



To:
All members of the
Corporate Policy and Resources
Committee

Please reply to:
Contact: Gary Lelliott
Service: Committee Services
Direct line: 01784 446337
E-mail: g.elliott@spelthorne.gov.uk
Date: 7 February 2022

Supplementary Agenda

Corporate Policy and Resources Committee - Monday, 7 February 2022

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, 7 February 2022:

- | | |
|---|----------------|
| 11. Capital Strategy 2022 to 2027 | 3 - 18 |
| To consider the Capital Strategy for 2022 to 2027 and make a recommendation to Council. | |
| 14. Recovery Action Plan | 19 - 72 |
| To receive an update on the Recovery Action Plan. | |

Yours sincerely

Gary Lelliott
Corporate Governance

Spelthorne Borough Council, Council Offices, Knowle Green

Staines-upon-Thames TW18 1XB

www.spelthorne.gov.uk customer.services@spelthorne.gov.uk telephone 01784 451499

To the members of the Corporate Policy and Resources Committee

Councillors:

L. E. Nichols (Chairman)	A. Brar	V.J. Leighton
J.R. Sexton (Vice-Chairman)	S. Buttar	S.C. Mooney
C.F. Barnard	S.M. Doran	R.J. Noble
I.J. Beardsmore	S.A. Dunn	O. Rybinski
J.R. Boughtflower	N. Islam	V. Siva

Substitute Members: Councillors: C. Bateson, J.T.F. Doran, T. Fidler, H. Harvey,
D. Saliagopoulos, R.A. Smith-Ainsley and J. Vinson

Corporate Policy & Resources Committee



7 February 2022

Title	<p>Capital Strategy 2021/22 to 2025/26</p> <p>This report was originally submitted to the Committee on 19 January and may be subject to further recommendations at the meeting on 7 February.</p>
Purpose of the report	To make recommendations to Council
Report Author	Paul Taylor Chief Accountant
Ward(s) Affected	All Wards
Exempt	No
Corporate Priority	<p>Community</p> <p>Affordable Housing</p> <p>Recovery</p> <p>Environment</p> <p>Service Delivery</p>
Recommendations	<p>Committee is asked to: (added for completeness at this stage)</p> <ol style="list-style-type: none"> 1. recommend to Council that it approve the Capital Strategy as set out in this report 2. approve that all development and investment projects, along with all significant projects follow the previously approved business case governance process as set out in section 8 of this report 3. approve that no financing sources, unless stipulated in regulations or necessary agreements, are ring fenced 4. approve the council plans to continue its use of capital receipts to fund the revenue costs of eligible proposals (subject to full business cases for each project). 5. approve the financing of the capital programme and revenue implications as set out in section 13 of this report. 6. approve the financing of the capital programme being delegated to the Corporate Policy & Resources Committee to provide sufficient flexibility to allow for the most effective use of Council resources
Reason for Recommendation	The Council is required by law to approve before start of each financial year a Capital Strategy setting out its approach to identifying needs for capital expenditure. managing capital expenditure, financing it, and managing risks associated with delivering capital objectives.

	<p>.</p> <p>When long term investment decisions are undertaken, decision makers can rely on clear and informed information. This would include:</p> <ul style="list-style-type: none"> • A long-term view of capital expenditure plans and any financial risks to which the Council is exposed. • Ensuring due regard to the long-term financing, affordability implications and potential risks. • A clear overview of the Council’s asset management planning arrangements and any maintenance requirements that have resource and business planning implications. <p>The Capital Strategy will continue to help support informed decision making in the delivery of Spelthorne Borough council’s long-term plans and ambitions.</p>
--	---

1. About this report

- 1.1 This is a draft report for development and feedback from Councillors, prior to the final report being submitted to the Corporate Policy & Resources Committee in February.
- 1.2 Officers have reviewed over 30 different Council’s Capital Strategy Reports and as Chartered Institute of Public Finance & Accounting (CIPFA) state there is no one size fits all. The standards were variable.
- 1.3 Where we have yet to populate charts, particularly those that show the results for 2070/71, we have use £xxxx or xxxx to indicate figures or information to follow.
- 1.4 Further you will see a few sentences in blue ink, which is an aide memoire to me to add more information.
- 1.5 One of the key aims is to introduce a clear 50-year planning horizon and provide Councillors with indicative figures of what the Council’s finances might look like, based on the current decision making. Particularly, as we have a 50-year plan for our investment properties and for Knowle Green Estates Ltd.
- 1.6 Therefore, would you please review the report and identify the areas that you feel should be in the report, areas that you think should come out, areas that require further development and areas that we should consider including in the report.

2. Introduction

- 2.1 The Capital Strategy is an important document which is important to get right. It is important to provide Councillors to have an opportunity to input and refine the Strategy, so what is set out in this report is very much a first draft with it anticipated that a refined version will be brought back to the Committee in February
- 2.2 If you think of Capital Strategy as a requirement only, you have already missed the point. The development of a capital strategy is a best practice approach to longer-term strategic planning to assist council how their

approach to capital expenditure can address evolving service needs. When it is done well, it adds significant value, not only to the successful management of a local government organisation, but more importantly to the future success and wellbeing of the population, stakeholders, and area that it serves.

A capital strategy is not simply a document: it is a whole organisation approach to effective, long-term planning and investment, with outputs and outcomes that lead to healthy, vibrant, green, and resilient communities, businesses, organisations, and geographic areas. If we are not fully embracing the spirit of the requirement for a capital strategy, we, and the population that we serve – will not be benefiting from this important aspect of strategic planning. CIPFA produced updated Capital Strategy Guidance in 2021. (See Appendix A)

- 2.3 Since 2019, all Councils have been required to prepare an annual updated Capital Strategy document, however, one size does not fit all and therefore Councils have over the last two years prepared a range of documents to suit their needs and planning horizons, which in the case of Spelthorne Borough Council, must cover a 50-year period to match with its long-term investment property strategy.
- 2.4 A 50-year planning horizon is required to ensure that Council gives due consideration to the impact of its decision making today, on the future capital and financing for the success and wellbeing of the population and stakeholders within the Borough tomorrow.
- 2.5 After extensive consultation, CIPFA acknowledged that each Council is different and therefore, they should develop a Capital Strategy Framework that meets their own needs and circumstances.
- 2.6 This first draft of the report is a starting point for development and input from Councillors and officers before submitting the final report to the February meeting of Corporate Policy & Resources Committee, prior to the Council meeting on 24 February, when all the figures for the 2022/23 capital programme will be known.
- 2.7 This process will be an annual evolutionary process and will take a few years to refine.

3. Executive Summary

- 3.1 The report sets out the Council's Capital Strategy from 2020/21 to 2024/25 and summarises the position up to 2070/71.
- 3.2 The proposed capital programme as detailed in Appendix 1, proposes a gross budget of £306.7m and a net budget of £302.6m (including capital receipts).
- 3.3 The Council's long term capital investment is underpinned by the objectives of the Corporate Plan. Capital proposals are considered within the Council's overall medium to long-term priorities, and the preparation of the Capital Programme is an integral part of the financial planning process. This includes taking full account of the revenue implications of the projects as part of the revenue budget setting process.
- 3.4 In addition to the capital budgets and revenue implications, the report sets out the following:
 - (a) Policy and contextual background

- (b) The Council's asset base
- (c) Delivery Strategies
- (d) Budget setting and prioritisation
- (e) Governance
- (f) Key projects and programmes
- (g) Capital funding
- (h) Risk management

4. Policy and Contextual background

4.1 Spelthorne Borough Council's vision 20xx/20xx.....provides the starting point for this document, dealing with xxxx, xxxx, xxxx, [\(expand on this, refer to the 2021/2023 Corporate plan may be a little short term?\)](#)

4.2 The Capital Strategy is a major part of these plans.

4.3 In 2016, the Council embarked on an ambitious capital programme with a plan to invest over £1bn in investment properties, to generate sufficient funds to:

- (a) Support Council services
- (b) Support the regeneration and transformation of the Borough
- (c) Deliver much needed affordable housing for our younger residents and families in the Borough.

As part of investing for the future success and wellbeing of the population, and all its stakeholders in Spelthorne.

4.4 As at the 31 March 2021 the draft unaudited accounts show that the Council had total assets with a net book value as shown in the table below:

Asset type	£000
Land & Buildings - Municipal	72,879
Vehicles Plant & Equipment	1,781
Community Assets	158
Assets under Construction	74,205
Heritage Assets	222
Investment Property	939,747
Intangibles	254
Total	1,089,246

4.5 The current approved capital programme for 2021/22 is £325.0m.

4.6 In the current 2022/23 Capital Programme budget setting process, the committees are currently evaluating £62.2m of bids.

4.7 Based on the Council's current level of assets, the Capital Strategy as outlined in this report could significantly increase the Council's asset base over the next 50 years.

- 4.8 Most of the capital expenditure is planned to be spent on land and buildings to provide affordable housing through Knowle Green Estates Ltd. (KGE) the Council's wholly owned subsidiary and temporary accommodation through the Council.
- 4.9 All the land and building acquisition costs together with all design and construction expenditure incurred prior to completion of the final premises are included in the above table and will move into the appropriate category once the project is completed.
- 4.10 The Council does have a planned maintenance budget for these properties.
- 4.11 [Comment about valuations here](#)

5. Key projects

- 5.1 There are several key projects and programmes that require future capital investments for the Council to achieve its strategic goals and these are shown below:
- (a) Several large-scale developments to deliver 650 apartments as part of our Housing Strategy and commitment to the residents of the Borough, particularly young families.
 - (b) A new leisure centre in Staines-upon-Thames the first of its kind being built in the UK to Passivhaus standards, which has involved a £40m investment in a greener building, to protect the wellbeing of our residents over the coming years and making the building carbon neutral.
 - (c) Continued investment in municipal infrastructure, such as local parks.
 - (d) An ongoing investment in digital transformation, where we aim to utilise technology to continue to deliver efficient, good quality services.
- 5.2 Our Capital Programme's delivery objectives continue to take place against a background of financial challenges. The potential impact of the Fair Funding Review could have a significant negative impact on the Council and some difficult decisions lay ahead, as the Council looks to balance the projected deficits for 2023/24 and beyond.
- 5.3 It is therefore vital that the Council's Capital Strategy delivers a return on investment that is financial, such as capital receipts or new revenue streams, or delivers key strategic priorities
- 5.4 The Capital Strategy is intended to evolve each year, it is a dynamic plan that will respond to threats, opportunities and will change over time.
- 5.5 The strategy is set over 50 years but is updated annually and includes short-, medium- and long-term investment revenue streams, or delivers key strategic priorities.

6. Our delivery strategies

- 6.1 The Council's capital programme is categorised into four key areas:
- (a) Strategic Investment Acquisitions £xxxm
 - (b) Affordable Housing £xxxm
 - (c) Efficiency £xxxm

- (d) Operational £xxm, including decarbonising the Council's service delivery.

Strategic Investment Acquisition <ul style="list-style-type: none"> • Support Council services • Invest in regeneration projects • Provide for the future 	Affordable Housing <ul style="list-style-type: none"> • Regeneration of key strategic sites • Provide affordable housing for the residents of SBC
Efficiency <ul style="list-style-type: none"> • Produce ongoing revenue savings and additional income • Digital transformation enabling residents to have better access services 	Operational <ul style="list-style-type: none"> • Reduce running costs • Greener outcomes • Rationalise property portfolio

7. Strategic Investment Acquisition

- 7.1 Strategic investment acquisitions are where the Council acquires properties to enable the development of key strategic sites for regeneration opportunities, to
- Support Council services
 - Support the regeneration and transformation of the Borough
 - Deliver much needed affordable housing for our residents and families in the Borough.

8. Property Investment Strategy

- 8.1 [Details to be inserted or refer to appendix/link to document on the website](#)

9. Affordable Housing developments

- 9.1 SBC has a Housing Strategy to deliver xxxx units by xxxx (provide link to the document on the website or appendix).
- 9.2 The Council is intending to develop the following properties and deliver 650 apartments based on the Cabinet meetings in February to April 2021 as shown below:
- Oast House – 216 affordable rental apartments
 - West Wing – 25 affordable rental apartments (Delivered)
 - Ashford – 48 affordable rental apartments
 - Victory – 127 key worker and affordable apartments
 - Benwell Phase 1 – 55 private rentals. Apartments (Delivered)
 - Benwell Phase 2 – 39 affordable rental apartments
 - Thameside – 140 private rental and affordable apartments
 - Total - 650 apartments

- 9.3 Upon completion these properties will be transferred, at cost to Knowle Green Estates Ltd (KGE) who administer the buildings and tenants.
- 9.4 Should the number of apartments delivered change this will result in lost contribution from KGE to SBC towards supporting our revenue budgets and the frontline delivery of services.
- 9.5 Going forward, it is Council strategy to continue to build new affordable homes across the Borough, where suitable, affordable premises can be found, this could also include existing houses that are suitable for multiple occupancy.
- 9.6 Each case will be evaluated on its own merits and consider how it assists the Council to achieve its Housing Strategy for residents, in the Borough.

10. Knowle Green Estates Ltd (KGE)

- 10.1 KGE is a wholly owned subsidiary of Spelthorne Borough Council and following a restructure of its property portfolio in the year end 31 March 2020, has effectively started from scratch.
- 10.2 The Company has been established to manage each property as mentioned in 8.2 above and is looking at a 50-year time horizon for its properties (see appendix x).
- 10.3 The model approved by the KGE Board is based on the meetings with Cabinet between February and March 2021 and provides most of its apartments for affordable housing.
- 10.4 Affordable Housing tenants will include:
 - (a) Key workers, nurses, police, and teachers
 - (b) Younger residents
 - (c) The elderly and vulnerable
- 10.5 There will be a small element of private rental tenants.
- 10.6 The Council is introducing a new Componentisation Policy, in accordance with the CIPFA accounting code, to use different rates of depreciation for each component of the building, e.g., land at 0% and roof 4%, which reflects the different useful economic lives of each component part of the building.
- 10.7 The 50-year projections indicate that are that KGE will be able to provide substantial revenue contributions to SBC over the period and given the profiling of our tenants, will be operating on a small cash surplus based on the properties being delivered to time and to the number of apartments specified.
- 10.8 Unfortunately, there were significant delays to Benwell Phase 1 and West Wing, and although the number of apartments expected have been delivered, rental income has been delayed.
- 10.9 Further, there have been considerable delays in obtaining planning permission for the Oast House, Thameside and Benwell phase II and these additional delays are impacting on the business plans of KGE, resulting in the need for additional financial support from SBC, over the next three financial years, until all the buildings have been handed over to KGE.
- 10.10 The issues causing the delay in obtaining planning permission indicate that there will be fewer apartments being built, nothing has been finalised at the

time of writing this report, but a loss of more than 30 apartments would require a review of the strategy and financial projections and how the annual contribution to SBC from KGE will be dealt with. Will it be via dividends, interest rate arbitrage or management charges.

- 10.11 KGE will need to be mindful of incurring additional Corporation Tax and compliance with HMRC guidance on the use of interest rate margins to move contributions from a subsidiary to a holding company.

11. Efficiency

11.1 [Digital Transformation, Partnership etc.](#)

11.2 [Detail the pros and cons of each option available and which one is being proposed. Include the risk assessment](#)

12. Operational

12.1 The Council's operational capital strategy is centred on capital improvement works to the Council's operational asset portfolio. This falls into two main categories:

- (a) Land and Buildings
- (b) Infrastructure

12.2 The main objectives of the operational element of the Capital Strategy are to ensure assets meet health and safety standards, are fit for purpose in terms of statutory guidance and legislation, as well as helping the Council to reduce costs and reduce its environmental footprint.

12.3 Another key objective of the operational element is to ensure that the Council continues to invest in its current buildings and long-term assets to avoid incurring significant future costs, essentially spending now to save money in the future. As well as our municipal buildings, we have other operational assets, including vehicles, plant and equipment.

12.4 The Council has a scheduled programme of condition surveys which ensures the Council's operational estate is fit for purpose. As part of the forward planning of the operational estate, the following areas will be developed in line with the objectives of the Council:

- (a) Xxx
- (b) Xxx
- (c) Xxx

12.5 Every 5 years on a rolling basis, the Council will review its municipal and land and buildings to identify sites, were there are development opportunities for both the Council and others, such a small strip or parcels of land, as well as, looking to pass over the running of community assets, such as village halls, to the community.

13. Governance

13.1 The main forum for reviewing all financial aspects of the capital programme is the.....[enter details from Sandy about the process. Development Subcommittee, KGE and risk management](#)

14. Capital Funding

- 14.1 The Council is required to have a funded capital programme that is affordable, i.e., all capital expenditure should have a source of funding and if that funding source is borrowing, the cost of the borrowing should be built into a balanced revenue budget without adversely impacting on the delivery of services.
- 14.2 The key sources of funding for the Council are:
- (a) Grants
 - (b) Contributions
 - (c) S106/Community Infrastructure Levy
 - (d) Capital Receipts
 - (e) Direct Revenue Funding
 - (f) Borrowing
- 14.3 **Grants**
- 14.4 These are predominantly government grants and are usually provided to the Council for the specific use of funding either revenue or capital expenditure for certain schemes and programmes, including Disabled Facilities Grant (DFG) can also include Homes England grants. In the future we will want to explore potential for grant funding to support carbon reduction programme.
- 14.5 **Capital Contributions**
- 14.6 In comparison to grants, capital contributions are specific contributions received for projects and are normally provided by the government, external agencies, or private companies, who have a specific output or outcome they would like achieved through the capital works the Council is providing. Quite often, the scope of these projects is dependent on this external funding, without which the Council may decide to reduce the objectives and scope of a scheme.
- 14.7 **Community Infrastructure Levy/ Section 106 Receipts.**
- 14.8 Community Infrastructure Levy (CIL) is a planning charge introduced by the Planning Act 2008. The Council started charging CIL in May 2016. Developers must pay a levy linked to planning applications - this is based on a Council approved policy and charging schedule. The income from this levy is held corporately and the Council decides how to allocate these funds via a Council.
- 14.9 The majority of CIL funding is used to fund strategic infrastructure projects with Surrey County Council. Where practical Council should utilise this resource to fund the capital programme.
- 14.10 S106 differs from CIL, as it is essentially a contract between a developer and the Council and like capital contributions they must be used for specific projects and outcomes rather than a more general objective.
- 14.11 **Capital Receipts**
- 14.12 Capital receipts are generated from the sale of non-current assets (i.e., strips of land), and apart from special circumstances, can only be used to fund the capital programme.

- 14.13 The Council holds all capital receipts corporately, which ensures they can be used to fund the overall programme; therefore, individual services are not reliant on their ability to generate capital receipts.
- 14.14 As Spelthorne Borough Council is not planning to sell any assets in the short to medium term, unless the offer price is correct, only a small amount of funding in the capital programme will be available from capital receipts.
- 14.15 **Direct Revenue Financing**
- 14.16 The Council, can, if it chose to fund capital expenditure via its revenue budget. This can be through in year underspends or via general or earmarked revenue reserves. Any funding of the capital programme via revenue resources would have to be considered considering the Council's overall revenue budget and the Medium-Term Financial Plan. [\(Re word of the paragraph or remove\)](#)
- 14.17 **Borrowing**
- 14.18 Borrowing can take the form of internal or external borrowing.
- 14.19 **Internal borrowing** is a temporary position where the Council uses its cash balances instead of externally borrowing at that point in time. If not used for internal borrowing, these cash balances would be invested on a medium to long term basis providing the Council with a return on investment. As such there is an opportunity cost associated with internal borrowing that is built into the revenue implications of the capital programme.
- 14.20 The Council's main objective when borrowing externally is to achieve an appropriate balance between securing low interest costs and achieving cost certainty over the period for which funds are required, particularly when dealing with assets under construction, which are funded via the short-term money market, as interest rates are currently cheaper.
- 14.21 **External borrowing** occurs when the Council borrows money from the open market, via financial institutions and investors or the government, via the Public Works Loan Board (PWLB). [\(Insert current PWLB rate\)](#)
- 14.22 In September 2021, the PWLB implemented new lending criteria so that councils focus on housing delivery, regeneration, and service delivery projects rather than invest for a return to support services.
- 14.23 This now means that SBC must regularly assess how to finance its external borrowing needs and the financial viability of capital projects in their capital programme due to this unexpected increase in the cost of borrowing.
- 14.24 The Council have built this into the interest cost as part of the revenue implications of the programme.
- 14.25 Although the Capital Programme may identify a need to borrow to fund capital expenditure, the timing and type of borrowing (internal/external) is dependent on cashflow modelling in line with the Council's Treasury Management Strategy. [\(Page link to report\)](#).
- 14.26 As a general principle, SBC will borrow from the short-term money market as the loan interest rates are cheaper than borrowing from PWLB. Although it must be noted that the short-term money market is geared to the bank of England base rate which can be volatile and quick to react to market

changes. Whereas the PWLB interest rate is dependent on the more stable Gilts Rate.

14.27 The Council's total borrowing requirement based on capital expenditure incurred historically but to be financed is represented by the Capital Financing Requirement (CFR). This is published in the statement of accounts, and as at 31 March 2021 was £xxx.xm.

14.28 The forecast trend in our CFR over the next 50 years is shown in the chart below

14.29 [Insert chart](#)

14.30 All capital financing costs, i.e., interest costs and minimum revenue provision must be treated as a revenue cost and built into the Council's MTFP. In essence, the more the Council borrows, the greater the call on the revenue budget which then requires further service savings to be identified to fund this in the longer term.

14.31 **Therefore, the formulation of an SBC strategy for repatriating funds from KGE is so critical and needs to be expediated within the next 6 months.**

15. Capital Programme Funding: 2020/21 to 2024/25

15.1 The table below summarises the Council's funding of the proposed Capital Programme as outlined in this report:

15.2 [Insert table Funding of the Capital Programme](#)

15.3 In total £xxxm (xx%) of the programme is to be funded via external or internal sources of funding, with the remainder via borrowing (both internal and external).

15.4 The tables below outline the main streams of external funding

15.5 [Insert table of funding sources](#)

16. Revenue implications of the programme

16.1 [Insert table of the Revenue Implications of the Capital Programme to 2070/71](#)

16.2 The Council aims to maximise its balance sheet assets and as such can utilise cash balances derived from working capital (such items as the appeals provision, reserves, etc.) before it borrows externally to finance the net cost of the capital programme.

16.3 Over the 50-year capital programme it is currently estimated that the Council will incur net financial costs, through its revenue budget of £xxxm. This is made up of £xxxxxm of financing costs (including MRP), offset by £xxxxxm of commercial income.

16.4 The revenue costs of the capital programme are not uniform across the 50 years of the capital programme and are subject to significant fluctuations in line with the profiling of capital expenditure and funding (particularly capital receipts). To manage these fluctuations, the Council is operating a sinking fund which ensures the revenue budget increases are consistent with surplus balances at the start of the programme being transfer to a capital financing reserve, which will then be drawn down in later years. Based on current estimates and assumptions at the end of 2070/71 the capital financing budget will be approximately £xxxm,

16.5 This represents an increase/decrease of about £xxxm compared to the current base budgets for capital financing This is an annual budget that would have to be put aside as part of the Council's revenue budget.

17. Minimum Revenue Provision (MRP)

17.1 MRP is applied where the Council must set aside a revenue allocation for provision of debt repayments (borrowing in the capital programme). MRP replaces other capital charges (e.g., depreciation) in the statement of accounts and has an impact on the council's bottom line.

17.2 MRP will increase and decrease throughout the programme and is sensitive to both expenditure and funding changes.

17.3 The Council will continue to balance the use of capital receipts, internal borrowing, and external borrowing to ensure the most efficient use of resources, including the need to fund MRP.

18. Risk Management

18.1 Major capital projects require careful management to mitigate the potential risks that can arise. The effective monitoring, management and mitigation of these risks is a key part of managing the capital strategy.

18.2 General Risks

18.3 General risks are those that are faced because of the nature of the major projects being undertaken. Most of these risks are outside of the Council's control, but mitigations have been developed as part of the business planning and governance process.

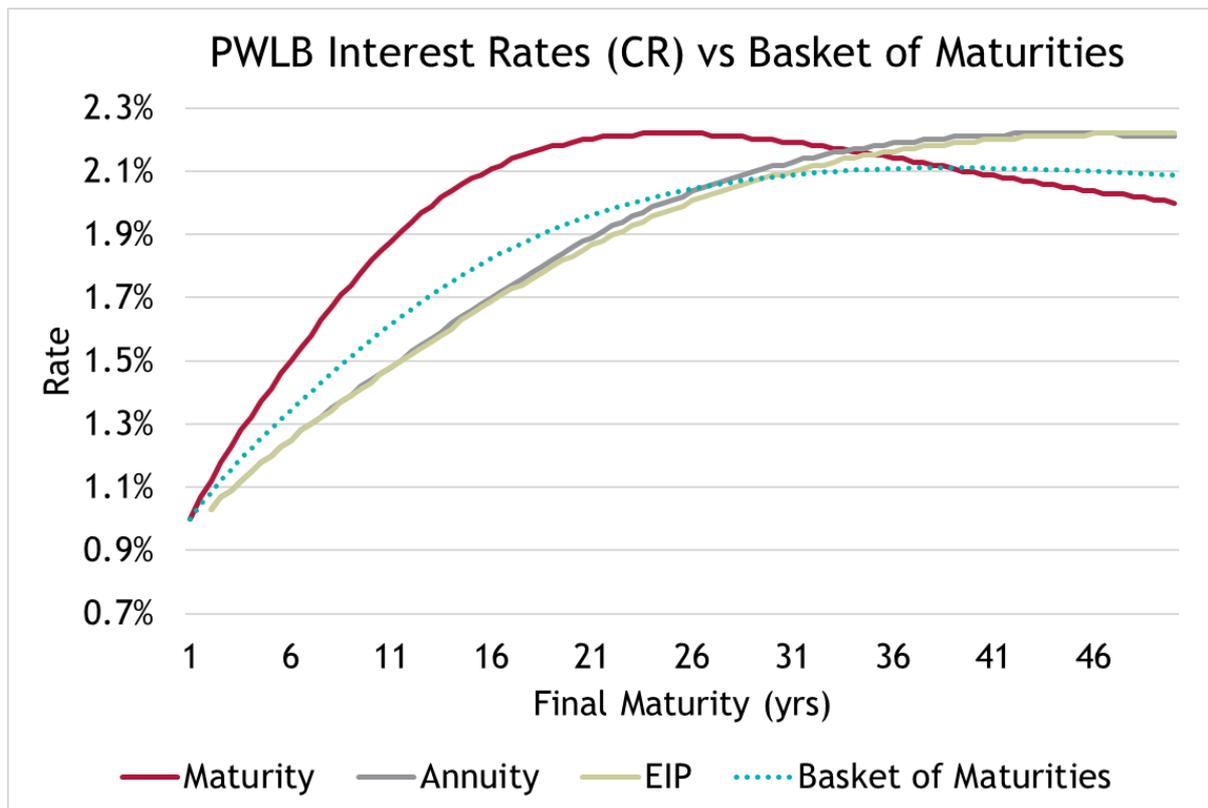
18.4 These risks are set out below along with key mitigations:

18.5 **COVID-19**

18.6 **BREXIT**

18.7 **Interest Rate Risk**

18.8 The Council is planning to externally borrow £xxxxm as set out in this Capital Strategy over the next five years. Interest rates are variable, and a rise could increase the cost of servicing debt to a level that is not affordable. To mitigate this, the Council reviews the financial markets and will obtain a basket of loans that minimise the cash outflows over the term of the loan, noting that in some cases it is more advantageous to take out loans over a shorter term.



18.9 [Explain the chart](#)

18.10 Inflation Risk

18.11 Construction inflation over and above that budgeted by the council's professionals and advisors, and built into project budgets, could impact on the affordability of the capital programme. A 1% rise in the cost of the programme would increase the cost of the programme by approximately £xxxm.

18.12 This is mitigated through the provision of contingencies, updating estimates regularly as they change and monitoring the impact through governance processes. This is also mitigated post the signing of contracts with construction companies and developers through fixed price contracts.

18.13 Legislative Risks

18.14 Change in Law Risk – Capital schemes need to comply with the latest law and regulations, changes in which can impact construction costs and may be retrospective in their nature. This risk is mitigated by awareness of pipeline legislative changes and provision of contingencies.

18.15 Market Health/Commercial Risks

18.16 The Council's capital programme relies on commercial activity as a key supporting strategy. This involves generation of income from property letting, sales receipts and other revenue/capital financial flows such as land deals with developers. In some cases, the Council commits to large projects, based on assumptions about future asset values. Should market movements mean that these assumptions are inaccurate, then the Council may suffer financially.

18.17 To mitigate this risk, the Council relies on expert advice on future asset values in making its decisions.

- 18.18 **Supplier Financial Stability**, construction companies and developers contracting with the Council that experience financial instability pose a significant risk. They may not be able to raise funding to finance operations, and their potential insolvency could lead to a costly process of changing suppliers without any guarantee of remaining within the overall budget. The Council could suffer direct financial loss, and any defects or other issues may not be resolvable as anticipated.
- 18.19 To mitigate this risk, the Council carefully considers the financial robustness of any contractor and requests appropriate financial standing assurance and support wherever possible.
- 18.20 **Transfer Risk**
- 18.21 When the Council plans and delivers projects, it is important to consider the risks associated with the project and whether the Council (or its subsidiaries such as KGE) is the best placed to take on that risk.
- 18.22 A key consideration for major capital schemes is whether these will be developer led or whether the Council will self-develop. For a developer led scheme the developer will take on a significant proportion of the risks associated with the project. However, the developer will price this risk in, so it will come at a cost.
- 18.23 Considerations can include whether there is resource capacity and expertise to take on specific risks in the context of the overall capital programme. The housing subsidiaries are newly incorporated and there may be an initial set-up risk as the company gains experience and embeds its delivery plan.
- 18.24 **Hybrid working** – a key issue with projects and overspending is the lack of communication between colleagues in the same office, with the onset of Hybrid Working, those small conversation had as you pass a colleague in the corridor or whilst having a cup of tea are going to be lost and the likelihood of missing a key element of the project are enhanced.
- 18.25 **Project Risks**, relates to the delivery of capital projects, which in many cases can be controlled, influenced, or directly mitigated in ways other than making contingencies available. These risks would mostly relate to unforeseen project delays and cost increases which could arise from a range of circumstances.
- 18.26 The effective management of these risks is mostly linked to the following strategies:
- 18.27 **Project Risks**
- 18.28 Projects are required to maintain a risk register, to ensure effective monitoring.
- 18.29 **Highlight reporting** - development projects, as an example, create monthly highlight reports to ensure stakeholders are aware of progress and risks of projects on an on-going basis.
- 18.30 **Appointment of professional teams** - the Development team has recruited and retained the services of experts to provide robust planning and review to advise on financial feasibility and to ensure timely delivery of projects.
- 18.31 Experts also cover key surveying and financial planning roles to give assurance on quality of work and assumptions.

18.32 **Risk of Revenue Write Off** – the Council commits to feasibility studies on many of its significant capital schemes at the point where spend is revenue in nature or when capital spend may be written off, should the scheme in question not progress.

18.33 This is managed through careful consideration and approval of all expenditure potentially at risk of revenue write-off. There is a further risk that any projects funded may not yield the required ongoing revenue savings and therefore may need to be written off to revenue.

18.34 The Council has an on-going capital programme and will continue to invest in capital projects beyond 2024/25 and will therefore need to ensure that funds are set aside for the future cost of borrowing.

19. Financial implications

19.1 Financial implications are set out in the main body of this report.

20. Legal considerations

20.1 The legal implications for each individual scheme within the capital programme will be considered when approval is sought for that scheme. Each scheme within the capital programme will be approved in accordance with the council's constitution.

21. Equality and Diversity

21.1 [To be entered](#)

22. Sustainability/Climate Change Implications

22.1 Each project will be required to provide details of its impact on the sustainability for the Borough and climate.

23. Timetable for implementation

23.1 Set out a timetable, if required, showing when the proposal in the report will be implemented.

Background papers: [List the reports highlight/referred to above](#)

Appendices:

Additional reading based on report above.

CIPFA – Capital Strategy Guidance 2021

This page is intentionally left blank

RECOVERY ACTION PLAN (Version 7: 4 February 2022)

Key to task owners:

AB	Ann Biggs	DA	Deborah Ashman	JM	Jennifer Medcraft	PT	Paul Taylor
AC	Alistair Corkish	DC	Dennis Codd	JT	Jackie Taylor	RM	Richard Mortimer
AR	Applied Resilience	DD	Daniel Dredge	KE	Ken Emerson	SLL	New Strategic Lead - Leisure
AW	Andy Willmott	DG	David Gold	KM	Keith McGroary	SM	Sandy Muirhead
BO	Biodiversity Officer	MI	Marta Imig	LK	Louise King	SMC	Stephen Mortimer-Cleevly
CI	Carrie Isaac	H&S	Health & Safety Team	LS	Lisa Stonehouse	SN	Sarah Nicholson
CIP	Continuous Improvement Team	HG	Hilary Gillies	MB	Mandy Binley	SO	Sustainability Officer
CL	Catherine Learmonth	HR	HR Team	MH	Mary Holdaway	TC	Tracey Carter
CM	Claire Moore	ICT	ICT Team	NR	Nicky Rentall	TCo	Terry Collier
CS	Carolyn Sheppard					TWF	Tracey Willmott-French

Table of acronyms used:

A2D	A2 Dominion	EM3 LEP	Enterprise M3 Local Enterprise Partnership	SAG	Safety Advisory Group
ARG	Additional Restrictions Grant	ICP/ICS	Integrated Care Partnership/Services	SBC	Spelthorne Borough Council
BID	Business Improvement District	KGE	Knowle Green Estates Ltd.	SBF	Spelthorne Business Forum
DFG	Disabled Facilities Grant	MIG	Multi-agency Information Group	SPAN	Spelthorne Community Alarm Network

INTRODUCTION

Spelthorne has developed a recovery plan outlining the measures the Council will be taking to assist our communities (both residential and business) to recover from the effects of the COVID-19 pandemic. This focusses on how the Council will lead and assist with the wider-borough recovery under five key areas/themes:

- a. Supporting Community Recovery
- b. Supporting Economic Recovery
- c. Supporting a Green Recovery
- d. Keeping People Informed, and
- e. Delivering Key Services

This Action Plan forms part of, and builds on the Recovery Plan, outlining a range of key tasks to deliver each of the actions listed.

SUPPORTING COMMUNITY RECOVERY - ACTION PLAN

LEADERSHIP WITHIN OUR COMMUNITIES			
CR1	<p>Action:</p> <p>a. Maintain visibility and engagement within our communities (including the voluntary sector and faith groups); capturing, embedding and further developing their energy and commitment, to support the delivery of services; and</p> <p>b. Ensure inclusion of all sections of our communities, including hard to reach groups.</p>		
	<p>Task (and owner):</p> <p>i. Build on COVID Champion programme to use as forum for promoting health topics and for relevant public consultation. (SLL)</p>	<p>Desired outcome:</p> <p>Engagement with 15-20 champions on a fortnightly/monthly basis</p>	<p>Target date & progress notes:</p> <p>Autumn 2021 (COMPLETED)</p> <p>Actioned: Meetings have moved to a fortnightly basis and whilst numbers attending have dropped off since the lifting of restrictions the COVID briefings, including information on a range of health topics, continue to be circulated to all the COVID Champions.</p> <p>At the start of November, Lisa Stonehouse started an internal secondment as a COVID Outreach Worker for four days per week. The posting is for a period of 6 months to engage and educate targeted communities and increase vaccine uptake rates. The post is funded entirely by Public Health and includes responsibility for continuation of the COVID Champions programme.</p>

	ii. Build on the residents' association forum. (Council Leader/SLL)	Establish regular meetings with at least 8 residents associations attending	<p>Autumn 2021 (COMPLETED)</p> <p>Actioned: The first of the new round of RA Forum took place on 20 September. Meetings are due to take place on a quarterly basis and the next meeting will be towards the end of January date to be confirmed. Website details to be reviewed and updated.</p> <p>Update February 2022</p> <p>The second RA Forum is due to take place on 28 February. The meeting was originally scheduled for 15 Feb but was postponed in response to the Stanwell North By-election on 23 February. In coming month we will be looking to update the information regarding local Resident Associations held on the council's website and reaching out to new associations that have been formed over the pandemic.</p>
	iii. Sustain and increase volunteer database in case of future emergency. (SLL)	Volunteer database with number of volunteers established	<p>Ongoing: In October SLL supported Ed Walker, Applied Resilience contacting local sports clubs to establish a volunteer database. No organisations responded to the initial appeal and on 17 Nov. VSNS were approached to assist.</p> <p>Update February 2022</p> <p>Leisure have been approached to hold and maintain the database of emergency volunteers. After consideration it was deemed that this function would sit best centrally with the Emergency Response Team. A further public appeal for volunteers has been planned and is due to go out this week.</p>
CR2	Action: Develop and implement a new Health and Wellbeing Strategy, taking into account lessons learnt from the impact of COVID-19.		
	Task (and owner): New Health & Wellbeing Strategy produced. (SMC)	Desired outcome: Strategy launched and action plan adopted	<p>Target date & progress notes:</p> <p>Autumn 2021 (Target revised to Winter/Spring 2021/22)</p> <p>The strategy is currently under development with a view to update the Community Wellbeing and Housing Committee in November 2021.</p> <p>The strategy is currently under development with a view to update the Community Wellbeing and Housing Committee in due course.</p> <p>February 2022</p> <p>Strategy work to recommence with a view to reporting progress back to Community Wellbeing and Housing Committee on 29 March 2022 as agreed with Chair</p>

SUPPORTING VULNERABLE PEOPLE TO HELP THEM TO STAY SAFE AND HEALTHY

CR3	Action: Continue to support local food banks; working with the charity sector to increase capacity and resilience.		
	Task (and owner): Relaunch food poverty group to share good practice and address local need. (SLL)	Desired outcome: Quarterly meetings with food banks, family support and relevant community leads.	Target date & progress notes: Ongoing. June 2021 To progress. SLL (K) has set up a meeting to discuss past arrangements with Charlene Edward with a view to re-establish the group in due course. Update February 2022 Due to resourcing issues we have been unable to take this forward to date. However, we are looking to set up the Food Poverty Action Group during the next quarter.
CR4	<p>a. Review our existing meals-on-wheels provision; and</p> <p>b. Explore options to expand provision to other vulnerable members of the community.</p>		
	Task (and owner): Expand Meals on Wheels provision to include a fully staffed evening service. (SMC/NR)	Desired outcome: Now fully subscribed offering 25 evening meals.	Target date & progress notes: Spring 2021 COMPLETED
CR5	Action: Undertake a review to ensure the Community Centre offer provided by our Independent Living Team is appropriate and safe for all community groups.		

	<p>Task (and owner): Include the provision of more staff at community centres to cater for increased needs of those with a long-term condition. (SMC/NR)</p>	<p>Desired outcome: Have recruited a full complement of Care Support Workers and High Needs Level 5 Health and Social Care Managers.</p>	<p>Target date & progress notes: Spring 2021 COMPLETED</p>
CR6	<p>Action:</p> <p>a. Enhance cross-agency working with health professionals and Surrey County Council to ensure a holistic approach is taken to improving the health and social wellbeing of the community; and</p> <p>b. including undertaking joint projects directed at specific vulnerable residents</p>		

	<p>Task (and owner):</p> <p>i. Provide two borough representatives embedded in the discharge functions of the hospital both acute and community setting. (SMC)</p> <p>ii. Provide step down accommodation to ensure our residents can be discharged from hospital settings into independence focussed safe settings. (SMC)</p> <p>iii. Expand our range of tech services to include more prevention-based tech. (SMC)</p>	<p>Desired outcome:</p> <p>Two Borough Discharge Coordinators recruited and inducted and funded by the ICP.</p> <p>Create the provision of 9 Step Down flats across North West Surrey ICS funded and Spelthorne led.</p> <p>Used DFG funding to broaden and update offer including a planned Dementia Suite.</p>	<p>Target date & progress notes:</p> <p>Summer 2021 COMPLETED Autumn 2021</p> <p>Summer 2021 COMPLETED</p> <p>Ongoing Target revised from Summer 2021 to Autumn/Winter 2021/22 Target revised to Spring 2022</p>
CR7	<p>Action: Recognise and prepare to support the emotional needs caused by the pandemic on the community, with the assistance of partner organisations and all council services.</p>		

	<p>Task (and owner): Centre managers are planning a COVID secure return to the centres which includes safe provision for the most vulnerable and to include extra emotional support to help residents cope with the long-term impacts of COVID 19. (NR)</p>	<p>Desired outcome: Liaising with ASC to facilitate safe return and with H&S to ensure long term sustainability of COVID secure environment. Whilst maximising the number of clients who can attend the setting.</p>	<p>Target date & progress notes: Autumn 2021 COMPLETED</p>
PREVENTING DEBT/FINANCIAL HARDSHIP			
CR8	Action: Analyse and evaluate the impact of the pandemic on the financial health of the community.		
	<p>Task (and owner): Increase the number of residents that receive advice on financial management and debt advice through Advice+ project delivered by A2 Dominion. (MI/KE)</p>	<p>Desired outcome: 500 visits or phone calls over one year, measured monthly.</p>	<p>Target date & progress notes: April 2021-March 2022 (ON TRACK) 19/11/2021. This is measured quarterly as part of the A2D advice plus SLA 01/02/2022. Service has been reviewed and Strategic Housing group updated. We will be commissioning additional services from CAB going forward</p>
CR9	Action: Promote/signpost our residents to appropriate government support/benefit schemes.		

	<p>Task (and owner): Deliver Project Breakthrough for tenancy support residents aged 18-30 including support with employment, skills and training to those Not in Employment, Education or Training (NEETs), those at risk of homelessness and those in need of welfare support. An under-30 specialist has been recruited to deliver wellbeing and life sessions. (MI/KE)</p>	<p>Desired outcome: 100 young adults cope with the socio-economic effects of the pandemic with a priority of residents in Stanwell and Ashford North.</p>	<p>Target date & progress notes: April 2021-March 2022 (ON TRACK) 19/11/2021. This is measured quarterly as part of the A2D advice plus SLA 01/02/2022. Service has been reviewed and Strategic Housing group updated. We will be commissioning additional services from CAB going forward</p>
CR10	<p>Action: Support partner agencies to enable them to provide financial advice and assistance to the community.</p>		
	<p>Task (and owner): Increase funding from annual grants for Citizens Advice to enable to meet higher demand due to COVID. (SLL)</p>	<p>Desired outcome: Monthly monitoring</p>	<p>Target date & progress notes: Ongoing A total of £71,000 additional funding was awarded to support partner agencies in 2021/22:</p> <ul style="list-style-type: none"> • £40,000 to local Foodbanks • £16,000 to VSNS and • £15,000 to Citizens Advice to provide debt advice surgery at local foodbanks. <p>Regular monitoring continues and the next round of grant funding for 2022/23 is due to be considered in December 2021.</p> <p>19/11/2021. CAB have been invited to submit a proposal to expand their service. To be paid from homeless prevention fund</p> <p>01/02/2022. We intend to fund 2 additional advisers based in CAB from the new financial year.</p>

PREVENTING HOMELESSNESS AND ROUGHSLEEPING

CR11	Action: Maintain momentum of the Council’s affordable housing development schemes.		
	<p>Task (and owner): NOTE: At present, apart from the White House, Harper House & the West Wing conversion into 25 affordable units, all the Council’s current and proposed development schemes are either on hold as they need to be reviewed by the Sub Committee of the Corporate Policy and Resources Committee, or as a result of the moratorium on Council schemes in Staines-upon-Thames. Once the outcome is known the Action Plan will be updated. (HM/RM)</p>	<p>Desired outcome: 44 affordable/key worker units at Benwell House. 25 affordable units at West Wing. Delivery of Harper House. Delivery of White House Hostel.</p>	<p>Target date & progress notes: May 2021 COMPLETED October 2021 – Ground to 2nd floors Jan 2022 – 3rd floor COMPLETED Sept 2021 COMPLETED Nov 2021 Sept 2021 COMPLETED</p>
CR12	Action: Provide appropriate resources to address the predicted increase in numbers and complexity of homelessness approaches.		
	<p>Task (and owner): 20 additional emergency properties on a temporary basis arranged with A2 Dominion to house homeless households whilst seeking settled accommodation. (MI/KE)</p>	<p>Desired outcome: Home suitable households on a prompt basis minimising void period.</p>	<p>Target date & progress notes: October 2021 (COMPLETED) 19/11/2021. Covid TA agreement to be reviewed in January 2022 01/02/2022. Review put on hold until 07/02/2022. However, we have moved on over 30 households into the West Wing and Harper House and freed up a number of units of temporary accommodation. Some households in the A2 properties will move to those units and others have a different move on pathway.</p>

CR13	Action: Assist and support vulnerable families to stay in their existing homes.		
	Task (and owner): Reduce evictions through commissioning A2D Advice services (listed above). (MI/KE)	Desired outcome: Listed above (see CR8)	Target date & progress notes: April 2021-March 2022 (ON TRACK) 01/02/2022. Service has been reviewed and Strategic Housing group updated. We will be commissioning additional services from CAB going forward
CR14	Action: Facilitate and advise those in financial hardship, with direct support when appropriate.		

	<p>Task (and owner): Deliver a 50+ Tenancy sustainment service for people with multiple needs who are claiming universal credit. Over 50 specialists recruited to support with employment, training and skills, claiming benefits and money management. (MI/KE)</p> <p>Bid for rough sleeper initiative funding to sustain rough sleeper support worker to offer outreach service. (MI/KE)</p> <p>Bid to extend Housing First scheme by recruiting a second housing support worker in partnership with A2 Dominion. A service for entrenched rough sleepers which offers an intense wrap around support for people with multiple and complex needs. (MI/KE)</p> <p>Homelessness Prevention Fund to support residents with rent in advice, rent deposit, mortgage/rental payment support or storage costs. (KE)</p>	<p>Desired outcome: 150 individuals through tenancy sustainment intervention.</p> <p>KPI to be agreed if successful with funding.</p> <p>50 interventions split between homelessness prevention and homelessness recovery.</p> <p>Administer fund as part of our prevention duty where needed through an eligible homelessness application.</p>	<p>Target date & progress notes: April 2021-March 2022 (ON TRACK) 01/02/2022. Service has been reviewed and Strategic Housing group updated. We will be commissioning additional services from CAB going forward</p> <p>March 2022 dependent on funding 19/11/2021 Marta and Ken meeting with DLUCH on 1 December to hear current proposals and meet on 6 December to revise our plans 01/02/2022. 2 very successful meetings with DLUCH have helped frame our bid. This should ensure a 3-year funding settlement rather than a single year</p> <p>March 2022 dependent on funding 19/11/2021. We are asking A2D to revise the SLA and commit to providing a minimum number of properties under housing first 01/02/2022. A2D did not commit to extra properties. Subject to successful RSI bid we will go for a full retender of the service.</p> <p>Ongoing 19/11/2021. We have additional burdens funding to assist private renters (£126k) ex-offenders (£14k) Domestic abuse (£36k) 01/02/02022. 170 homeless preventions achieved in 3 quarters (annual target 180) so well on track.</p>
--	--	---	--

PROMOTING AND INCREASING LEISURE ACTIVITIES

CR15 **Action:** Improve and develop a broad range of leisure activities and family-orientated leisure pursuits.

	<p>Task (and owner): Restart Leisure activities including Walking for Health and Cycling for Health under COVID safe guidance. (MH)</p>	<p>Desired outcome: At least 2 walks a week and 1 ride a week/fortnight offered in line with COVID restrictions.</p>	<p>Target date & progress notes: April 2021 (COMPLETED) Actioned: Walks restarted on 19th April and there have been three walks each week since then. The Cycling for Health Scheme re started on 10th May and there has been a cycle each week since then.</p> <p>Efforts are currently underway to recruit new volunteer leaders. More information, including a video of our walk leaders sharing their reasons for getting involved, is available on our website www.spelthorne.gov.uk/walkingforhealth or www.spelthorne.gov.uk/cyclingforhealth</p> <p>Tennis Coaching: Leisure officers introduced a pilot tennis coaching scheme over the summer providing free Tennis coaching for children and adults in three parks and proved to be very popular. In addition, chargeable coaching has also taken place, which has also been a success. The scheme was so successful that it was extended until the end of October. Officers worked with Home School Link Workers to encourage specific young people to attend the free coaching. Since the end of the scheme Time to Play Tennis have been granted a licence to provide coaching at the Lammas Park over the winter months, and will continue to include free tennis coaching sessions to the community as part of the agreement.</p> <p>Staines 10K: It has been confirmed that the 2022 Staines 10k will take place on Sunday 15 May 2022. The event is a very popular event for local runners and starts and finishes in Knowle Green. Entries will open on 1st February.</p> <p>Actioned. Leisure have also increased contact with Comms using social media to promote a range of activities throughout the summer including Xplorer, Tennis coaching, music in the parks and launch of the Fortis studio and the new HIIT classes as well as the opening of the pool at Sunbury Leisure Centre.</p> <p>Update February 2022 Walking Cycling for Health: As previously recorded the walking and cycling for health schemes have both restarted. The Team have been recruiting for new volunteer</p>
--	--	---	---

	<p>Communicate restarting of Leisure activities with residents to inform them of activity programme and COVID measures in place. (JM)</p>	<p>Weekly social media posts on leisure activities.</p>	<p>walk leaders and the first of two training sessions was held last Thursday, 27 January with a second to be scheduled later in the Spring 2022.</p> <p>Tennis coaching: Spelthorne Borough Council Leisure and Wellbeing Team are working in partnership with a Lawn Tennis Association Accredited Tennis Coach who is currently providing coaching sessions at the Lammas Park in Wraysbury Road, Staines.</p> <p>The agreement includes a free tennis session for children aged 5-11 each week. These free sessions are intended for children who are in need. This could include, but is not limited to:</p> <ul style="list-style-type: none"> • Families on low income • Difficult family circumstances • Those who may be inactive or over weight • Children who would benefit from a social activity outside of school <p>The sessions will run on a Saturday afternoon from 12:30-1pm and all equipment is provided. An opportunity to tender for an annual community tennis licence was promoted to coaching providers at the start of February with a proposed start date of 1 April 2022. A period of 12 months has been recommended as this would provide stability for the coaching providers to invest their time in the area, income for the Council (albeit modest) but most importantly more regular free tennis coaching opportunities for the community.</p> <p>Staines 10K: Entries to the Staines 10K opened at the start of February and there has already been significant take up with over half of the places having been filled in the first day. Visit http://www.staines10k.co.uk/ for more information</p> <p>May 2021 onwards: Comms & leisure teams have produced new content on our social media channels for leisure/events in the Borough, including a summer programme for Tennis, Music in The Park and the Spelthorne Leisure directory. Inspired by the Olympics we have promoted a range of sports (working with stakeholders including Everyone Active, hockey and tennis providers), plus our own facilities such as skate parks and our cycling for health programme. New outdoor banners created, and dedicated leisure section included in Summer Bulletin</p>
--	---	---	--

	<p>Deliver a free programme of holiday activities through the Club 4 programme for children on free school meals and those most in need (subject to funding). (LS)</p> <p>To deliver a programme of activities in partnership with Active</p>	<p>15 young people to attend sessions including food for one week.</p> <p>Establish local need and identify relevant KPI.</p>	<p>magazine. Digital screens in Staines used to share our messages and worked with the French Brothers marketing team on new materials to promote the jetty in Staines. Specific COVID assets created (as part of the Surrey Comms group) to remind younger people how to stay safe at festivals with reminders on testing and self-isolation. Successful dedicated campaign was launched over the summer holidays promoting the sports and Under-16s category for Capture Spelthorne campaign, with a 37% increase in entries year on year. A ‘Summer in Spelthorne’ press release was issued at the start of the holidays which was picked up by Visit Surrey and Surrey Live.</p> <p>Nov 2021 - We have continued to promote leisure activities in the Borough and have produced content for the leisure directory and worked with our partners at Everyone Active to promote the new Fortis studio. We have also produced re-branded Walking For Health and alongside this a campaign to encourage residents to become volunteer walk leaders in the Borough – a video was produced and a radio interview on BBC Surrey directly resulted in 3 new volunteers for the scheme. Spelthorne Leisure Centre also achieved ‘Outstanding’ status for the second time round and the team promoted this through a number of channels.</p> <p>Jan 2022 - Working with leisure on a joint activity planner to ensure events and activities are captured. Looking at creating ‘leisure’ brand for Spelthorne encompassing all of the different leisure offerings. A working party has been created, with officers from leisure, neighbourhood services and economic development for the Queens Jubilee and plans for the Borough.</p> <p>Completed summer 2021 The Club 4 holiday initiative organised by SCYP at Leacroft was well received. On average for the four days funded by SBC they had 14 – 17 young people; a total of 51 young people.</p> <p>Delayed to 2022</p>
--	---	---	---

	<p>Surrey to deliver Specsavers Surrey Youth Games to meet local demand. (MH)</p> <p>Work with home school link workers, family support, family centres and housing to refer families to utilise play scheme vouchers</p>	<p>150 families to be referred.</p>	<p>The Surrey SSYG event was cancelled this year. All Boroughs and Districts are working on a local offer instead. In liaison with the youth centres and Active Surrey we are exploring opportunities for youth workers to be trained to run physical activity sessions as part of youth club sessions. This is subject to our staffing resources and unlikely to be feasible to deliver until 2022.</p> <p>Update February 2022 Leisure have recruited a temporary member of staff to the team to assist with the delivery of leisure activities and the SSYG in 2022.</p> <p>Completed summer 2021 Vouchers have been issued to 170 families. Claims are still coming in from play schemes, but we believe that a significant number of vouchers have not been used this year due to Club 4. Club 4 was funded by central Government to prevent holiday hunger. It was free and included food, so if the children were eligible for free school meals/in need in some way, they were encouraged to attend Club 4.</p>
CR16	Action: Work in partnership with local art and sport clubs to provide a range of activities to promote mental health and fitness.		

	<p>Task (and owner): Work with local community organisations to deliver art and cultural activities in empty shopping units in the Elmsleigh Centre (subject to funding). (CL)</p>	<p>Desired outcome: At least 2 organisations to deliver up to 6 weeks of activities in 2021.</p>	<p>Target date & progress notes: Ongoing Summer 2021 onwards</p> <p>CL is working with Staines Rotary to establish a pop-up cultural space in a vacant unit in the Elmsleigh centre. We are seeking funding from the Welcome Back Grant and Arts Council project grant, to appoint a project co-ordinator and fund some programming in the space.</p> <p>In addition, we are exploring the possibility of a partly subsidised interactive artistic installation called ‘the Wiggle and Scribble playground’ in the Elmsleigh Centre with a Christmas theme. Whilst partially funded we are seeking a Welcome Back Grant to meet the balance.</p> <p>The ‘Not So True Guided Tour of Staines’ are an interactive storytelling experience that ran throughout August on Tuesdays, Wednesdays and Thursday. Free tickets were offered to recipients of playscheme vouchers. 7 adults and 5 children took advantage of the free tickets.</p> <p>Arts Partnership Surrey have funded an initiative aimed at encouraging young people to try new things and be more physically active. Over a 6-week period a dance artist will deliver an afterschool club at Matthew Arnold.</p> <p>The annual Christmas in Stanwell event is taking place on Friday the 3 December between 5.30pm – 7pm. The event starts with a lantern parade from St Marys Church and finishes with Carol singing outside the Sir John Gibson Pub in Stanwell. Spelthorne Borough Council are funding lantern making workshops for up to 800 children and young people in the area, working with local schools and community groups.</p> <p>In addition, Staines Rotary’s application to the Creative People and Places Fund was not successful but identified a shared vision to work together. We intend to include the Rotary in our wider plans to improve arts infrastructure locally as part of the</p>
--	---	---	--

	<p>Develop a 10-week exercise programme for young clients aged 18-25 with mental health issues. (MH)</p>	<p>Desired outcome: A course delivered with 10 people attending.</p>	<p>programme of activities covered by a separate funding bid to the Cultural Development Fund.</p> <p>Ongoing Summer 2022</p> <p>Update February 2022 Surrey Youth Dance Recovery The six weeks of free afterschool dance workshops run by The Urban Dance School at Matthew Arnold School have been a great success. Additional funding has been secured enabling the initiative to continue for a further 8 weeks.</p> <p>The Wiggle and Scribble Installation The Wiggle and Scribble playground is a temporary playful public-artwork, created by artist Anna Bruder, in partnership with Farnham Maltings and Spelthorne Borough Council. The installation was installed in the Elmsleigh Shopping Centre on Thursday 3 February, and will remain in place for 3 months. The design will encourage people to play, move, shake, scribble, shuffle, hop, bop, dance, star jump and wiggle!</p> <p>Wiggle and Scribble Workshops Four free workshops for Children and the families will be held at Staines Library on Tuesday the 15th of February, during half term. The workshops will teach children to create their own artistic playgrounds at home. Participants will be able to book online, maximum 20 people per workshop.</p> <p>Pied Piper Theatre Shows 4 x free theatre shows by Pied Piper Theatre Company will be performed at Spelthorne Schools with high levels of pupil premium</p> <ul style="list-style-type: none"> • Stanwell Fields School (Wednesday 5th Jan) • Town Farm School (Monday 7th Feb) • Buckland School (Wednesday 9th Feb) • Kenyngton Manor School (Friday 10th Feb)
--	--	---	--

			<p>Spelthorne Borough Council have funded 2 shows and Surrey Education Trust have funded the others.</p> <p>The Resource Centre has been closed for a significant part of the pandemic. Regular weekly activities have been posted online through social media channels have proved popular. Plans are in place to re-open the resource centre in early March and officers are currently working to reconfigure the space for the relaunch. We hope to be able to restart the Saturday children's classes soon after and we are exploring the possibility of creating a Spelthorne Resource Centre Friends Group.</p>
CR17	<p>Action:</p> <p>a. Continue to develop and improve our outdoor leisure facilities and options for all groups; and</p> <p>b. Encourage use of our parks and open green spaces, developing these further by introducing new outside gyms.</p>		
	<p>Task (and owner): Recognise the extensive use of the parks and open green spaces, developing these further by introducing 10 new outside gyms. (JT)</p>	<p>Desired outcome: 10 gyms installed in parks including in areas of high need.</p>	<p>Target date & progress notes: Completion date extended from March 2022 to May 2022 due to delivery times for new equipment. Neighbourhood Services Committee already advised.</p>
CR18	<p>Action: Work with our partners Everyone Active, providing financial assistance and communications to enable them to continue to operate our leisure centres.</p>		

	<p>Task (and owner): Work in partnership with Everyone Active to support the leisure centres to resume all activities (when restrictions allow) and with COVID measures in place. (DA/CM/CS)</p>	<p>Desired outcome: Attendance figures to resume to pre-COVID numbers.</p>	<p>Target date & progress notes: Ongoing The Leisure Team have continued to work in partnership with Everyone Active enabling the reopening of the borough's Leisure centres in Staines and Sunbury from April 2021. All activities have now resumed. Overall attendance figures have risen since re-opening, although still lower than pre-COVID levels. This is not a localised trend, and we continue to work with Everyone Active to build customer confidence and promote activities.</p> <p>Update February 2022: Attendance figures remain lower than pre-pandemic levels, between 75% and 80%. This is not a localised trend, and we continue to work with Everyone Active to build customer confidence and promote activities.</p>
--	---	---	---

SUPPORTING ECONOMIC RECOVERY - ACTION PLAN

MINIMISING UNEMPLOYMENT			
ER1	Action: Continue to monitor, measure and understand how COVID has affected local businesses and adapt to respond to impacts.		
	Task (and owner): Develop a Dashboard with key areas of impact. (KM)	Desired outcome: Will enable informed and timely decisions regarding existing and future responses.	Target date & progress notes: Monthly - starting June 2021 Continuing to monitor, measure and understand how COVID has affected local businesses and adapt to respond to impacts. Survey with businesses was conducted in May/June 2020 but the number of replies was very low and unable to make much use of the data. Low return rate probably connected with the impact of COVID on businesses and people not going into work. A new survey (which closed on 31.08.21) has been circulated within the Spelthorne business community targeting those businesses that have 10 or more employees. Data analysis for this in progress. A dashboard has also been produced and circulated to councillors; this illustrated the level of unemployment in the borough as a whole, as well as within the 18-24 age group. This dashboard information will continue to be made available. Jan 2022 - A survey with businesses was conducted in May / June 2020 but the number of replies was very low and were unable to make much use of the data. The low return rate was probably connected with the impact of COVID on businesses and people not going into work. A new survey has been circulated within the Spelthorne business community targeting those businesses that have 10 or more employees. A dashboard has also been produced and circulated to councillors; this illustrated the total level of unemployment in the borough, as well as within the 18-24 and over 50 age groups. Figures are then put into context by comparing Spelthorne data to the Surrey average. A new update will be produced in January 2022
ER2	Action: Provision/signposting of advice and support and ensuring effective implementation of relevant government initiatives, including business rate relief, payment of business grants etc.		

	<p>Task (and owner): Ensure that the Council website contains updated information with regards to information for business. Utilise SBF, Staines-upon-Thames BID and social media to cascade information. (TC/KM)</p>	<p>Desired outcome: Business owners will be able to access support and help (including financial support) as soon as it becomes available and do not miss it.</p>	<p>Target date & progress notes: Ongoing The Spelthorne website has been continually updated throughout the pandemic. Additionally, specific items of news, particularly regarding jobs have been circulated via our communications team through social media.</p> <p>Jan 2022 - The Spelthorne website has been continually updated throughout the COVID period; additionally, specific items of news, particularly regarding jobs have been circulated via our communications team through social media.</p>
ER3	<p>Action: Keep under review the Council's discretionary grant policy and ensure that the Council distributes the funds available to best support individual firms to survive and to assist the broader economic recovery of the borough.</p>		
	<p>Task (and owner): To identify interventions linked to the Spelthorne economy, scan implementation of ARG elsewhere for ideas. Consultation carried out with businesses. (KM)</p> <p>Generate policy on agreed spend areas for ARG and allocate fund by govt's target date. (KM)</p>	<p>Desired outcome: Businesses will have a voice and influence on how the ARG is allocated; best value will be achieved with allocation of the fund.</p>	<p>Target date & progress notes: COMPLETED</p> <p>Complete spend by March 2022. A separate report in relation to the Discretionary Grant (also known as the ARG) provided for Economic Development Committee on 21 Sept 2021.</p> <p>Jan 2022 - A separate report in relation to the Discretionary Grant also known as the ARG is provided for this meeting and covers this area. Consultation with businesses identified a need for grants to purchase new equipment, improve shop fronts, professional business coaching, web sites and better application of social media tools. All of these have been provided using the ARG funds with the final window for applying closing on 13.2.22.</p>
<p>DEVELOPING SKILLS AND GETTING PEOPLE BACK IN WORK</p>			

ER4	Action: Implement our new Economic Development Recovery Plan (including addressing Brexit impacts).		
	Task (and owner): To ensure that the momentum is maintained in delivering the interventions identified. (KM)	Desired outcome: That a broad range of actions help improve the economic vitality of the borough.	Target date & progress notes: July 2021 Jan 2022 - This has been absorbed within the Corporate Recovery Plan.
ER5	Action: Continue to work with the newly developed Jobs and Recovery Task Group (including reps from SBC, DWP, Brooklands College, Heathrow Academy, JCP and A2D) to develop new opportunities for local residents.		

	<p>Task (and owner): To organise dates and support for the group to meet and develop an Action Plan for the Group (KM)</p>	<p>Desired outcome: The information collected by a variety of critical sources will help inform better decision making dynamically as we navigate through the pandemic.</p> <p>Action Plan will outline opportunities for local residents.</p>	<p>Target date & progress notes: July 2021</p> <p>This group has met on 3 separate occasions so far and consists of representatives from A2D, Job Centre Plus, Brooklands College and Runnymede Council. The main purpose of the group is to share information and what projects or initiatives that each member of the group is working on so that there is the opportunity to enhance delivery through synergy whenever possible so that duplication of effort is reduced.</p> <p>August 2021</p> <p>Jan 2022 - This group has met on 3 separate occasions so far and consists of representatives from A2D, Job Centre Plus, Brooklands College and Runnymede Council. The main purpose of the group is to share information and what projects or initiatives that each member of the group is working on so that there is the opportunity to enhance delivery through synergy whenever possible so that duplication of effort is reduced. The group has not met since July when restrictions were lifted but agreed to meet at a future date if there was a need to do so. No requests for meetings have been received since July.</p> <p>This group has not felt the need to meet as unemployment in Spelthorne has dropped significantly from 5.6% in Jan 2021 to 3.6% in December 2021.</p>
ER6	<p>Action: Support/promote employment and training initiatives – including Virtual Jobs Fair, ‘Kickstart’ scheme, and ‘Job Fuse’ (working with EM3 LEP).</p>		

	<p>Task (and owner): Work with Brooklands College / BUPA / DWP / Surrey Chambers of Commerce and others to promote job fairs / Kickstart and development of an APP by Brooklands to access jobs. (KM)</p>	<p>Desired outcome: Development of App will bring businesses together to offer jobs that are available.</p> <p>Upskill young people with App development that will result in a new way of promoting work opportunities.</p>	<p>Target date & progress notes: July 2021</p> <p>Ongoing.</p> <p>Collaboration between BUPA, a local company called Click-26 and Brooklands College has resulted in an initiative that has enabled students to build an APP (I Choose Local) to obtain opportunities for work or jobs, this has just reached its testing stage and has equipped many of the students involved with new skills by developing the APP in-house. Another project called 'Bounce-back Street' involving the same group and largely funded by BUPA involves a scheme whereby low paid, low-skilled and unemployed young people are provided training to help write CV's, improve self-confidence (for interviews) and identify transferable skills. A location has not yet been identified but is hoped to be launched in late October.</p> <p>Jan 2022 -: The I chose Local team were finalists in the Business Plan Competition and were also first Runner up for the CSR category in the Spelthorne Business Awards. The app is ready for businesses to start uploading their job opportunities ready for a February launch. BUPA are collaborating and will provide access to their mental health practitioners as a free service to any young person using the app who needs mental health support. Bounceback Street - This project will launch in 2022 as all resources are currently being put into launching the 'I Choose Local' app first.</p>
ER7	<p>Action: Work with partners to bid for funding for a Youth Hub in the borough focused on helping specific groups between the ages of 18 – 24 to access employment opportunities and assist with 'work readiness' and resilience.</p>		

	<p>Task (and owner): Submit an application to the DWP for funding for a Youth Hub to support the 16 – 24-year-old unemployed youth into employment. (TC)</p>	<p>Desired outcome: Local young people will be provided with better skills to apply for jobs.</p>	<p>Target date & progress notes: Target date to be confirmed. Awaiting outcome of grant application.</p> <p>A separate report has been submitted to the Economic Development Committee covering this area.</p> <p>Jan 2022 - The Youth Hub launched on December the 6th at the Business Incubator in Sunbury. The DWP met several young people on day 1 with a couple of referrals to the Youth Hub service. There have been two enquiries via email from the Bulletin Magazine article and we expect to have around 10 referrals within the first week. The Youth Hub Website is expected to launch on the 13th December subject to all GDPR checks being passed.</p>
ER8	<p>Action: Set up pop-up-shop where budding entrepreneurs can test the market in advance of setting up a business.</p>		
	<p>Task (and owner): Access empty shop premises for temporary use. (TC/KM)</p>	<p>Desired outcome: Encourage people made redundant / unemployed to set up new businesses.</p>	<p>Target date & progress notes: Summer 2021. This has proved extremely difficult to implement, especially with the many requirements needed to comply with COVID regulations as well as the various lockdowns that have taken place.</p> <p>Jan 2022 - This has proved extremely difficult to implement, especially with the many requirements needed to comply with COVID regulations as well as the various lockdowns that have taken place. The additional significant demand on officer time due to the processing of ARG grants has meant that this initiative will need to be postponed until spring 2022.</p> <p>Professional business advice has now been provided free of charge via the ARG funds which will enable people to get expert advice on the best ways to get their business off the ground. This will last for 12 months and started in January 2022</p>

ASSISTING FUTURE BUSINESS GROWTH AND ADAPTATION

ER9

Action: Prepare and promote our new business incubator to help local fledgling businesses to rent collaborative desks/space and provide training and mentoring to ensure business sustainability.

	<p>Task (and owner): To prepare the incubator for occupation, arrange for the operations of the incubator to be managed, launch the incubator, market opportunities for tenants and fill the building as far as CV-19 restrictions will allow and completely fill when lifted. (KM/TC)</p>	<p>Desired outcome: This will encourage and support / mentor new and recently incorporated businesses to become successful, grow, and create new jobs within the borough. To become a council flagship.</p>	<p>Target date & progress notes: Spelthorne Business Hub formally opened on 11th June by the Mayor. On 30 July an event was held at Hub for Sunbury businesses, at the instigation of Cllr Buddhi Weerasinghe. Attendees and main speakers included the Honourable Kwasi Kwarteng MP and Michael Coughlin, Deputy Chief Executive of SCC. Kwasi has indicated that he will also hold surgeries there in the future for businesses situated in Staines, Shepperton and Ashford. The operator of the Hub is Co Tribe and the doors opened for customers on 2 August. Three businesses have already moved into the newly created office space and around a dozen more have visited and are considering becoming members. The contract to operate the building and lease is expected to be signed by 20 August. Training room currently not in use due to some fire regulation concerns which have been addressed and are now waiting for building control to sign it off which should happen w/c 16th August. On 15 September 2021 a visit will take place to attend a Live Networking & Meetup event for Creatives in Richmond as a means of pro-actively engaging with this high tech/ digital sector where we will promote the Hub as a business location.</p> <p>Jan 2022 - : The operator of the Hub is Co Tribe CIC and the doors opened for customers in September. As CoTribe are a Community Interest Company a mandatory 80% discount has been applied to the rates (full value £18k), which would have otherwise fell to SBC.</p> <p>The operator CoTribe CIC collected the rent from the tenants, but after discussions with accountancy, this is being taken in-house from 1st January. There are plans to create new offices within the incubator to satisfy demand for this service. The incubator is expected to have a life-span of 5 years as it is earmarked by SBC for future development.</p> <p>Tenders have been invited to put the offices in place, a total of 4 have been received. These range from £18k to £73k, and a contract has been agreed with work starting in February. The latest government advice regarding working from home has not helped matters with regards to attracting tenants, but discussions have taken place to instigate a marketing plan for hot-desking once the threat level has reduced.</p>
--	---	--	---

ER10	Action: Promote opportunities in the Borough for the development of 'green' jobs.		
	Task (and owner): Through targeting some of the ARG funds and Green Initiatives Fund to the green economy, strengthen the participation of businesses in this sector. (KM/TC)	Desired outcome: Increase new green jobs measured through feedback from those businesses that receive a grant.	Target date & progress notes: Start review 01.06.21. This was going to be promoted through the Additional Restrictions Grant funding, but because of restrictions on how this grant can be spent, that source cannot be used to support this initiative. However, once there is capacity within the team, this will be a key task and will be an area that will certainly be included within the new 2022-2027 Economic Strategy. Jan 2022 - The new 2022-2027 Economic Strategy will include actions to support a greener economy. The ARG funding has actually contributed to reduced emissions through grants that have replaced old inefficient equipment such as a laundrette washing machine which cost £10,000.
ER11	Action: a. Promote 'shop-local' to our residents and visitors; and b. Promote 'buy-local' procurement.		

	<p>Task (and owner): Exploring opportunities to develop a Buy Local App. (KM/TC)</p> <p>Internal SBC procurement rules amended to encourage local procurement. (KM/TC)</p> <p>To develop sustainable procurement strategy and ensure local and sustainable purchasing is built into procurement practice. (HG/CI)</p>	<p>Desired outcome: More people purchasing goods locally.</p> <p>SBC increases the amount of procurement of local goods & services of a value under £5k.</p> <p>Sustainability is effectively built into all purchases.</p>	<p>Target date & progress notes: Existing baseline data collected: Aug 2021 App launched: Oct 2021 Uptake survey: Target date to be confirmed</p> <p>2022 Work undertaken with procurement team resulting in a change to procurement standing orders which now compels a manager with a budget to purchase items under £5k (whilst still achieving value for money) within Spelthorne or if not within Surrey; permission from a Head of Service is required to buy low-cost items / services elsewhere. Discussions have been taking place with providers that can supply an APP that would encourage people to buy local, but at present there has been no convincing evidence. A project on this matter has been tried in Woking and has been met with resistance from both retailers and shoppers alike, so this is likely to lapse as a project.</p> <p>Jan 2022 - The new 5-year Strategy will contain a number of activities with the action plan. A baseline is also being set with regards to the current amount of money spent by SBC in the borough so that we can measure the impact of changes made to procurement standing orders.</p>
ER12	<p>Action: Provide additional frontline support for Ashford, Sunbury and Shepperton businesses and retailers through our new Town Centre Manager.</p>		

	<p>Task (and owner): Recruit a Town Centre Manager for the 3 towns to help promote them and support businesses. Staines already has a Business Improvement District in place. (AW)</p>	<p>Desired outcome: Business via feedback speak highly of the Town Centre Manager and each town has functioning business groups in place.</p>	<p>Target date & progress notes: October 2020 – COMPLETED A town Centre Manager has been appointed and is currently holding surgeries for businesses within each of the towns every week.</p> <p>Jan 2022 - The extent of support provided by the Town Centre Manager (TCM) has now expanded to include shopping parade, where he has visited and raised awareness with regards to the ARG Equipment Grant. The TCM also attended and supported the Xmas Tree nights in both Sunbury and Ashford helping out with the organisation of the event which was appreciated and raised his profile further.</p>
ER13	<p>Action: Work in collaboration with Staines-upon-Thames Business Improvement District to support businesses and retailers in the town.</p>		
	<p>Task (and owner): Ensure that there is SBC representation on the SBF Board. (KM)</p>	<p>Desired outcome: SBC is able to influence the direction and priorities of the BID and enhance Staines-upon-Thames as a destination.</p>	<p>Target date & progress notes: Ongoing – re-ballot in Feb 2022. There are 2 representatives from SBC on the BID Board. The BID is up for re-election in February 2022. Through the levy, more than £300k additional money is generated annually in order to help improve the competitiveness and attraction of the town. The decision on how that money is spent is through the commitments made within the BID Proposal Document and through the BID Board.</p> <p>Jan 2022 - The boundary of the BID has been widened to include the Thames Club, Staines Train Station and Fairfield Avenue. This will generate additional income as well as support for businesses situated in those areas. The draft BID Proposal has been completed and will be circulated by 3rd March when voting opens for 28 days.</p>
ER14	<p>Action:</p> <ul style="list-style-type: none"> a. Maintain momentum of the Council’s regeneration schemes; and b. Deliver the Staines-upon-Thames Development Framework as part of the review of the Local Plan up to 2035. 		

	Task (and owner): Funding and support is provided to develop the Development Framework. (HM)	Desired outcome: The Framework will provide a template for the future development of Staines-upon-Thames.	Target date & progress notes: Ongoing, Framework not yet completed. On track for adoption summer 2023.
PLACEMAKING, REGENERATION AND DEVELOPING INFRASTRUCTURE			
ER15	Action: Improve broadband speeds in the borough (fibre to the premises (FTTP) up to 1GB), starting with Sunbury and expanding to Staines-upon-Thames and Ashford.		
	Task (and owner): Work closely with a broadband provider to commit to install FTTP starting in Sunbury and then other areas of the Borough. (KM)	Desired outcome: This will give Spelthorne a competitive advantage by providing excellent broadband speeds throughout the Borough making it a more attractive destination for businesses.	Target date & progress notes: Started June 2020 - rollout programme is determined by external providers.
ER16	Action: Consider bids for future rounds of to the Government's Levelling Up Fund for smaller transport projects, town centre and high street regeneration and maintaining and expanding cultural and heritage assets.		

	<p>Task (and owner): Work with other services within the Council and develop a range of options for schemes which could secure funding (including liaison with SCC on transport projects). (KM)</p>	<p>Desired outcome: Secure government funding under the Levelling Up Fund for specific projects to deliver the projects (monitored via Corporate Project Management).</p>	<p>Target date & progress notes: Target date to be confirmed depending on future bid round deadlines.</p> <p>Feb 22: No application was made for this on the first round as there was a lot of work involved to get it to a very high standard and even then it was clear that the levelling-up fund was highly unlikely to be awarded to local authorities in the south-east of the country.</p>
ATTRACTING VISITORS BACK INTO THE BOROUGH			
ER17	<p>Action: Continue to promote Spelthorne as a place to live, visit and do business through the Visitor Economy Forum (SBC and business).</p>		
	<p>Task (and owner): Set up and maintain a representative group to highlight needs and help improve the business opportunities available. (DG)</p>	<p>Desired outcome: Feedback from the group will show that there has been positive steps to help the visitor economy.</p>	<p>September 2020 COMPLETED</p>
ER18	<p>Action: Continue to monitor the implementation and effectiveness of guidance for the safe use of our town centres, open spaces and other areas; providing relevant information to businesses on operating safely under COVID restrictions.</p>		

	<p>Task (and owner): Make full use of the 6m x 4m digital screen in the Elmsleigh Centre, use of social media via SBC Communications Team. (KM)</p> <p>EH Team continue to advise safe use of business premises. (TWF)</p>	<p>Low level of complaints to EH regarding potential breaches of COVID-19 restrictions.</p>	<p>Feb 2021 - COMPLETED.</p> <p>EH work was ongoing whilst government restrictions in place.</p>
ER19	<p>Action: Utilise EM3 LEP funding and government support in opening-up town centres post-COVID (using, for example, the Welcome Back Fund).</p>		
	<p>Task (and owner): Apply for funding to support initiatives to assist towns to open up safely. Make use of the allocated Welcome Back Fund. (KM/TC/DG)</p>	<p>Desired outcome: Successful in bid to EM3 to install 9 cycle racks in the borough, a 6m x 4m digital information screen in Elmsleigh Centre to remind adherence to restrictions.</p>	<p>Target date & progress notes: Oct 2020. COMPLETED</p>

SUPPORTING A GREEN RECOVERY - ACTION PLAN

CLIMATE CHANGE POLICY			
GR1	Action: To develop a strategy to deliver carbon neutrality for the Council in line with Government targets or sooner.		
	Task (and owner): Prepare a draft strategy to deliver carbon neutrality for the Council and support actions to lower the wider-borough's carbon emissions. (SM)	Desired outcome: Enabling policy/strategy to support delivery of a green recovery.	Target date & progress notes: Target date adjusted from June 2021 to March 2022 due to Sustainability Officer (SO) leaving and the climate change officer having to deliver the work of the SO
GR2	Action: Explore and devise a future financial treasury management strategy that take into account environment, social governance and responsible investments.		
	Task (and owner): To discuss with the Council's treasury management advisors how to progress a change in the Council's investments. (TCo/SM)	Desired outcome: A Green Investment Strategy	Target date & progress notes: 2022
GR3	Action: Aim to develop a more environmentally sustainable economy post-COVID and Brexit.		

	Task (and owner): To develop a green recovery strategy which includes measures to evolve a more sustainable and resilient economy. (SM/KM/AB)	Desired outcome: A thriving community which minimises its impact on the environment measured through buildings meeting appropriate environmental standards (e.g. BREEAM) and well-being surveys.	Target date & progress notes: 2024
REDUCE THE CARBON FOOTPRINT OF COUNCIL OPERATIONS			
GR4	Action: Use opportunities provided by agile working to enhance/accelerate climate change initiatives		
	Task (and owner): Develop a policy to enable long term homeworking and office hot desking. (SM)	Desired outcome: Reduced car travel, emissions (compared to pre-pandemic levels) and release offices for multi-use.	Target date & progress notes: Target adjusted to from Dec 2021 to March 2022 Due to continuing risks associated with pandemic, 'hot desking' may not come into force until spring next year. Extended target date will allow for more lead-in time.
GR5	Action: a. Continue to develop our programme to use more electric vehicles by staff to reduce CO2 emissions b. Purchase electric fuelled equipment when existing liquid fuelled equipment reaches end of life.		

	<p>Task (and owner): Examine options for future purchase of electric cars & bikes; introduce measures to enable staff to purchase/lease electric cars. (SO/HR)(SO/SM)</p> <p>Implement measures to reduce the Council's carbon footprint through purchase of a green fleet equipment for grounds maintenance. (JT/DC)</p>	<p>Desired outcome: Electric pool vehicles/bikes in use by staff for business purposes.</p> <p>10% of staff to own electric vehicles.</p> <p>Green Fleet and hand-held electric tools in use.</p>	<p>Target date & progress notes: Completed</p> <p>2025</p> <p>2028</p>
GR6	<p>Action: Improve all council-owned residential and municipal properties and facilities through better insulation, investment in alternative heating and ventilation and aim to reduce utilities costs where possible.</p>		
	<p>Task (and owner): To undertake energy studies of Council properties to identify cost effective improvements and then to progress installation. (SM/SO)</p>	<p>Desired outcome: Council properties being less expensive to run</p>	<p>Target date & progress notes: Dec 2021 studies completed. Installation target to be set</p>
GR7	<p>Action: Review and improve, where possible, our waste management strategy.</p>		
	<p>Task (and owner): To undertake a review of waste strategy in line with Government changes proposed for 2023. (JT/DL)</p>	<p>Desired outcome: Increased recycling and reduced quantities of household rubbish.</p>	<p>Target date & progress notes: Target date adjusted from 2022 to 2023 as the requirements resulting from the Government's review of its Resources & Waste Strategy will not be known in time to make any amendments to our strategy in 2022.</p>
<p>INCREASE USE OF CLEAN ENERGY</p>			

GR8	<p>Action:</p> <p>a. Work with businesses and communities to promote and support cleaner and greener living and working.</p> <p>b. Develop opportunities for increased locally generated clean energy.</p>		
	<p>Task (and owner):</p> <p>To work with economic development team to build in opportunities for providing a sustainable environment. Promote opportunities in the Borough for the development of 'green' jobs including training. (HM/AB/SM/KM)</p> <p>Work in partnership via the Economic Development team. (KM/HM/SO/SM)</p>	<p>Desired outcome:</p> <p>To have a Staines development plan which demonstrates leadership in developing sustainable communities.</p> <p>10% Increase in "green" employment in the Borough, in roles that have a positive impact on the environment measured through sector analysis of local employment.</p> <p>50% of local businesses to use clean energy.</p>	<p>Target date & progress notes:</p> <p>On track for summer 2023</p> <p>Target to be confirmed</p> <p>2027</p>
GR9	<p>Action: Implement technologies to maximise clean energy usage.</p>		

	Task (and owner): Develop opportunities (and schemes) for increased locally generated clean energy on Council buildings and in new build. (RM/SO)	Desired outcome: Council owned offices and housing sites to have a minimum capacity of 10% renewable energy generation.	Target date & progress notes: 2024 Currently being delivered on all new Council residential schemes
ENCOURAGE GREATER USE OF CYCLING AND WALKING			
GR10	Action: a. Undertaking a borough-wide feasibility study to identify potential walking and cycling routes in conjunction with Surrey CC; and b. Increase opportunities for exercise through walking and cycling and improving air quality by reducing car dependency, working with the highways authority.		
	Task (and owner): Undertake actions to encourage greater cycling and walking by the community and Council. (AM/AB)	Desired outcome: A Local Walking and Cycling Infrastructure Plan to allow future implementation of schemes in an appropriate way.	Target date & progress notes: 2022 Underway
IMPROVE AND INCREASE PROVISION OF PUBLIC OPEN SPACES AND ENHANCEMENT OF BIODIVERSITY			

GR11	<p>Action:</p> <ul style="list-style-type: none">a. Enhance our parks and open spaces to adapt to climate change.b. To seek ways of improving the environmental and social value of our parks and open spaces and consider opportunities to create and support carbon sink initiatives within the Borough including landscaping and more tree planting where possible.c. Enhance our parks and open spaces to adapt to climate changes, providing clean, accessible, outdoor spaces with access to nature for education and well-being purposes;d. Increase land management to provide greater biodiversity to encourage wildlife and insect populations.
------	---

	Task (and owner): To develop and implement park strategies which meet both the environmental and social needs required of our open spaces and meet future climate change (mitigation and adaptation) and educational needs (a, b, and c). (JT/LS) Map out opportunities, including rain gardens, to improve the landscape and adapt and mitigate climate change. (SO/BO/SM) Develop a biodiversity strategy (BO)	Desired outcome: That parks have both environmental and social benefits for our residents, including reduced air emissions, To develop a suite of enhancement opportunities Actions from the strategy to enhance wildlife and measurable increases in populations of key species.	Target date & progress notes: 2023 2023 2022
IMPROVE ENERGY EFFICIENCY OF HOUSING STOCK			
GR12	Action: a. Promote residential development that is sustainably located and allows safe and easy access for residents to existing services and transport hubs; and b. Seek and support the retrofit of existing residential housing to enable alignment with more demanding energy efficiency standards.		

	<p>Task (and owner): Develop as part of developments and the Local Plan opportunities for better accessible developments. (AB)</p> <p>Identify ways of making the housing stock more sustainable, including through better insulation, alternative heating and ventilation and aim to reduce utility costs where possible. (RM/MR)</p>	<p>Desired outcome: Local Plan</p> <p>i. Ensure KGE housing stock meets highest viable environmental standards.</p> <p>ii. Participate in current and future opportunities for seeking funding, such as Green Jump, to enhance the energy efficiency of housing stock across the Borough.</p>	<p>Target date & progress notes: On target for summer 2023</p> <p>2026 Already being considered for each scheme</p> <p>2023</p>

KEEPING PEOPLE INFORMED – ACTION PLAN

COMMUNICATE REGULAR UPDATES USING A RANGE OF DIFFERENT MEDIA

K1	Action: Lead the strategic briefing and dissemination sessions for community partners through the COVID Champions initiative.
----	--

	<p>Task (and owner): Continue bi-weekly webinars to inform and educate Champions on latest national and Borough specific COVID updates, information, and regulations. (JM)</p>	<p>Desired outcome: Champions will disseminate information into the wider community – in particular ‘harder to reach’ groups or not digitally connected residents. To use network as key stakeholders for engagement to share other ‘health/community/council’ updates.</p>	<p>Target date & progress notes: Ongoing. This initiative has continued over the summer, with Jennifer Medcraft and Mary Holdaway attending a number of meetings with partners to discuss how to adapt the Champions meetings as rules regarding COVID-19 change, in particular as we moved through the summer restrictions roadmap. In view of our strengthened relationships with Public Health England resulting from the Champions initiative, we were able to offer a number of ‘Grab a jab’ sessions at The Elmsleigh Centre and act quickly when areas of low vaccination uptake were identified. A total of 5 sessions were held and over 500 residents received their first or second vaccination dose of Pfizer. A single vaccination session was also held in Stanwell at the Community Centre on Long Lane Recreation Ground.</p> <p>Nov 2021 - The Communications team continue to work with partners on COVID-19 messaging. In November an Officer from the Leisure team has been seconded to work directly with Public Health on this initiative and to encourage vaccine uptake in the Borough. The team continue to support the scheme and are currently trialling a re-brand to change the scheme to Community Champion’s which will not only focus on COVID-10 but other health, community and Council messaging and news.</p> <p>Jan 2022 - The Communications team continue to work with partners on COVID-19 messaging and have been working with Public Health on a number of vaccine drop ins across the Borough. COVID Champions has now been officially re-branded to Community Champions as we continue to engage stakeholders on a number of COVID-19 and wider health and community issues.</p>
K2	<p>Action: Maintain welfare and information-sharing calls to vulnerable community members and prepare for new and, as yet unforeseen demands due to COVID.</p>		

	<p>Task (and owner): Prepare for future comms issues e.g. roadmap changes and surge testing. (JM)</p>	<p>Desired outcome: Information needs to be accessible to all members of the community through different comms channels.</p>	<p>Target date & progress notes: Ongoing. The Comms team ensured our communication platforms were regularly updated as we moved through the Government’s roadmap to recovery. New materials, outdoor banners, digital assets and posters were created and distributed.</p>
K3	<p>Action: Continue to update and maintain the accessibility of our website, responding to changes in national and local guidance.</p>		
	<p>Task (and owner): Accessibility website tool has launched. Use tools and reports to monitor development – Sitemorse and google analytics (MB/JM)</p>	<p>Desired outcome: To be at the top of accessibility report for Surrey Boroughs and top 20% nationally.</p>	<p>Target date & progress notes: Ongoing – in line with government regulations. April 2021 - Spelthorne is currently in third position in the accessibility scoring across Surrey at 87%. Leading is Tandridge at 94% and Runnymede at 90%, who have both recently undertaken major new website projects. Surrey Heath at 55% is at the bottom of the league.</p> <p>October 2021 - in line with national guidelines, we undertook a ‘Disproportionate Burden Assessment’. Our new accessibility statements can be read at: https://www.spelthorne.gov.uk/article/20401/Accessibility Some accessibility issues were identified on our partner software – Modern.gov and Granicus which were resolved as of the 20 November 2021.</p> <p>Jan 2022 - In order to maintain accessibility and after research we have decided to change providers of a tool that helps us manage our web analytics and accessibility. Silktide is the leading provider and from March 2022 we will be using this platform to audit our website. The tool will help identify accessibility issues, fix broken links, highlight spelling issues and identify speed and functionality issues. The platform will check desktop and mobile optimisation. The web officer is currently undertaking a pre-website audit, expected to take 2 weeks, to check every page on our website to make sure it is up to date and accessible. We also have plans to reinstate the website librarian roles to help maintain website content as with over 1800 pages to keep on top of this support from other departments is much needed to ensure we make the users journey easy and effective.</p>

K4	Action: Continue to use and develop our social media to ensure rapid communication of key messages.		
	Task (and owner): To continue to grow social media platforms and audience we currently use – Facebook, Instagram, and Twitter. Facebook receives best engagement – grow followers by 60% in comparison to January 2020. (JM)	Desired outcome: Launch Next-door. Look at how TikTok and WhatsApp could benefit organisation. Undertake relevant training for all team members.	Target date & progress notes: Launch Next-door by end of 2021. All team members attended a five-part social media training course which supports our ongoing aim to grow our audience and strengthen our digital presence. We now have a ‘Next-door’ social media account representing the Council, and are at the early stages of a soft launch.
K5	Action: Continue to publish eNews publications and encourage residents to subscribe to the platform.		
	Task (and owner): Produce monthly Newsletter and quarterly business editions. (JM/LK)	Desired outcome: To grow subscribers by 15%. To run subscription campaign across all channels. Launch community newsletter with Community wellbeing and Leisure team.	Target date & progress notes: Subscribers – end of 2021. Campaign to start in July. Nov 2021 - Our subscribers have grown by 7% since the start of the recovery plan against the target of 15% by end of 2021. January 2022 - Our subscribers have grown by 8% since the start of the recovery plan against the target of 15% by end of 2021.
K6	Action: Ensure residents and businesses can continue to contact the Council by phone, letter or digitally.		

	<p>Task (and owner): Created 'Keep Connected' visual. Continue to promote through branding and marketing. Use all platforms including digital screens in Staines. (JM)</p>	<p>Desired outcome: New window signage at Knowle Green. Finalise customer charter document. Increase reputational standing for the Council as an authority that responds quickly and efficiently.</p>	<p>Target date & progress notes: Ongoing. We have used our 'Keep Connected' visual on a number of social media posts, created a poster and included it in the Summer Bulletin magazine. We also worked with the Customer Services Team and our website provider to set up the 'web chat' function on our website.</p> <p>Nov 2021 - We continue to review all of our channels and platforms to make sure we have the most suitable strategies in place - please see a new communications strategy developed and updated November 2021.</p> <p>Since the reception at Knowle Green re-opened full time on October 4 2021 the team have been reminding residents that we are open for visitors and available to help. Alongside digital promotion we have also created posters which are displayed at community centres, libraries and on our Borough noticeboards.</p>
K7	<p>Action: Work with the Surrey-wide Communications Group to share information and best practice.</p>		

	<p>Task (and owner): Ensure SBC is represented on calls including MIG/ Surrey Comms Groups and relevant SAG and Public Health calls. (JM)</p>	<p>Desired outcome: Learn from best practise and ensure messages are shared. To develop and implement comms strategies.</p>	<p>Target date & progress notes: Ongoing. The group has proved very useful this summer with Boroughs working together on COVID safety messages and asset sharing. The first 'in person' meeting is happening in September to discuss 'winter' comms plans and Jennifer is working with a number of partners to prepare a flooding leaflet, which will form part of our Winter Bulletin magazine.</p> <p>Nov 2021 - These meetings are still happening virtually because of the rise of COVID-19 cases, however, the monthly meetings are an important forum to discuss information. Between the group the COVID-19 dashboard is still shared 3 x a week which we then add on to all our social media platforms.</p> <p>Additionally, the team has also produced a flooding leaflet (in partnership with Thames Water and the Environment agency) advising residents how to best prepare for the Winter months and will form part of our Winter Bulletin magazine distributed w/c 29 November to 44,000 households. The 7 page document has been highlighted by the group and the LRF as an example of best -practise and a similar document based on our template will be rolled out across the County.</p>
K8	<p>Action: Work with other stakeholders including Councillors, Residents' Associations, businesses, charities, and other voluntary organisations to disseminate information and utilise support from their outside communications.</p>		
	<p>Task (and owner): Update shareholder matrix regularly to make sure contacts are correct. Use different tools to share information. Look at alternative ways to communicate. (JM)</p>	<p>Desired outcome: To increase engagement.</p>	<p>Target date & progress notes: Ongoing.</p>

DELIVERING KEY SERVICES – ACTION PLAN

MORE RESILIENT SERVICES			
WR1	Action: Remodel services to adapt to new challenges and new ways of working using the experience of enforced remote working to develop future plans for more flexible working methods to further reduce costs and enable more efficient service delivery.		
	Task (and owner): Develop hybrid working policy. (SM/HR)	Desired outcome: Staff have an appropriate office/home working mix. Reduced commuting and requirement for office space, reduced carbon footprint	Target date & progress notes: Jan 2022 Policy publication achieved Nov 2021 Full plan implementation in April 2022
WR2	Action: Continue to review and update the Council's Pandemic Plan – taking into account lessons learned to ensure greater resilience in future.		
	Task (and owner): Update plans. (SM/AR)	Desired outcome: Updated and useable plans for future emergencies.	Target date & progress notes: Dec 2021 COMPLETED
WR3	Action: Further develop our new telephony system, implementing additional useful functions to assist the customer and provide them with a better experience, linking this to Council's digital transformation.		
	Task (and owner): To move forward digital transformation. (DD/AC/ SM)	Desired outcome: Increased percentage of customers using online services (TBC).	Target date & progress notes: 2022
WR4	Take steps to ensure the Council maintains its financial sustainability.		

	Task (and owner): Ensure all staff appropriately equipped to manage budgets effectively. Encourage innovative thinking in methodologies used. (CIP PT)	Desired outcome: Efficiencies achieved and savings recorded.	Target date & progress notes: 2021 Ongoing
WORKFORCE DEVELOPMENT			
WR5	Action: Train and equip our staff to adapt to new ways of working and any future restrictions.		
	Task (and owner): Ensure promotion of training and personal development through appraisals/performance management. (HR)	Desired outcome: Hybrid home and office working policy in place. Staff productive and fully feel part of the organisation and understand and embrace corporate objectives.	Target date & progress notes: Dec 2021 Ongoing Feb 2022 - policy complete; training to be rolled out
WR6	Action: Ensure all staff understand the Council's focus of best working practices to tackle the climate emergency.		
	Task (and owner): Implement training via on-line module and in transformation programme. (SM)	Desired outcome: Understanding of the actions staff need to take to mitigate and adapt to climate change	Target date & progress notes: Target adjusted from June 2021 to June 2022 due to continuing COVID restrictions and not recruiting into climate change officer post until Sept 2021 Training identified February 2022 for rollout before June 2022

PROTECTING STAFF AND CLIENTS

WR7 **Action:** Ensure continued use of strict COVID related Personal Protective Equipment & social distancing requirements for site/face-to-face visits & enhanced cleaning regimes

Task (and owner): Providing equipment/social distancing requirements for site/face-to-face visits and enhanced cleaning regimes. (SM/H&S)	Desired outcome: Staff and Councillors feel safe.	Target date & progress notes: 2021 & ongoing depending on government guidance
--	---	---

WR8 **Action:** Continue to offer ongoing health and wellbeing support to our staff.

Task (and owner): Promote Carefirst part of our Employee Assistance Programme. (HR)	Desired outcome: Staff are fully aware of and can use the services offered.	Target date & progress notes: Carefirst delivered 2021 COMPLETED Ongoing support offered
--	---	---

MAINTAINING MOBILE AND FLEXIBLE WORKING

WR9 **Action:** Maintaining mobile and flexible working Use the experience of enforced remote working to develop future plans for more flexible working methods to further reduce costs and enable more efficient service delivery.

Task (and owner): Develop the hybrid working policy and continue with the Continuous Improvement Programme to reduce costs and efficiency. (SM/HR/Project Team)	Desired outcome: Workforce productivity maximised	Target date & progress notes: Dec 2021 and ongoing Nov 2021 - Policy completed and ongoing CIP implementation
--	---	--

NEW WAYS TO ACCESS SERVICES

WR10	Action: a. New ways to access services Make it as easy as possible for customers to access our services remotely; and b. Deliver more services remotely (e.g. SPAN).		
	Task (and owner): Part of continuous improvement programme and digital transformation. (DD/SMC/ICT/SM)	Desired outcome: Improved customer service and innovative methods of delivery.	Target date & progress notes: Target dates to be set for individual service area improvements COMPLETED autumn 2021
WR11	Action: Implement a plan for the safe transition back to public meetings		
	Task (and owner): To plan appropriate social distancing and then return to the new 'normal'. (SM/MB/H&S)	Desired outcome: Safe meetings.	Target date & progress notes: September 2021 Completed Nov 2021. Return to internal/external meetings Feb 2022

This page is intentionally left blank