



**To:**  
**All members of the**  
**Corporate Policy and Resources**  
**Committee**

*Please reply to:*  
Contact: Karen Wyeth  
Service: Committee Services  
Direct line: 01784 446341  
E-mail: [k.wyeth@spelthorne.gov.uk](mailto:k.wyeth@spelthorne.gov.uk)  
Date: 07 February 2025

### Supplementary Agenda

### **Corporate Policy and Resources Committee - Monday, 10 February 2025**

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, 10 February 2025:

#### **10. Corporate Plan Progress Report**

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Yours sincerely

Karen Wyeth  
Corporate Governance

To the members of the Corporate Policy and Resources Committee

Councillors:

J.R. Sexton (Chair)  
C. Bateson (Vice-Chair)  
M. Beecher  
J.R. Boughtflower  
J. Button  
S.M. Doran

R.V. Geach  
M. Gibson  
K.M. Grant  
K. Howkins  
M.J. Lee  
S.C. Mooney

L. E. Nichols  
O. Rybinski  
H.R.D. Williams  
N. Islam

**Spelthorne Borough Council, Council Offices, Knowle Green**

**Staines-upon-Thames TW18 1XB**

[www.spelthorne.gov.uk](http://www.spelthorne.gov.uk) [customer.services@spelthorne.gov.uk](mailto:customer.services@spelthorne.gov.uk) telephone 01784 451499

Substitute Members: Councillors: M.M. Attewell, S.N. Beatty, D.C. Clarke,  
J.T.F. Doran, A. Gale and K.E. Rutherford

# Corporate Policy and Resources Committee



10 February 2025

<b>Title</b>	Corporate Plan 2024-28 progress report
<b>Purpose of the report</b>	To make a decision
<b>Report Author</b>	Lee O'Neil, Deputy Chief Executive
<b>Ward(s) Affected</b>	All Wards
<b>Exempt</b>	No
<b>Exemption Reason</b>	N/A
<b>Corporate Priority</b>	Community Addressing Housing Need Resilience Environment Services
<b>Recommendations</b>	<p><b>Committee is asked to:</b></p> <ol style="list-style-type: none"> <li>1. Note the update on progress with the planned actions under each of the Corporate Plan priorities, which are summarised in <b>Appendix A</b>.</li> <li>2. Agree to a review of the planned actions under the Corporate Plan to take account of the factors outlined in this report, in particular the proposed reorganisation of local government in Surrey; and for progress with any revised prioritisation of actions to be reported back to the next meeting of this Committee.</li> </ol>
<b>Reason for Recommendation</b>	The Corporate Plan ('the 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 of the report

What is the situation	Why we want to do something
The Corporate Plan is a key strategic plan for the Council, which sets out the authority's priorities and planned actions for the term of the Plan. It also outlines the values it expects its Councillors and	It is important that the Council continues to monitor and report progress on actions under the Plan and that it continues to keep those actions, and the overarching priorities, under review to take account of any changes in the wider environment that the Council

staff to work to in delivering those objectives.	operates in and any financial and operational pressures the authority faces.
<b>This is what we want to do about it</b>	<b>These are the next steps</b>
This report provides an update on progress with the actions under each key theme within the Plan. Changes in national Government policy, in particular proposed reorganisation of local government, mean that it is important for the Council to review/revise the Plan and its priorities over the coming months to ensure the Plan is deliverable within any additional requirements or constraints that could be placed upon the authority by such changes.	Committee is asked to note the progress with the proposed actions under the Plan and consider any changes required.

- 1.1 This report provides an update on progress with the Council's current Corporate Plan 2024-28 ('the Plan'), outlining the Key Actions where significant progress has been made under each of the five priority areas.
- 1.2 Although the Council has progressed well in delivering specified actions under the Plan, when it was originally agreed it was recognised that the Council would be likely to encounter some challenges in delivering its corporate priorities due to exposure to wider externalities, such as inflationary pressures, demands for housing and changes in government policy.
- 1.3 One new significant risk which has, however, evolved in recent months, and which may severely impact on the Council's ability to deliver the Plan and its priorities, is the Government's recent White Paper on Devolution, which includes proposals for Local Government Reorganisation in two-tier areas, such as Surrey. Surrey will be in the first wave of authorities to go through this process, which means that Spelthorne Borough Council will no longer exist as a sovereign authority within 2.5 years.

## **2. Key issues**

- 2.1 The Plan specifies five priorities which are areas where the Council agreed to target some of its resources during the term of the Plan, which are:
  - Community
  - Addressing housing need
  - Resilience
  - Environment
  - Services
- 2.2 An Action Plan was developed under each of the priorities and key themes contained in the Plan, outlining what the Council is planning to deliver under each priority.



- 2.3 An Action Tracker was developed to enable Councillors to view progress with the actions under the Plan at any time.

## Key highlights

- 2.4 Councillors will note that significant progress has been made with a wide range of actions specified under the Key Themes for the Council's five priority areas. The majority of these areas are, as would be anticipated, the specified short-term actions, although there has also been some progress on a number of medium and long-term actions. These are outlined in **Appendix A**, with information on dates when these were completed or where significant progress has been made but work is ongoing. These include:

- 2.5 Under Community:

- Maintaining a clean and safe borough, launching the Keep Spelthorne Clean campaign and dealing with anti-social behaviour through new Public Space Protection Orders, swift action to remove graffiti and new CCTV cameras to monitor fly-tipping hotspots.
- Promoting healthier communities through the Spelthorne Healthy Communities Partnership, installing new play areas and opening the world's largest Passivhaus leisure centre.
- Empowering communities, creating a new Citizens' Panel to help shape the Council's Planning Design Code, holding a range of youth engagement events and continuing to increase membership of the Council's community centres.

- 2.6 Under Addressing Housing Need:

- Delivering more homes which meet the needs of residents and improving quality by purchasing 82 new housing units with Local Authority Housing Fund support, tacking action to control the development/improve the condition of Houses in Multiple Occupation, whilst also preventing over 350 households from becoming homeless.
- Getting approval from the Inspector to progress with the Local Plan Examination, after reaching a Statement of Common Ground with the Environment Agency.
- Ensuring residents can remain independent in their own homes through Disabled Facilities Grants, an in-house handyperson service and supporting people with hospital discharge.

- 2.7 Under Resilience:

- Improving the financial resilience of the Council through a new Asset Management Strategy and approval of a Development Disposal Strategy, medium-term cashflow support for Knowle Green Estates Ltd put in place, and continuing to explore opportunities for collaborative working with partners.
- Improving the economic resilience of the Borough through the Spelthorne Business Hub and the relocated Jobs and Skills Hub, for which a further year of funding was secured from the Department for Work and Pensions.

- Preparing for the effects of climate change through continued work with partners to support the River Thames Scheme and implementing relevant aspects of Surrey County Council's 'Climate Change Adaptation and Resilience Strategy'.

## 2.8 Under Environment:

- Progressing the Council's journey to Net Zero 2030 through procurement of a new electric Spelride vehicle, becoming a bronze-level carbon-literate organisation, and approving installation of a solar canopy on the Eclipse Leisure Centre Car Park.
- Protecting and enhancing our environment by developing a new Council tree nursery; adopting a new Air Quality Management Area/Action Plan and a Climate Change Supplementary Planning Document.
- Championing local action, working with local groups to develop new wildflower meadows and locally sourced community food growing initiatives; and through the Council's Sustain Spelthorne programme, running energy and carbon reduction seminars/audits for local businesses and securing grant funding to support 28 local businesses to be greener.

## 2.9 Under Services:

- Delivering community focused services by seeking views through a residents' survey and a new Spelthorne Partnership Assembly.
- Developing digitally enabled and accessible services by obtaining funding for digitisation of planning services, increasing the uptake of the Customer Portal and dealing with resident queries through the Council's 'Report-it' tool.
- Being a responsible employer by undertaking a staff survey, which had the highest level of staff satisfaction and engagement out of 70 local authorities previously surveyed (since such surveys commenced in 2012).

2.10 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. In recognition of this, the Council agreed to monitor progress with the Plan and to review and adapt, where necessary, the Council's priorities and actions under them 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 was therefore proposed to undertake an annual review of progress with the Plan around the time when the Council's Annual Report is produced.

2.11 In December 2024, the Government released their Devolution White Paper, including proposals for a reorganisation of local government, which would ultimately end the two-tier system of County Councils and District/Borough Councils in favour of the development of larger unitary authorities (population circa 500,000+). On 5 February 2025 the Council received confirmation that Surrey will be in the first wave of local government reorganisation. This will require a business case for unitary reorganisation to be prepared and submitted by the end of March 2025, which, if agreed by the Government, will result in Spelthorne Borough Council no longer existing as a sovereign

authority from April 2027. This would inevitably impact on Spelthorne's Corporate Plan, which runs to 2028, and the planned actions it outlines, including a range of medium to long-term actions that are unlikely to be deliverable within a shorter timeframe. It is also unclear at this stage what restrictions could be placed on this Council's ability to fund any planned projects going forward.

- 2.12 The Best Value Inspection process is due to report to the Ministry of Housing Communities and Local Government (MHCLG) by the end of this month, and then in due course the Ministry will issue a public response. That response could require additional actions to be undertaken, which could impact on the Corporate Plan and prioritisation.
- 2.13 In light of these developments, there will be a need to review the current Plan, re-prioritise resources and consider ways in which any revenue budget financial headroom, and funding streams such as the Community Infrastructure Levy (CIL), section 106 contributions and the Council's Green Initiatives Fund can deliver best value and be fully allocated for the benefit of our communities in pursuit of Spelthorne's corporate priorities, before the Council loses sovereign control over those budgets. Similarly, the Council will need to agree the priority projects which should be pursued, including progressing the planned Waterfront (Bridge Street Car Park) development, and the development of Ashford Multi-Storey Car Park and Ashford Victory Place, delivering 100% affordable rented properties at the latter if possible.
- 2.14 To assist with the Corporate Plan review process, work will be undertaken to divide the current Action Plan into:
- Completed actions,
  - Actions still in progress, with estimated completion dates, and
  - Planned actions that are yet to be commenced.

### **3. Options analysis and proposal**

#### **3.1 Option 1 (recommended option) –**

- (a) Note the update on progress with the planned actions under each of the Corporate Plan priorities, which are summarised in **Appendix A**.
- (b) Agree to a review of the planned actions under the Corporate Plan to take account of the factors outlined in this report, in particular the proposed reorganisation of local government in Surrey; and for progress with any revised prioritisation of actions to be reported back to the next meeting of this Committee.

#### **3.2 Option 2 - To propose an alternative approach.**

### **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. As outlined in this report, in addition to a range of external pressures likely to affect the Council's finances, there may also be restrictions placed on how the

Council can use its finances going forwards if any local government reorganisation is agreed for Surrey.

## **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, resourcing and time pressures. This risk can be minimised by regularly reviewing the Plan in parallel with the budget setting process.
- 5.2 By regularly monitoring and reporting progress to this Committee the Plan can be adapted as necessary to ensure that it remains relevant to the changing environment and financial pressures that the Council operates in. As outlined above, external factors relating to planned local government reorganisation will present a particular challenge to delivering a range of actions currently outlined under the Plan.
- 5.3 Any key risks associated with delivering actions under the Plan, are also proactively identified and managed/mitigated through the Council's Corporate Risk Register.

## **6. Procurement comments**

- 6.1 There are none.

## **7. Legal comments**

- 7.1 There are none.

## **8. Other considerations**

- 8.1 The Council's priorities are 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 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 outlines actions that Spelthorne will take in its 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 the report recommendations are approved by the Committee, work will commence immediately on categorising and reviewing the current Action Plan, with progress to be reported back to the next meeting of this Committee.

## **12. Contact**

- 12.1 Lee O'Neil – Deputy Chief Executive (l.o'neil@spelthorne.gov.uk)

**Background papers:**

There are none.

**Appendices:**

**Appendix A** - Summary of progress with Key Actions under the Corporate Plan  
2024-28

**Appendix B** - Spelthorne's current Corporate Plan 2024-28

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**APPENDIX A – Summary of progress with Key Actions under the Corporate Plan 2024-28 (January 2025 update)**

<b>Priority/Theme</b>	<b>Date completed</b>
<b>COMMUNITY</b>	
<b>Clean and safe Borough</b>	
Implemented a Public Space Protection Order (PSPO) covering the misuse of public land for taxis, tents and BBQs following a residents' consultation. Press releases and new warning signs installed to support enforcement by our Joint Enforcement Team officers.	May 2024
Currently in the process of introducing a further PSPO covering dangerous riding of devices (e.g. E-scooters), concealing identity to cause distress (e.g. wearing face coverings such as balaclavas) and possession of potential weapons (e.g. catapults).	Consultation completed. Implementation ongoing
Launched the Keep Spelthorne Clean initiative, with local schools designing new banners and posters displayed in our parks and streets.	June 2024
Trialling the use of QR codes on bins in key shopping areas, so that residents can report full bins/litter concerns.	Launched April 2024 - Ongoing
Secured funding and installed CCTV cameras to manage fly-tipping hotspots.	Launched April 2024 - Ongoing
Responding to requests to remove public facing and offensive graffiti within 48 hours and removing chewing gum from pavements in key shopping areas.	Ongoing
<b>Healthier communities</b>	
Opened the new Eclipse Leisure Centre in Staines-upon-Thames, the world's largest Passivhaus Leisure Centre.	October 2024
Installed 3 new inclusive play areas in parks across the Borough with funding secured for further 2 to be installed in 2025.	October 2024 July 2025
Continued to lead the Spelthorne Healthy Communities Partnership (SHCP), working with partners to identify funding, share best practice and identify new initiatives to support residents facing health concerns. Launched the Food and Welfare Network and secured over £300k via the SHCP to support residents facing health concerns.	Ongoing

<b>Priority/Theme</b>	<b>Date completed</b>
<b>Empowered communities</b>	
Created a new Citizens' Panel to help shape the Council's Planning Design Code.	Two events held in Oct/Nov 2024 and one scheduled for March 2025.
Held School democracy event in the Council Chamber with the Mayor (with two more planned)	March 2024 Feb/March 2025
Held the Spelthorne Youth Awards	April 2024
Continued to increase membership of the Community Centres, introducing new activities and raising awareness of the existing opportunities.  New open plan cafe area introduced in the Greeno Centre.	As of October 2024, 7% uplift achieved in activities in the centres. Ongoing.
Continued to open warm hub and Saturday Community Centre opening for residents.	Further extension agreed by Community Wellbeing and Housing Committee on 7 January 2025.
<b>ADDRESSING HOUSING NEED</b>	
<b>More homes/better quality</b>	
Prevented 351 households from facing homelessness	Figures for 2023/24 to Q1-Q2 2024/25. Work ongoing
Completed the delivery of 82 homes for either resettlement accommodation or as Temporary Accommodation (TA), under the Local Authority Housing Fund and support provided by the Family Support Team to refugee families settling in their new homes. This was the largest LAHF and TA/resettlement housing programme of any District or Borough Council in the UK. Coordinated £1.2m grant funding to support Homes for Ukraine programme.	December 2024
Adopted a Development Delivery Strategy with a council-owned site prioritisation order for focus and delivery of housing opportunities.	October 2024
Continued to provide homeless support schemes offered at the White House and Harper House. The Community Wellbeing and Housing Committee voted to bring the service at White House and Harper	Ongoing  September 2024



<b>Priority/Theme</b>	<b>Date completed</b>
House in house from 1 April 2025. The handover of the service from MTVH to the Council is in progress.	
Introduced a new risk-based licensing scheme for Houses in Multiple Occupation, and explored potential to extend Article 4 coverage to other parts of the borough.	August 2024. Decision to confirm an Article Direction for 3 wards, and make an Article 4 Direction for 10 remaining wards agreed by Planning Committee January 2024 (to take effect in 12 months)
Progressing proactive tenancy fraud project. So far 5 properties have been recovered due to tenancy fraud identified through our proactive checks.	Ongoing. Due to complete the review in May 2025.
Worked with Environment Agency to reach a Statement of Common Ground and secured the agreement of the Inspector for the Local Plan to go back to Examination.	Statement of Common Ground agreed 14.10.2024
<b>Affordability</b>	
Progressing work on viability/s106 agreements	Ongoing
Progressing work on securing nomination rights	Ongoing
<b>Living independently</b>	
183 adaptations completed through Disabled Facilities Grants.	Figures for 2023/24 to Q1-Q3 2024/25. Work ongoing
A further 209 smaller adaptations delivered through the handyperson service. Increased responsiveness and bringing this in-house (SBC now credited with being in the top 10.4% of local authorities in the country).	Figures for 2023/24 to Q1-Q3 2024/25. Work ongoing
Continued to provide a range of independent living services to help residents regardless of age to lead an active and fulfilling life.	Ongoing
Continued to support a system-wide approach in relation to hospital discharge and readmission prevention.	Ongoing
Delivering a step-down programme supporting 2,800 residents with hospital discharge.	Ongoing
<b>RESILIENCE</b>	
<b>Financial resilience of the Council</b>	
Developed a new Asset Management Strategy ensuring the management of our investment, regeneration and	September 2024

<b>Priority/Theme</b>	<b>Date completed</b>
municipal portfolio will achieve best value, maximise income and minimise vacancy rates.	
Developing a long-term Sinking Fund Strategy to ensure the Council maximises its options.	Report to CPRC January 2025
Approved medium-term cashflow support for Knowle Green Estates Ltd, and Developing shareholder strategy including future company options.	July 2024  Task Group agreed December 2024
Continued to explore opportunities for collaborative working with partners where this can deliver cost savings, resilience and/or better services for our residents. This included progressing the single finance team partnership with Mole Valley and appointing a Joint Financial Services Manager as a first step	Ongoing  May 2024
<b>Economic resilience of the Borough</b>	
Delivered 100% occupancy of the Spelthorne Business Hub promoting hot-desking space and tailored support, advice and information to new and established businesses.	April 2024 and ongoing
Relocated the Jobs and Skills Hub to a new home in the Elmsleigh Centre. Secured £63k funding from the DWP to support running the hub for a further year. Helped over 900 residents into employment and training.	August 2024  December 2024
<b>Preparing for the effects of climate change</b>	
Continued to work with the Environment Agency and other partners to support progress of the Development Consent Order (DCO) to build the channels and associated infrastructure for the River Thames Scheme, with submission of the DCO application expected in 2025.	Ongoing
Working with Surrey County Council to implement relevant aspects of their 'Climate Change Adaptation and Resilience Strategy' ensuring it meets Spelthorne's requirements.	Ongoing
Continuing to develop a 'Warning and informing campaign' – to advise residents of steps they can take to prepare for emergencies.	Ongoing

<b>Priority/Theme</b>	<b>Date completed</b>
<b>ENVIRONMENT</b>	
<b>Our Council's journey to Net Zero 2030</b>	
Introduced an electric Spelride community transport bus to our existing fleet.	February 2024
Became a certified bronze-level carbon literate organisation with over 100 employees certified as carbon literate. Aiming for silver accreditation in early 2025/26.	December 2024
Developed a NetZero tracker with the Council's reviewed Climate Change Strategy.	January 2025
Carried out audits of Council assets to identify opportunities to retrofit energy efficiency, renewable energy generation and water efficiency; and completed 98% of Energy Performance Certificate surveys for Council sites in the commercial portfolio.	March 2024
Secured funding under Low Carbon Skill Fund (LCSF) 4 managed by Salix Finance to enable the preparation of a heat decarbonisation plan (HDP) for 25 municipal properties.	October 2024
Approved installation of solar canopy on the Eclipse Leisure Centre car park.	Approved December 2024
<b>Protecting and enhancing our environment</b>	
Completed development of a Tree Nursery at Laleham Nursery.	October 2024
Adopted a revised air quality management area and air quality action plan on 3 December 2024.	December 2024
Adopted the Climate Change Supplementary Planning Document, and Published the Council's Climate Change Strategy Progress Report 2024.	February 2024 October 2024
<b>Championing local action</b>	
Running business energy and carbon reduction seminars/audits as part of the Sustain Spelthorne programme for local businesses, offering practical advice and solutions to reduce their carbon and financial costs.	Ongoing programme

<b>Priority/Theme</b>	<b>Date completed</b>
Secured funding under Low Carbon Skill Fund (LCSF) 4 managed by Salix Finance enabling the preparation of heat decarbonisation plan (HDP) for 25 municipal properties.	October 2024
LoCASE grant funding supported 28 local businesses to be greener, saving 188 annual tCO2 (carbon dioxide equivalents) saved.	August 2024
Successfully implemented four growing spaces using Shared Prosperity Funding to encourage development of space for locally sourced community food growing initiatives.	August 2024
Working with local groups to enhance biodiversity through two new wildflower meadows at Long Lane Recreation Ground and Stanwell Moor Recreation Ground. Cedars Recreation Ground and Hawke Park rotivated and re-seeded.	April 2024 & Ongoing
Continued to promote and grow the Council's commercial waste service - Spelthorne Direct Services, assisting businesses to comply with legislation.	Ongoing
<b>SERVICES</b>	
<b>Community focussed services</b>	
Sought residents' views on Council services through a resident's survey with 1,707 responses received.	November 2024
Launched a new Spelthorne Partnership Assembly (SPA) as an open forum to listen to the views of residents.	Launched August 2024 and ongoing
Tracking customer service satisfaction via a range of monitoring tools and response data.	Ongoing
<b>Digitally enabled and accessible services</b>	
Increased the uptake of the Customer Portal to 400% more residents than in old customer portal (now over 18,000 subscribers to the Customer Portal and My Alerts).	September 2024
Dealt with 2010 resident queries on the Council's Report-it tool.	Figure for 2024
Successfully bid for £100k funding for digitalisation of planning services to improve digital engagement and community interaction.	April 2024

<b><i>Priority/Theme</i></b>	<b><i>Date completed</i></b>
<b>Being a responsible employer</b>	
Undertook a staff survey, the results of which gave the highest levels of staff satisfaction and engagement out of 70 Local Authorities.	July 2024

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# Spelthorne Borough Council's Corporate Plan 2024-2028



**Putting our residents  
at the heart of  
everything we do**











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# 01 Introduction

We are delighted to introduce our Corporate Plan for the period 2024 - 2028 which sets out our vision and strategic priorities for the next five years.

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.

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

This plan, '**Putting our residents at the heart of everything we do**' sets out the Administration's priorities over the next five years and defines our goals for the Borough. Our strategic priorities are:

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

We will review the progress of delivering these priorities and publish these in our Annual Report.

Our focus is on supporting our residents and protecting those areas of the Borough which our communities love. The climate emergency will continue to frame everything we do and we're determined to build on our commitment to reach Net Zero. We will lead by example in continuing to reduce our carbon emissions and will work with residents and businesses to achieve cleaner and greener lifestyles.

A big challenge for us all in coming years will be the continued impacts of the cost-of-living crisis. Rising bills and prices put a strain on our personal finances and on the Council's budget. This means we will have to work differently in the future and this plan recognises the huge importance of partnership working.

There has never been a greater need for strong local government. This new plan is the start of our journey for the next five years and demonstrates how this democratic and inclusive Council can deliver and advocate for the services and resources that our communities need for a stronger, healthier and safer Borough.



Cllr Joanne Sexton, Leader of Spelthorne Borough Council



Daniel Charles Mouawad, Chief Executive





## 02 Our communities: place, people, resources and assets

It is important we understand our communities and use this data and insights to inform our decisions and plans for the next five years.

### Place

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

**£14.63m** net budget set by the Council

**39** councillors represents the Council with **450** staff

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

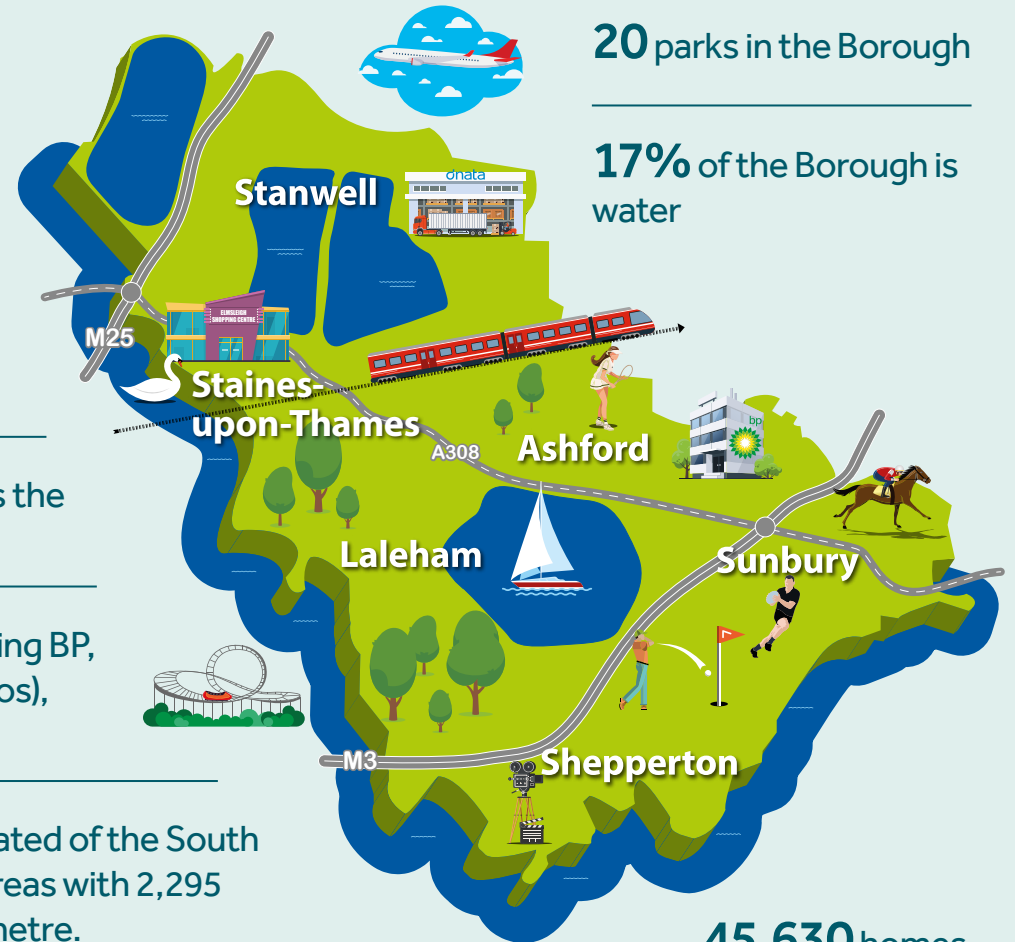
**14<sup>th</sup>** most densely populated of the South East's 64 local authority areas with 2,295 residents per square kilometre.

**5,127** new homes built from 2000 - 2022

**£478,402** average property price

**20** parks in the Borough

**17%** of the Borough is water



**45,630** homes,  
**68.1%** owned and **17.9%** private rented **12.7%** socially rented, **1.3%** shared ownership\*

Data as of December 2023  
\*Census 2021

# People

Spelthorne is the most deprived borough in Surrey with the highest level of child poverty in the county\*. It also has the highest under-18 conception rate and the highest number of lone parent families in Surrey. The unemployment rate of those economically active aged 16 to 64 is 1.4%.

**103k** total population

**8.3%** of working population employed at Heathrow Airport

**1.4%** unemployment rate

**7.7%** population increase since 2011 to 102,956

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

**51%** female and **49%** male

**33%** under 30s, **53%** 30-69 year-olds and **14%** over 70

**22.7%** of households are living with a long-term health problem or disability

**87.3%** of residents are white, **7.6%** are Asian, **2.5%** are mixed heritage and **1.6%** are black

**22.5%** do not have a religion, **63.8%** are Christian, **2.4%** are Hindu and **1.9%** Muslim

Population data based on 2021 Census  
\*Indices of Deprivation

# Our resources

The Council employs around 450 people\*.

Corporate Management Team:	3
Communications and Secretariat:	8
Finance:	18
Neighbourhood Services:	149
Community Wellbeing:	87
Place, Protection and Prosperity:	76
Corporate Governance:	27
Assets:	21
Commissioning and Transformation:	58

\* Data representing December 2023



# Our assets

Our assets help us keep our communities connected and supported. Without our land, buildings, properties and parks we wouldn't be able to provide most of our services. Last year our **commercial property income contributed £10m** to the Council's budget which goes directly towards many frontline services which vulnerable residents rely on, including community transport, charitable donations, foodbanks, community centres and meals on wheels.



\*Knowle Green Estates Ltd (KGE Ltd) is a housing company, owned by Spelthorne Borough Council

# 03 Our Council: services, money and budget



## Our Services

### 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. We are committed to

delivering high quality public services that meet the needs of our residents and businesses and demonstrate value for money. Some of the services we provide are mandatory e.g. waste collection but many of our services, especially in supporting our vulnerable residents are discretionary.

### Spelthorne Borough Council services:

 Affordable housing	 Allotments	 Biodiversity and conservation	 Building control	 Business grants and support	 Car parks	 Communications	 Community Centres	 Community grants	 Community safety	 Community transport
 Council Tax and business rates	 Customer services	 Elections	 Electric vehicle charging points	 Environmental health	 Food and welfare network	 Homelessness provision				
 Independent living	 Economic Development	 Leisure Centres and services	 Licensing	 Meals on wheels	 Memorials and Cemeteries	 Moorings				
 Planning	 Playgrounds and parks	 Public toilets	 Recycling and waste collection	 Staines market	 Street cleaning	 Tackling fly tipping	 Town Centre management			

### Surrey County Council services:

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





# Our money

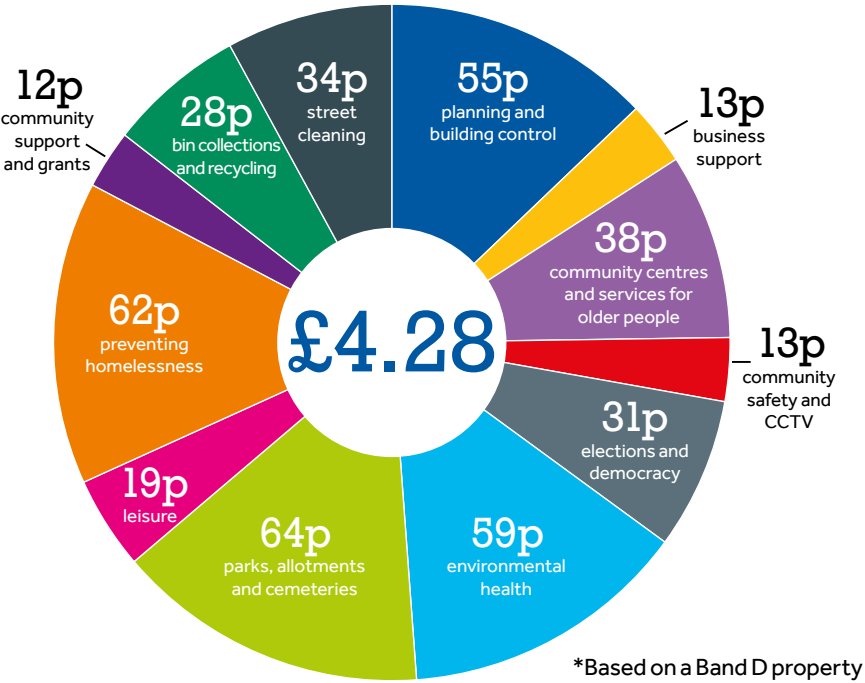
One of the most important tasks for the Council is to set a responsible and balanced budget for the year ahead. This year’s budget was agreed at the February 2024 Council meeting, a budget that focuses on **putting residents at the heart of everything we do**.

The continuing cost-of-living crisis is making things difficult for you as residents and businesses and some of the challenges your Council face include:

- increasing energy costs for community centres and leisure centres
- national government asking us to provide extra services like distributing cost of living payments and support for refugees
- increased demand to support homelessness and housing benefits
- funding for the Council not increasing at the same rate as prices

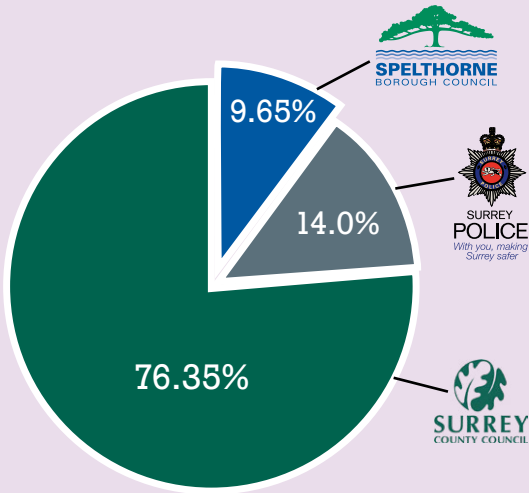
## How your money is spent delivering key services:

Spelthorne’s proportion of the Council Tax for 2024/25 is £4.28 per week\*

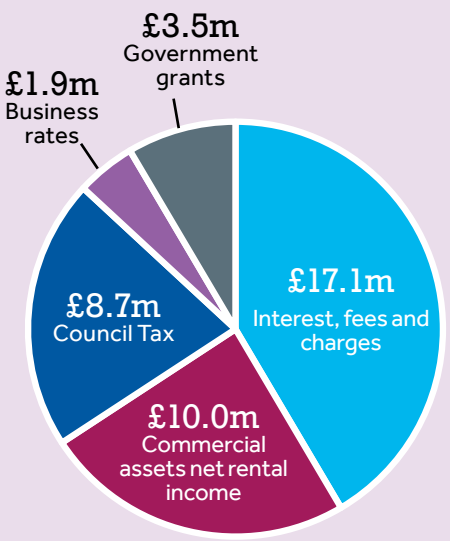


## Where your Council Tax goes (2024-25):

- For every £1 of Council Tax:
- Spelthorne Borough Council receives under 10p.
  - Surrey County Council receives just over 76p.
  - Surrey Police and Crime Commissioner receives 14p.



## Where Spelthorne Borough Council gets its money from:



The Council needs to ensure that services are delivered in a cost-effective way which meets the needs of our residents but at a price the Council can afford. Spelthorne Council is largely funded by five separate income streams and with this income the Council must fulfil its statutory duties as well as deliver the Council’s priorities. The 2024/25 income is £41.2 million.



## 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](http://www.spelthorne.gov.uk)
- ✉ Email: [customer.services@spelthorne.gov.uk](mailto:customer.services@spelthorne.gov.uk)
- ☎ Telephone: 01784 451499



# 05

## Our priorities and values: CARES and PROVIDE

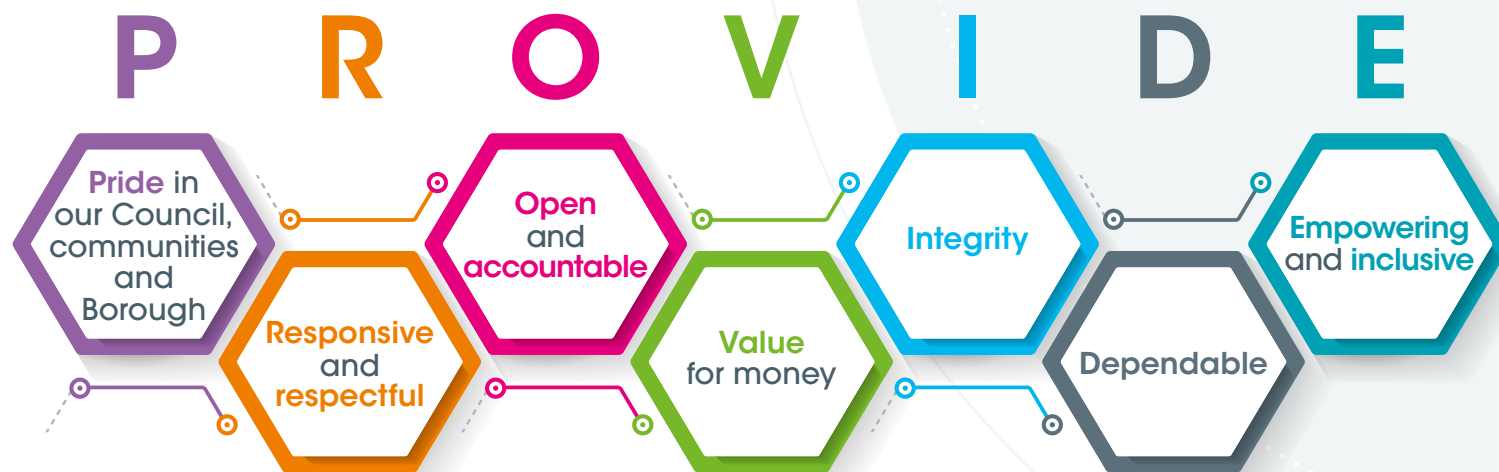
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### PRIORITIES



### VALUES





## Community

**Aim:** To place the needs of the Borough at the heart of everything we do; supporting residents to live healthy and fulfilling lives and empowering communities so they feel included, valued, supported and safe.

### Themes:

1. Clean and safe Borough
2. Healthier communities
3. Empowered communities

## Clean and safe Borough

Making our Borough a great place to live, keeping our Borough safe and encouraging communities to take pride in their area.

### Actions for 2024 - 2025:

- implement a **Public Space Protection Order** on the misuse of public land for taxis, tents and BBQs following a residents' consultation
- launch the **Keep Spelthorne Clean** initiative and engage with relevant agencies and businesses to take responsibility for their areas and trial new ways of working to address the issues of **street sweeping** in difficult to access roads such as parking suspensions or prior notification boards, adapting to increasing demands and delivering solutions within existing resources
- secure funding to install **CCTV cameras** to manage **fly-tipping** hotspots and respond to requests to remove public facing and offensive **graffiti** within 48 hours and remove **chewing gum** from pavements in the key shopping areas

## Healthier communities

Address the causes of health inequalities, promote more active and healthier lifestyles and our parks and open spaces.

### Actions for 2024 - 2025:

- open the new **Eclipse Leisure Centre** in Staines-upon-Thames, the world's largest Passivhaus Leisure Centre
- install **five new inclusive play areas** in parks across the Borough
- lead the **Spelthorne Healthy Communities Partnership**, working with partners to identify funding, share best practice, identify new initiatives to support residents facing health concerns and launch the Food and Welfare Network





# Empowered communities

Communicate, listen and engage with residents, be an inclusive Council for all our residents; sustaining our Community Centre Network, adjusting to the needs of our residents.

## Actions for 2024 - 2025:

- launch a **Citizens' Panel** to help shape the Council's decisions on services and policy and introduce an online engagement tool to gain views on planning design codes
- seek opportunities to **engage with young people** in the Borough by developing Mayoral and school initiatives and launch the Youth Awards 2024
- increase **membership of the Community Centres** by introducing new activities and raising awareness of the existing opportunities and use the Community Centres as Warm Hubs

## How you can help us:

- take pride in your Borough so it is a place we can all enjoy; clean up after your dogs and pick up litter, stop fly-tipping and fly-posting
- embrace your local community, get to know your neighbours, support each other, volunteer and get involved in your communities
- take responsibility for your local area by resolving, recording and reporting any issues

To read our medium-term actions (2025 - 2027) and long-term actions (2027 - 2028), visit [www.spelthorne.gov.uk/CorporatePlan](http://www.spelthorne.gov.uk/CorporatePlan)







## Addressing housing need

**Aim:** To support the delivery of high-quality housing and solutions to allow residents to live independently which meets the needs of all sections of the community at every stage of life, addressing the challenges around availability, affordability and homelessness.

### Themes:

1. More homes/better quality
2. Affordability
3. Living independently

## More homes/better quality

Tackling homelessness and addressing the causes, improving the quality and safety of housing stock and working in partnership to deliver new homes for local need.

### Actions for 2024 - 2025:

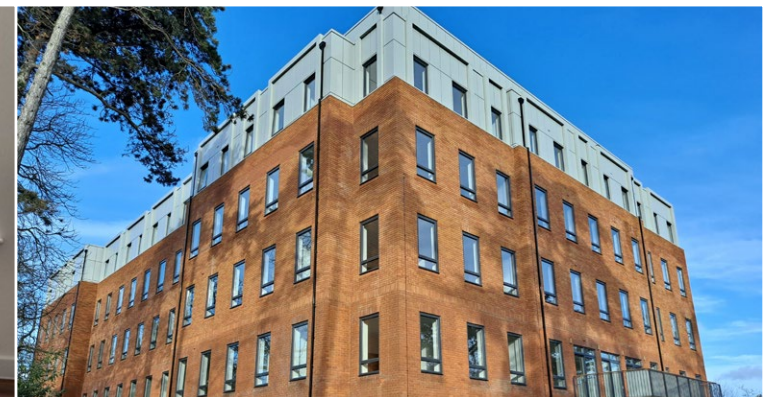
- continue the **homeless support schemes** offered at the White House and Harper House - monitor rough sleepers in the Borough and provide help to find sustainable tenancies
- work proactively with landlords and private housing providers of Homes of Multiple Occupation and temporary B&B accommodation to tackle **poor conditions** and anti-social behaviour
- **support refugees** to find suitable accommodation, seeking government funding and securing sustainable accommodation

## Affordability

Maximise the provision of affordable homes through the planning process, support the delivery of social housing and work with partners to increase the range and affordability of housing.

### Actions for 2024 - 2025:

- seek to maximise the **provision of affordable homes** through the planning process through viability assessments and Section 106 agreements
- secure **nomination rights** for new development schemes - working with partners to increase the range and variety of affordable housing
- proceed to Examination and **adopt the Local Plan** to guide how new sustainable development which benefits our communities comes forward over the next 15 years





# Living independently

Help residents stay in their own homes with the right tools and technology, seek partnering opportunities and assist residents into sustainable tenancies.

## Actions for 2024 - 2025:

- provide a range of **independent living services** to help residents of all ages to lead an active and fulfilling life
- raise awareness of **Disabled Facilities Grants** and the local **handyman scheme** so residents can be helped to stay in their own homes
- continue partnership working with Mole Valley District Council to deliver the **SPAN personal alarm service**

## How you can help us:

- signpost friends, family and groups to check if they are eligible for independent living support
- let us know about someone rough sleeping so we can try and assist
- if you are a landlord, provide good quality homes

To read our medium-term actions (2025 - 2027) and long-term actions (2027 - 2028), visit [www.spelthornegov.uk/CorporatePlan](http://www.spelthornegov.uk/CorporatePlan)







## Resilience

**Aim:** To ensure prudent management of our finances and resources and create a climate in which businesses and individuals can thrive. Work with our partners to maintain our preparedness for emergencies.

### Themes:

1. Financial resilience of the Council
2. Economic resilience of the Borough
3. Preparing for the effects of climate change

## Financial resilience of the Council

Make the best use of our assets and effectively prioritise our resources, work with partners to deliver sustainable delivery models and operate under an effective governance structure.

### Actions for 2024 - 2025:

- develop a new **Asset Management Strategy** ensuring the management of our investment, regeneration and municipal portfolio will achieve best value, maximise income and minimise vacancy rates
- carry out a **survey with residents** and undertake an internal **zero-based budgeting exercise** to help shape the 2025/26 financial plan and service requirements for the next four years
- utilise the expertise of the newly established Finance Reporting Working Group to **simplify financial reports** to improve financial awareness and understanding from councillors and officers and expand delivery of **financial induction and training programmes**

## Economic resilience of the Borough

Promoting our Borough, maintaining the vitality and strengths of our towns, supporting business investment and start-ups and help our residents into employment.

### Actions for 2024 - 2025:

- increase clients at the **Spelthorne Business Hub** by promoting hot-desking space and provide tailored support, advice and information to new and established businesses
- help residents find **employment and training** via the Jobs and Skills Hub and extend the Better Futures Program to match residents with local employers
- engage with partners through the **Visitor Forum** to deliver projects and events to promote the Borough, maximising our river frontage





# Preparing for the effects of climate change

Maintaining our preparedness and response to Borough emergencies.

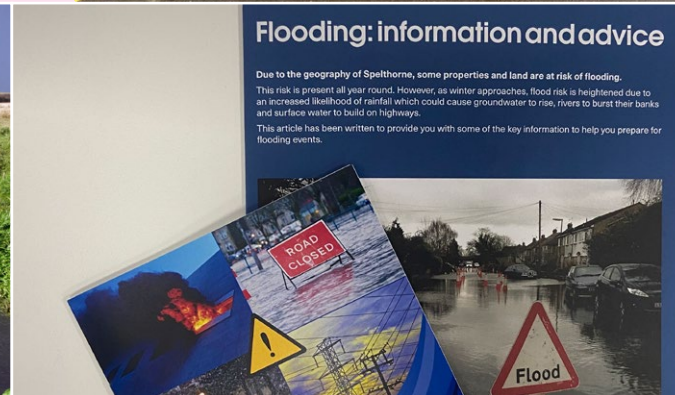
## Actions for 2024 - 2025:

- manage our parks, open spaces and commons e.g. utilising tree planting and plant species to **reduce risks of flooding**
- work with partners and Surrey County Council in developing a **climate change and resilience plan** for adoption in 2024
- advise residents of the steps they can take to prepare for emergencies with a '**warning and informing**' campaign using a range of communication platforms

## How you can help us:

- support local businesses by buying local and access the support available to make the most of your business
- consider taking on an apprentice or work with schools to help students think about careers
- take steps to prepare for an emergency situation, e.g. a household emergency plan

To read our medium-term actions (2025 - 2027) and long-term actions (2027 - 2028), visit [www.spelthornegov.uk/CorporatePlan](http://www.spelthornegov.uk/CorporatePlan)







## Environment

**Aim:** To work with our residents, suppliers and partners to minimise our impact on the environment and achieve our Council goal of 'net zero' carbon emissions by 2030. To maintain a clean and attractive Borough which supports biodiversity.

### Themes:

1. Our Council's journey to Net Zero 2030
2. Protecting and enhancing our environment
3. Championing local action

# Our Council's journey to Net Zero 2030

Deliver actions in the **Climate Change Strategy**, operate sustainable practices and procurement and complete the Eclipse Leisure Centre, promoting Passivhaus standards.

### Actions for 2024 - 2025:

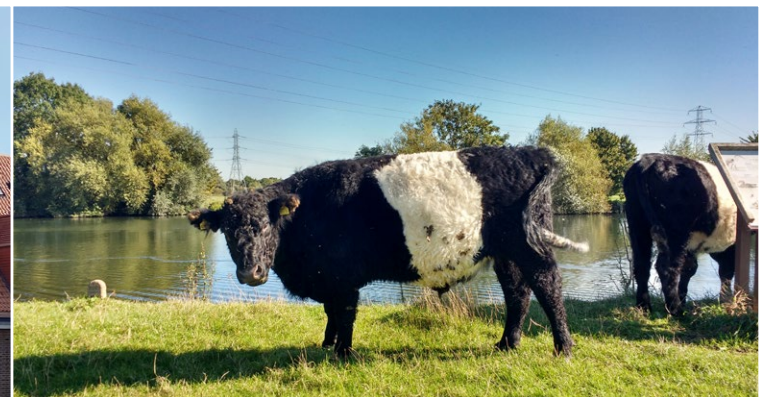
- introduce an **electric Spelride community transport bus** to our existing fleet
- become a **certified carbon literate** organisation
- develop a **Net Zero tracker** to benchmark the Climate Change Strategy actions

## Protecting and enhancing our environment

Improving air quality, reducing noise impacts, enhancing biodiversity across the Borough and working with partners to deliver a greener future.

### Actions for 2024 - 2025:

- create a **Tree Nursery** at Laleham Nursery and seek opportunities for new species to meet climate change adaptation needs
- work with key stakeholders to help address poor air quality by adopting a revised **air quality management area** and an **air quality action plan**
- implement **Biodiversity Net Gain (BNG) obligations** through the planning process and complete baseline surveys for Council BNG sites





# Championing local action

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

## Actions for 2024 - 2025:

- run a programme of **business energy and carbon reduction seminars** for local businesses offering practical advice and solutions
- promote and assist the development of **community environmental groups** across the Borough to develop environmental initiatives and enhance biodiversity in our parks and open spaces, supporting the **Climate Change Strategy**
- deliver **climate change audits** for businesses to enable them to reduce costs and develop greener energy solutions

## How you can help us:

- recycle right, reuse more, think greener, live greener, less use of single use plastics
- think about your buying habits and how you can reduce waste and lower your own carbon footprint
- continue to encourage use of greener travel options - walking, cycling, car sharing and low emission vehicles

To read our medium-term actions (2025 - 2027) and long-term actions (2027 - 2028), visit [www.spelthornegov.uk/CorporatePlan](http://www.spelthornegov.uk/CorporatePlan)







## Services

**Aim:** To deliver a wide range of high-quality community focused and accessible services for everyone who lives and works in Spelthorne, striving for continuous improvement in all aspects of our work and providing excellent customer care.

### Themes:

1. Community focused services
2. Digitally enabled and accessible services
3. Being a responsible employer

## Community focused services

**Putting residents at the heart of everything we do** by listening and responding, measuring output and success.

### Actions for 2024 - 2025:

- seek feedback on Council services through a **Residents' Survey**
- publish an updated **Equality, Diversity and Inclusion Strategy**
- regularly promote the **Residents' Charter** outlining service and response expectations

## Digitally enabled and accessible services

Empowering customer experience, using customer insights for smarter service delivery and enabling remote accessibility to increase customer choice.

### Actions for 2024 - 2025:

- **track and publish customer service satisfaction** via a range of monitoring tools and response data
- increase the **uptake of the Customer Portal to 50%** of eligible residents by the end of 2024
- bid for funding for **digitalisation of planning services** to improve digital engagement and community interaction





# Being a responsible employer

Maintain a safe and healthy working environment and train and develop our workforce.

## Actions for 2024 - 2025:

- undertake a **staff and councillor survey** in 2024 and subsequently every two years
- work with the new Leisure Centre operator (Places) to offer **health screening**
- promote the **Employee Assistance Programme** and **mental health support** through Care First during the prolonged impacts of the cost-of-living crisis

## How you can help us:

- reporting issues as you see them using the '**report it**' facility on our website and using our communication platforms to provide feedback
- accessing council services digitally wherever possible and register for the customer portal
- submit eligible, accurate claims for financial support to speed up the payment process

To read our medium-term actions (2025 - 2027) and long-term actions (2027 - 2028), visit [www.spelthorne.gov.uk/CorporatePlan](http://www.spelthorne.gov.uk/CorporatePlan)





## 06

### Listening and measuring

## We have listened

It has never been more important for councils to communicate and engage effectively with their communities. Whether we want to encourage more self-service, promote understanding of local priorities or attract growth and investments. This authority is listening to all sections of our communities right across the Borough and we know that the services we provide are better when we listen to the people who use them and when we work together with local communities. We are committed to continually driving forward community engagement and look for new ways, tools and platforms so that all residents can be heard, not just those who are the easiest to reach or the most vocal.

### Our residents want:

- access to green spaces and clean streets
- leisure facilities which are varied and affordable
- access to health and wellbeing services
- protection and support for the most vulnerable
- two-way communication and a Council that cares and listens
- jobs, skills and training opportunities
- a Local Plan which fits the needs of the whole Borough
- effective services that we all use
- a Council that wants to tackle climate change
- sensible management of Council finances
- better housing for local people



# How we will measure our progress

An action tracker will run in parallel with the Corporate Plan setting out the short, medium and long-term actions.

To read all of our actions visit **[www.spelthornegov.uk/CorporatePlan](http://www.spelthornegov.uk/CorporatePlan)**

We will use KPIs (key performance indicators) to measure and track our performance across a range of important service areas. These will be

published in our Annual Report and on our website so residents can see how well we are doing.

If any changes are required to our plans and targets, this will be reflected in the next annual refresh of the Corporate Plan and budgeting process.





# Spelthorne Borough Council's Corporate Plan 2024-2028



## Keep Connected



Follow us on Facebook and X - @spelthornebc;  
on Instagram, LinkedIn and Nextdoor - @spelthorneboroughcouncil;  
and on YouTube - @spelthornecouncil

### Contact us:

Tel: 01784 451499  
Email: [customer.services@spelthorne.gov.uk](mailto:customer.services@spelthorne.gov.uk)  
Web: [www.spelthorne.gov.uk](http://www.spelthorne.gov.uk)  
Address: Spelthorne Borough Council, Council Offices, Knowle Green,  
Staines-upon-Thames, TW18 1XB

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Customer Portal: [www.spelthorne.gov.uk/customerportal](http://www.spelthorne.gov.uk/customerportal)

**Read the Bulletin magazine:** [www.spelthorne.gov.uk/bulletin](http://www.spelthorne.gov.uk/bulletin)

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