational, cultural, social and community life of the borough. (EDI Statement, 2022)

Making a difference in Spelthorne

In Surrey we have a two-tier local government system which means that some services are looked after by Spelthorne Borough Council and some are the responsibility of Surrey County Council.

Spelthorne Borough Council

Planning & Building Control
Housing and housing benefits
Pavement cleaning
Council Tax and business rates
Rubbish and recycling
Parks and leisure
Trees in parks
Environmental health and food safety
Car parks
Elections
Fly tipping
Community Centres
Meals on Wheels
Leisure Centres

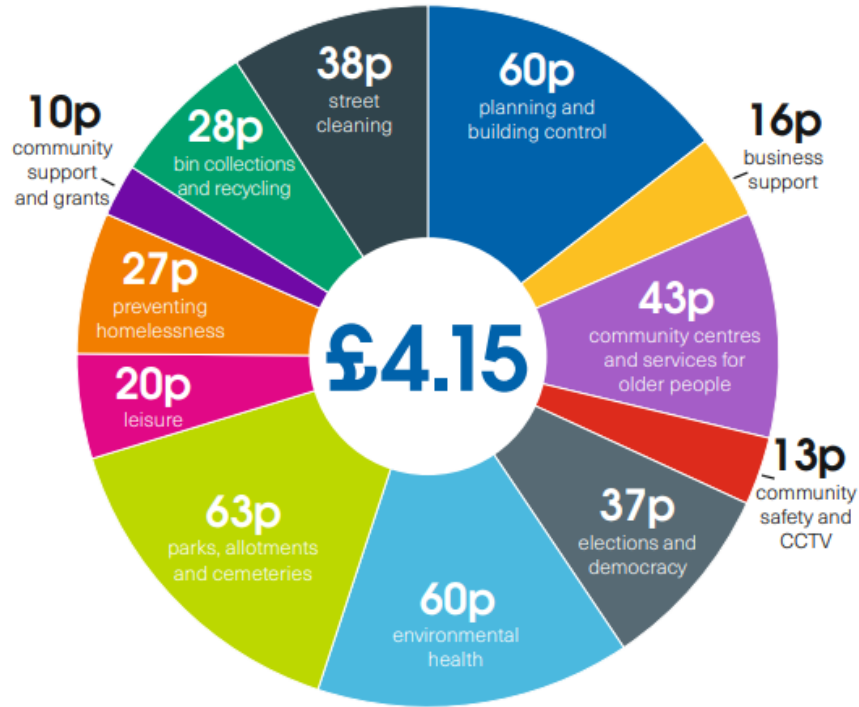
Surrey County Council

Roads and drains
Potholes
Pavement repair and footpaths
On-street parking
Bus passes
Disabled parking badges
Trees on pavement/road
Education and libraries
Social Services
Verge cutting
Birth/death/marriage registration
Street lighting
Trading standards
Fire and rescue



How residents' money is spent on services

Spelthorne's proportion of the Council Tax for 2023/24 is £4.15* per week (based on a Band D property).



* will be updated in March to include 2024/25 figures



Clean and safe borough

Making our borough a great place to live
Keeping our borough safe
Encouraging communities to take pride in their area

Healthier communities

Addressing the causes of health inequalities
Promoting more active and healthier lifestyles
Promoting our parks and open spaces
Seeking to influence and facilitate better local and responsive health infrastructure

Empowered communities

Communicating and engaging with residents
Listening and inclusive Council
Sustaining our Community Centre Network





More homes/better quality

Joint ventures to deliver new homes for local need
Tackling homelessness and addressing the causes of homelessness
Improving the quality and safety of housing stock

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Affordability

Maximising the provision of affordable homes through the planning process
Securing nomination rights for new development schemes
Working with partners to increase the range and affordability of housing
Supporting the delivery of social housing



Living independently

Helping residents to stay in their own homes with the right tools and technology
Working with partners to seek solutions and pathways to maximise opportunities
Assisting homeless people into sustainable tenancies



Financial resilience of the Council

Effective prioritisation and use of resources
Making best use of our assets
Sustainable delivery models (partnership/collaborative working)
More effective governance structure



Economic resilience of the borough

Maintaining the vitality of our towns
Promoting our borough
Supporting business investment and start-ups
Helping our residents into employment



Preparing for the effects of climate change

Maintaining our preparedness and response to emergencies



Our Council's journey to Net Zero 2030

Climate Change Action Plan and decarbonisation
Sustainable practices and procurement
New Leisure Centre and promoting Passivhaus standards

Protecting and enhancing our environment

Improving air quality
Enhancing biodiversity across the borough
Working with partners to deliver a greener future

Championing local action

Supporting residents and businesses to lower their carbon footprint
Promoting development of community environmental groups





Community focused services

Putting residents at the heart of everything we do
Listening, responding and thanking residents
Developing a Residents' Charter
Measuring output and success



Digitally enabled and accessible services

Empowering customer experience
Using customer insights for smarter service delivery
Enabling remote accessibility to increase customer choice



Supporting staff

Maintaining a safe and healthy working environment
Training and developing our workforce

Aims and objectives

- Delivered over **5-year** term
- Priorities and Values to **embody** all decisions and ways of working
- Objectives to be **measured**, published and reviewed as part of **Annual Report**
- Plan will deliver priorities while recognising **budget challenges**
- Councillors and Officers are **ambassadors** for the Corporate Plan
- Priorities may need to be **adapted** to take account of changing needs



Timetable

If agreed by Committee, this Outline Plan will be presented to Full Council on 14 December 2023 for adoption



If adopted by Council, the Outline Plan will be used to formulate the Detailed Plan in parallel with the budget setting process and this will be recommended for adoption at February 2024 Council



Progress with the plan would be reported yearly when the Annual Report is published.