



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



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.

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.

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.

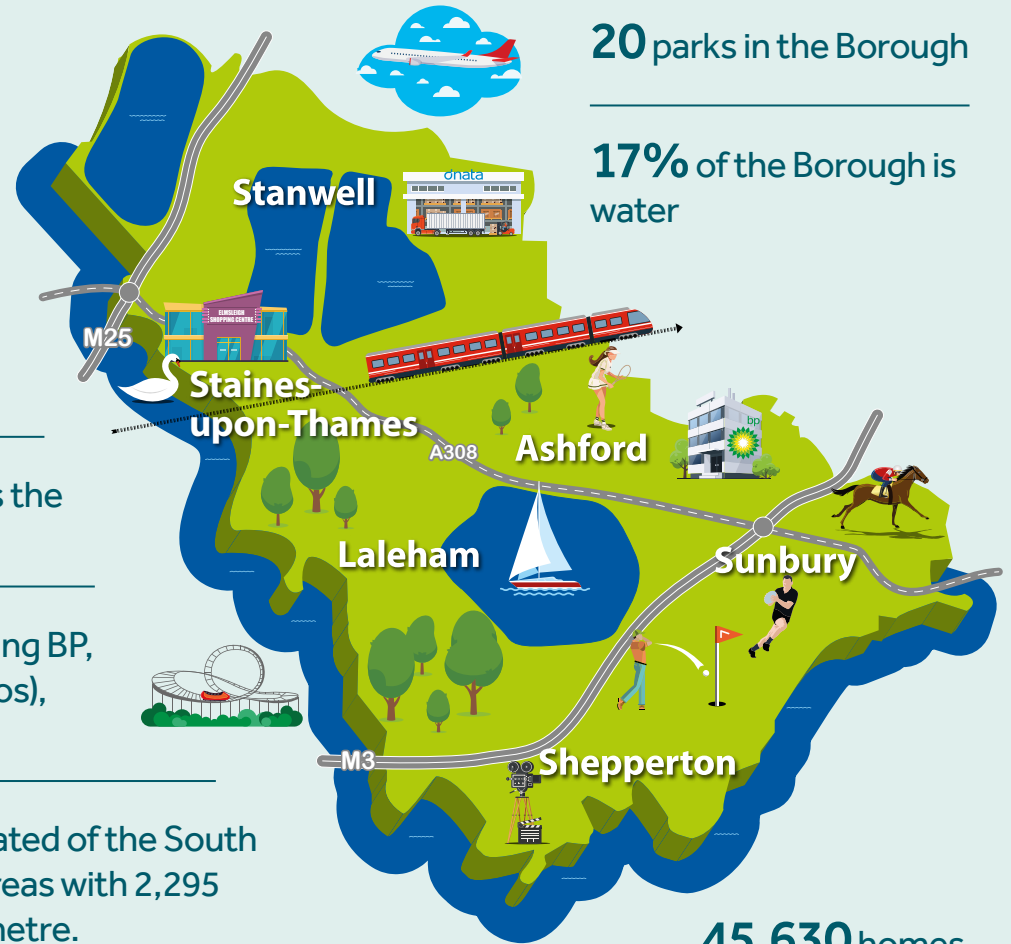
14th most densely populated of the South East's 64 local authority areas with 2,295 residents per square kilometre.

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

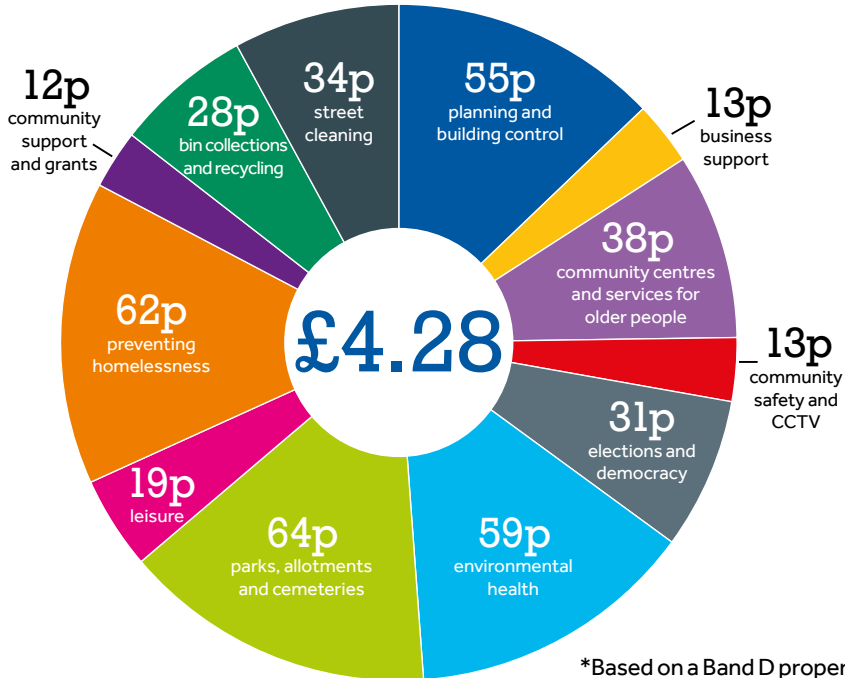
One of the most important tasks for the Council is to set a responsible and balanced budget for the year ahead. This year's budget was agreed at the February 2024 Council meeting, a budget that focuses on **putting residents at the heart of everything we do**.

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:

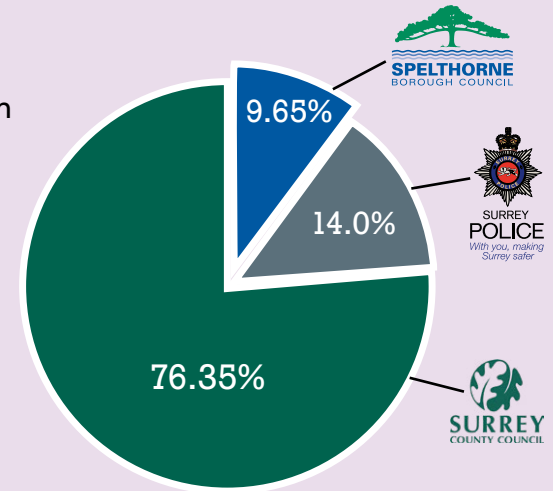
Spelthorne's proportion of the Council Tax for 2024/25 is £4.28 per week*



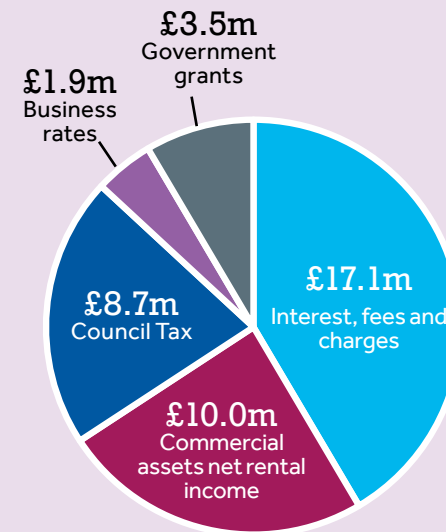
Where your Council Tax goes (2024-25):

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
- ✉ Email: customer.services@spelthorne.gov.uk
- ☎ Telephone: 01784 451499

05

Our priorities and values: CARES and PROVIDE



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





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:

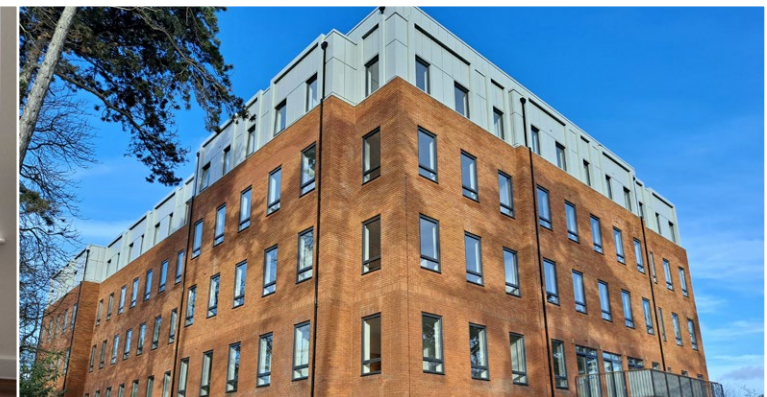
- continue the **homeless support schemes** offered at the White House and Harper House - monitor rough sleepers in the Borough and provide help to find sustainable tenancies
- work proactively with landlords and private housing providers of Homes of Multiple Occupation and temporary B&B accommodation 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





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.

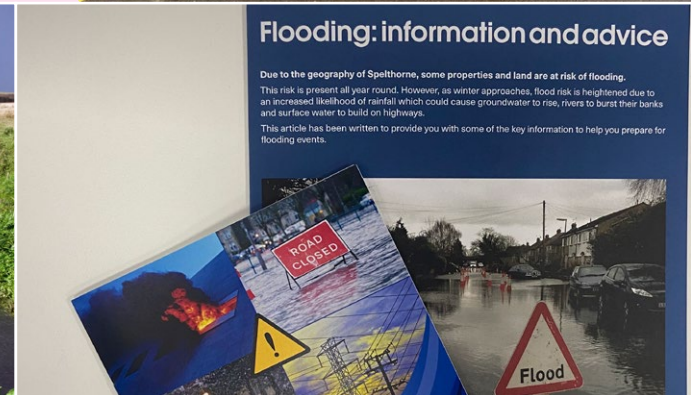
Actions for 2024 - 2025:

- 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





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:

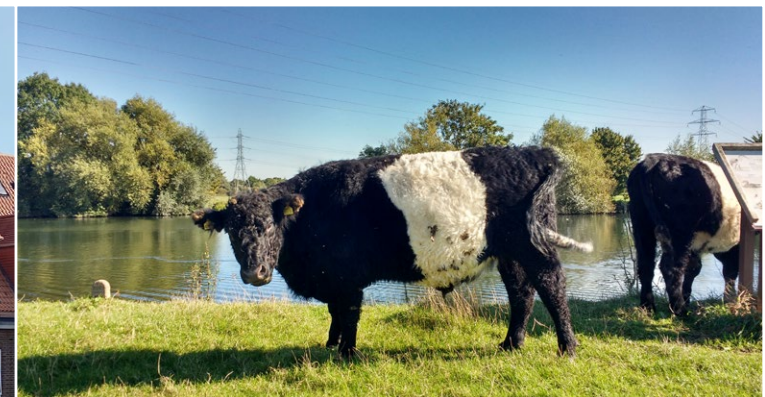
- introduce an **electric Spelride community transport bus** to our existing fleet
- become a **certified carbon literate** organisation
- develop a **Net Zero tracker** to benchmark the Climate Change Strategy actions

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.spelthorne.gov.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.spelthornegov.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**

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



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and on YouTube - @spelthornecouncil

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Email: customer.services@spelthorne.gov.uk
Web: www.spelthorne.gov.uk
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Staines-upon-Thames, TW18 1XB

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