

Corporate Policy and Resources Committee



29 November 2021

Title	Corporate Plan 2021-23
Purpose of the report	To make a recommendation to Council
Report Author	Lee O'Neil, Deputy Chief Executive
Ward(s) Affected	All Wards
Exempt	No
Exemption Reason	
Corporate Priority	This report outlines the proposed new priorities for the Council
Recommendations	Committee is asked to: Recommend that Council adopts the proposed Corporate Plan for 2021-23 as appended to this report.
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. Key issues

- 1.1 The purpose of this report is for the Committee to agree the content of Spelthorne's proposed Corporate Plan for 2021-23 and to recommend its adoption by Council.
- 1.2 Spelthorne's previous Corporate Plan covered the period 2016-2019. Work on the development and implementation of a new Plan had to be put on hold whilst the Council focused on the enormous task of responding to the COVID-19 pandemic.
- 1.3 Earlier this year, the previous administration and Management Team undertook some work with IESE to help firm up on some ideas for a new set of priorities for the Council, which became known as the 'CARE' priorities. This work also included developing a new set of Corporate Values for the Council, which were based around the acronym PROVIDE.
- 1.4 On 5 July 2021, the Committee received an update on progress around the development of a new Corporate Plan ('the Plan'). At that meeting, the Committee agreed the broad direction of the Plan's development but suggested that an additional priority around service provision should be

added to the proposed priorities. The Committee also agreed that having a common set of values to work with was helpful and needed to be communicated to all Councillors as soon as possible.

1.5 Following this meeting, further extensive work has been undertaken developing the Plan. The proposed Plan outlined in **Appendix 1** of this report specifies five priorities; areas where the Council will target some of its resources during the term of the Plan. These are:

- **Community**
- **Affordable housing**
- **Recovery**
- **Environment**
- **Service delivery**

1.6 The Plan outlines the key aims for each priority, what the Council wants to deliver under each priority area (based on a number of key themes), and the support we will provide to deliver our objectives.

1.7 A separate Action Plan will be developed for each priority area, outlining a list of key projects and other actions which will be undertaken during the term of the Plan. This will build on the Recovery Action Plan relating to the 'Recovery' priority, which has already been developed and was presented to the Committee on 5 July 2021.

1.8 It is recognised that the priorities and associated Action Plans may need to change from time to time to take account of the changing environment and economic circumstances in which the Council operates, and the changing needs of Spelthorne's communities. The COVID-19 pandemic demonstrated the need for the Council to rapidly adapt to the challenges this has presented, and in light of the continuing uncertainties the pandemic presents, we must remain willing to adapt our plans accordingly.

1.9 The Plan also proposes a new set of values, which outline to our staff, Councillors and external stakeholders how the Council intends to undertake its functions and activities. These are:

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

2. Options analysis and proposal

2.1 It is proposed that the Committee agree the content of the Corporate Plan as appended to this report and recommend its adoption by Council (**Preferred Option**).

2.2 The Committee could, however, recommend that changes be made to the Plan. Should this be the case, the adoption of the Plan by Council would need to be deferred until the new year to enable these changes to be made.

3. Financial implications

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

4. Other considerations

4.1 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.

5. Equality and Diversity

5.1 The proposed 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.

6. Sustainability/Climate Change Implications

6.1 One of the priorities outlined in the Plan is 'Environment'. This outlines how Spelthorne will aim to work with communities and partners to minimise the Council's impact on the environment, play our part in tackling climate change and maintain a clean, green and attractive Borough.

7. Timetable for implementation

7.1 If agreed by Committee, the Plan will be presented to Full Council on 9 December 2021 for adoption.

7.2 If adopted by Council, the Plan will take immediate effect and a communication plan will be implemented to ensure that all relevant stakeholders are aware of Spelthorne's new priorities and values.

7.3 Action Plans for the priority areas will then be developed for implementation, and progress on these will be reported back to the Committee at regular intervals.

Background papers:

There are none.

Appendices:

Appendix 1 – Proposed Corporate Plan for 2021-23