

APPENDIX B – CORPORATE PLAN 2024-28 ACTION PLAN

Short-term actions: 2024-25

Medium-term actions: 2025-27

Long-term actions: 2027-28

| 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. | | |
| Theme 1 - 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 | | |
| <i>Short Term</i> | <i>Medium Term</i> | <i>Long term</i> |
| Implement a Public Space Protection Order on the on the misuse of public land for taxis, tents and BBQs following a residents' consultation. | Build relationships and work closely with Neighbourhood Watch Groups to benefit residents and promote safer communities. | Launch Community Hero Awards to recognise and celebrate exceptional individuals, volunteers, community groups and businesses that have made a significant contribution to Spelthorne. |
| Secure funding to install CCTV cameras to manage fly-tipping hotspots. Respond to requests to remove public facing and offensive graffiti within 48 hours and remove chewing gum from pavements in the key shopping areas. | Trial the use of QR codes on bins in key shopping areas, so residents can report full bins/litter concerns. | Work in partnership with the Spelthorne Business Forum and Visit Staines to promote corporate social responsibility values to support local community initiatives. |
| Launch the Keep Spelthorne Clean initiative and engage with relevant agencies and businesses to take responsibility for their areas. Trial new ways of working to address the issues of street sweeping in difficult to access roads such as parking suspensions or prior | Remove barriers for communities to improve their own environment by supporting community groups and Residents' Associations . | Liaise with residents and support the setup of 'Adopt a street' initiative, offer guidelines and welcome packs. |

| | | |
|--|--|--|
| notification boards, adapting to increasing demands and delivering solutions within existing resources. | | |
| Theme 2 - Healthier communities Address the causes of health inequalities, promote more active and healthier lifestyles and our parks and open spaces. | | |
| Short Term | Medium Term | Long term |
| Open the Eclipse Leisure Centre in Staines-upon-Thames, the world's largest Passivhaus Leisure Centre. | Investing in the modernisation of Sunbury Leisure Centre . | Protect discretionary services through continued effective management and making best use of partnership opportunities. |
| Install five new inclusive play areas in parks across the Borough. | Launch an Arts Forum with community groups and partners to extend art and leisure activities. | Develop a new Health and Wellbeing Strategy led by resident need and facilitated by Spelthorne Healthy Communities Partnership for 2028 - 2032. |
| Lead the Spelthorne Healthy Communities Partnership , working with partners to identify funding, share best practice and identify new initiatives to support residents facing health concerns. Launch the Food and Welfare Network. | Extend the Prepare to Recover Programme and explore further opportunities to embed preventative care solutions, including reducing hospital admissions and supporting hospital discharge. | Seek additional funding to increase the number of step-down units that support residents following hospital discharge. |
| Theme 3 - Empowered communities Communicating, listen and engage with residents, be an inclusive Council for all our residents and sustaining our Community Centre Network, adjusting to the needs of our residents. | | |
| Short term | Medium term | Long term |
| Launch a Citizens' Panel in 2024 to help shape the Council's decisions on services and policy. | Use the newly updated Council website to improve the user experience . | Explore creative solutions, all-age offerings and day centre enhancements and modernisation to encourage |

| | | |
|---|---|--|
| Introduce an online engagement tool to gain views on planning design codes in 2024. | | walk-ins and increase overall footfall at our Community Centres. |
| Seek opportunities to engage with young people in the borough by developing Mayoral and school initiatives and launch the Youth Awards 2024. | Continue to build on progress made with youth engagement by introducing a Youth Council to capture views and act on ideas from young people. | Create and sustain a Spelthorne Partner Assembly to encourage cross-agency working and resident engagement. |
| Increase membership of the Community Centres by introducing new activities and raising awareness of the existing opportunities. Continued use of the Community Centres as Warm Hubs. | Improve stakeholder engagement via an online community engagement platform allowing us to inform, engage, measure and build community relations. | Undertake a ' How did we do ' exercise in 2028 to evaluate the Council's performance in delivering the Corporate Plan objectives, listening to residents and seeking feedback to help us shape the next plan. |

ADDRESSING HOUSING NEED

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.

Theme 1 - 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.

| <i>Short Term</i> | <i>Medium Term</i> | <i>Long term</i> |
|---|--|---|
| 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. | Drive opportunities through the Asset Management Strategy to determine standards of housing that are coming through the marketplace which meet the specific needs of our residents. | Consider options for the long-term management of homelessness support schemes and increase placements available if required. |

| | | |
|---|---|--|
| Work proactively with landlords and private housing providers of Houses in Multiple Occupation, and temporary B&B accommodation, to tackle poor conditions and anti-social behaviour. | Explore opportunities with Surrey County Council to secure affordable housing on publicly owned assets via the One Public Estate programme. | Review service provision to ensure the effective implementation of the Renters Reform Act (if passed) |
| Support refugees to find suitable accommodation, seeking government funding and securing sustainable accommodation. | Secure Joint Venture partnerships and Homes England funding where possible to develop new housing schemes. | Develop and deliver Joint Venture housing schemes. |
| Theme 2 – 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. | | |
| Short Term | Medium Term | Long term |
| Seek to maximise the provision of affordable homes through the planning process through viability assessments and s106 agreements. | Explore a revised Tenancy strategy to make more homes affordable and encourage landlords to do the same. | Assist in delivering social housing units where feasible. |
| Secure nomination rights for new development schemes, working with partners to increase the range and variety of affordable housing. | Drive opportunities through the Asset Management Strategy to facilitate the delivery of affordable homes. | Continue to lobby central Government for social housing funding. |
| 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. | Work in partnership with key registered social providers (including A2D) to bring forward regeneration opportunities which will also secure housing for local needs. | Make capital funding available for acquisition of affordable/social housing with grants from Homes England. |

| Theme 3 - Living independently | | |
|---|---|---|
| Help residents stay in their own homes with the right tools and technology and partnering opportunities and assist residents into sustainable tenancies. | | |
| <i>Short term</i> | <i>Medium term</i> | <i>Long term</i> |
| Provide a range of independent living services to help residents regardless of age to lead an active and fulfilling life. | Promote societal and community opportunities for residents with disabilities by removing barriers through the Social Prescribing Programme . | Be at the forefront of opportunities for further joined up health system work with a focus on prevention, recovery and independent living in partnership with health, social care and the voluntary sector . |
| Raise awareness of Disabled Facilities Grants (DFG) and local handyman schemes so residents can be helped to stay in their own homes. | Explore opportunities with other Surrey Councils to provide maximum value from Disabled Facilities Grants and the Better Care Fund. | Seek an uplift in the Council's DFG award based on past performance and increased local resident need. |
| Continue partnership working with Mole Valley District Council to deliver the SPAN personal alarm service . | Develop joint opportunities in relation to health technology including Virtual Ward monitoring technology. | Seek opportunities to secure homes for residents within new Supported Independent Living accommodation being developed in the Borough. |

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.

Theme 1 - Financial resilience of the Council

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

| <i>Short Term</i> | <i>Medium Term</i> | <i>Long term</i> |
|--|---|---|
| Develop a new Asset Management Strategy ensuring the management of our investment, regeneration and municipal | Complete Centros financial software system implementation to build on the enhanced systems resilience of the finance | Develop a long-term Sinking Fund Strategy to ensure the Council maximises its options. |

| | | |
|---|--|---|
| portfolio will achieve best value, maximise income and minimise vacancy rates. | partnership with Mole Valley District Council. | |
| Carry out 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. | Develop a shareholder strategy for Knowle Green Estates Ltd, to include future company options. | Implement an updated Council municipal assets strategy with specific focus on the Council offices. |
| Utilise the expertise of the newly established Finance Reporting Working Group to simplify financial documents , to improve financial awareness and understanding from Councillors and Officers, and expand delivery of financial induction and training programmes . | Continue to explore opportunities for collaborative working with partners where this can deliver cost savings, resilience and/or better services for our residents. | Implement a town centre strategy for Staines-upon-Thames and the Elmsleigh Centre. |
| Theme 2 - Economic resilience of the borough | | |
| Promoting our Borough, maintaining the vitality and strengths of our towns, supporting business investment and start-up's and help our residents into employment | | |
| Short Term | Medium Term | Long term |
| Increase clients at the Spelthorne Business Hub by promoting hot-desking space and provide tailored support, advice and information to new and established businesses. | Work in partnership with Surrey County Council to launch a new library and community hub in Staines-upon-Thames. | Work with partners to deliver better digital infrastructure , providing improved connectivity for residents and businesses. |
| Help residents find employment and training via the Jobs and Skills Hub and extend the Better Futures Programme to match residents with local employers. | Relocate the Jobs and Skills Hub to a new home in the Elmsleigh Centre and secure permanent funding to safeguard the service. | Deliver and strengthen inward investment in the borough working with Surrey County Council in their new strategic role in local enterprise business functions. |

| | | |
|--|--|---|
| Engage with partners through the Visitor Forum to deliver projects and events to promote the borough, maximising our river frontage. | Launch an 'Adopt an Entrepreneur' scheme 6 where established business support and develop new businesses in their industries. | Continue to support and lobby for Spelthorne in the Zone . |
| Theme 3 - Preparing for the effects of climate change: Maintaining our preparedness and response to borough emergencies | | |
| Short term | Medium term | Long term |
| Manage our parks and open spaces and commons e.g. utilising tree planting and plant species to reduce risks of flooding. | Continued engagement with the Environment Agency and support the progress of the development consent order to build the channels and associated infrastructure for the River Thames Scheme . | Identify habitats with high biological carbon sequestration potential and planting species which can adapt to future environmental changes |
| Advise residents steps they can take to prepare for emergencies with a 'warning and informing' campaign using a range of communication platforms. | Build on established flooding community groups to prepare for flooding emergencies and assist when required. | Review and update Council working practices and policies to adapt to climate change constraints whilst meeting business needs. |
| Work with partners including Surrey County Council in developing a climate change and resilience plan for adoption in 2024. | Work with Surrey County Council to implement relevant aspects of their 'Climate Change Adaptation and Resilience Strategy' to ensure it meets Spelthorne's requirements. | Adapt Council assets to prepare for changing climate and weather conditions |

ENVIRONMENT

Theme 1 - Our Council's journey to Net Zero 2030

Aim: Deliver actions in the Council's Climate Change Action Plan, operate sustainable practices and procurement and complete the New Leisure Centre, promoting Passivhaus standards.

| | | |
|--|--|---|
| Short Term | Medium Term | Long term |
| Introduce an electric Spelride community transport bus to our existing fleet. | Update other vehicles and equipment to electric including mopeds, mowers, leaf blowers and small vans | All other Council vehicles to run by alternative fuel (e.g. electric/hydrogen powered) |

| | | |
|---|--|--|
| | (subject to technical and financial constraints) | in line with government regulations. |
| Become a certified carbon literate organisation. | Implement EV rapid charging points at Lammas car park and where feasible other locations in the Borough in 2025. | Reduce Council energy use by 50% by 2028 and explore Passivhaus opportunities for own portfolio. Complete full energy audits in 2028. |
| Develop a NetZero tracker to benchmark the Climate Change Strategy actions. | Identify further environmental enhancements and energy saving opportunities for Council properties e.g. white roofs to keep interiors cooler and air source heat pumps. | Install solar canopies and portable EV charging points where feasible at outdoor car parks to produce solar energy where feasible. |
| Theme 2 - Protecting and enhancing our environment | | |
| Aim: Improving air quality, reducing noise impacts, enhancing biodiversity across the borough and working with partners to deliver a greener future. | | |
| Short Term | Medium Term | Long term |
| Create a Tree Nursery at Laleham Nursery and seek opportunities for new species to meet climate change adaptation needs. | Complete phase 2 of the Local Cycling and Walking Infrastructure Plan . (LCWIP) | Secure further LCWIP funding with Surrey County Council to fully implement the scheme for the benefit our residents. |
| Work with key stakeholders to help address poor air quality by adopting a revised air quality management area and an air quality action plan for 2024-25. | Work with local groups to enhance biodiversity through planting wildflower meadows in suitable locations. | Continue support for the River Thames Scheme (which should be into its construction phase in 2027/28). |
| Implement Biodiversity Net Gain (BNG) obligations through the planning process and complete baseline surveys for Council BNG sites. | Promote and grow the Council's commercial waste service - Spelthorne Direct Services, assisting businesses to comply with legislation, be more efficient and reduce cost and waste. | Seek to minimise the impacts of the redesign of Heathrow's flightpaths (airspace changes) on our communities in terms of noise. |

| Theme 3 - Championing local action | | |
|---|---|---|
| Aim: Supporting residents and businesses to lower their carbon footprint and promoting development of community environmental groups | | |
| <i>Short term</i> | <i>Medium term</i> | <i>Long term</i> |
| 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 Action Plan. | Develop a more detailed programme to build upon existing energy and carbon seminars and explore the scope for a dedicated space for encouraging green skills and jobs at The Spelthorne Business Hub. | Encourage the development of space for locally sourced community food growing initiatives . |
| Run a programme of business energy and carbon reduction seminars for local businesses offering practical advice and solutions. | Promoting local ' greening the grey ' and neighbourhood ' Library of things ' initiatives via schools and community groups. | Encouraging circular economy development through repair cafes and education of residents about how to respond to climate change |
| Deliver climate change audits for businesses to enable them to reduce costs and adapt to greener energy solutions. | Encourage the reduction of plastic waste by promoting water fountain facilities and work with partners to identify suitable locations to introduce new water fountains . | Continue to identify available community and business grant funding opportunities for energy efficiency and decarbonisation initiatives. |

SERVICES: 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.

Theme 1 - Community focused services - Putting residents at the heart of everything we do by listening and responding, measuring output and success.

| <i>Short Term</i> | <i>Medium Term</i> | <i>Long term</i> |
|--|---|---|
| Seek residents' views on Council services through a resident's survey . | Publish engagement strategy for residents. | Explore opportunities for additional government grant funding to support |

| | | |
|---|---|---|
| | | residents and community groups. |
| Publish an updated Equality, Diversity and Inclusion Strategy . | Launch a new digital engagement platform . | Look into the feasibility of creating a citizens' forum and ensure greater engagement with a wider demographic of the community. |
| Regularly promote the Residents Charter outlining service and response expectations. | Publish a refreshed annual report including Corporate Plan Key Performance Indicators. | Continue to develop customer insights to identify community needs and guide service development. |
| Theme 2 - Digitally enabled and accessible services - Empowering customer experience, using customer insights for smarter service delivery and enabling remote accessibility to increase customer choice | | |
| Short Term | Medium Term | Long term |
| Bid for funding for digitalisation of planning services to improve digital engagement and community interaction. | Implement upgraded website to exceed government digital accessibility standards. | Continue the Transformation Programme and measure outcomes with a total project saving expected in 2027/2028 of £1.1 million based on digitising services. |
| Track customer service satisfaction via a range of monitoring tools and response data. | Make it easier and more efficient for residents to access services , including continuing to extend self-serve kiosk in reception whilst still offering a face-to-face presence. | Achieve our digital goal “a community empowered and connected by simple and relevant engagement” by 2028 ensuring full digital engagement with 80% of residents access services via digital means . Monitor and exploring AI opportunities to enhance services and resident experiences. |
| Increase the uptake of the Customer Portal to 50% of eligible residents by the end of 2024. | Increase the uptake of the Customer Portal to 70% of eligible residents by the end of 2026. | Increase the uptake of the Customer Portal to 80% of eligible residents by the end of 2028. |

| Theme 3 – Being a responsible employer | | |
|---|---|---|
| <i>Short term</i> | <i>Medium term</i> | <i>Long term</i> |
| Undertake a staff and Councillor survey in 2024 and subsequently every two years. | Reaffirm our commitment to being a forces friendly employer by re-signing the Armed Forces Covenant . | Develop our workforce by providing training and apprenticeship opportunities . |
| Work with the new Leisure Centre operator (Places) to offer health screenings . | Refresh our Hybrid Working Policy to ensure it supports business need whilst maintaining an appropriate work life balance for staff. | Ensure we remain a competitive employer in the marketplace. |
| Promote the Employee Assistance Programme and mental health support through Care First during the prolonged impacts of the cost-of-living crisis. | Run a series of workshops highlighting staff training opportunities to ensure staff are digitally enabled and have appropriate skills to meet business need. | Develop and implement a Future Leaders Programme for staff. |