



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

*Please reply to:*  
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Date: 8 April 2022

## Supplementary Agenda

### **Corporate Policy and Resources Committee - Wednesday, 20 April 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 Wednesday, 20 April 2022:

- |  |                 |
|--|-----------------|
| <b>2. Minutes</b>  | <b>3 - 16</b>   |
| To confirm the minutes of the meetings held on 7 February 2022 and 14 March 2022 as a correct record.  |                 |
| <b>10. Recovery Action Plan</b>  | <b>17 - 72</b>  |
| To receive an update on the Recovery Action Plan.  |                 |
| <b>13. Internal Audit Review of the Committee System</b>   | <b>73 - 84</b>  |
| This audit report sets out the summarised findings from a planned Internal Audit review (2021/22) in respect of the Committee System.  |                 |
| <b>16. Refurbishment of Ground Floor Offices and Reception at 3 Roundwood Avenue</b>   | <b>85 - 128</b> |
| This report seeks to recommend approval for the tendering of a design and build contract covering the refurbishment of the ground floor offices and reception area at 3 Roundwood Avenue, Stockley Park. |                 |

This report contains exempt information within the meaning of Part 1 of Schedule 12A to the Local Government Act 1972, as amended by the Local Government (Access to Information) Act 1985 and by the Local

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

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

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Government (Access to information) (Variation) Order 2006 Paragraph 3  
– Information relating to the financial or business affairs of any particular person (including the authority holding that information) and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information because, disclosure to the public would prejudice the financial position of the authority in any lease, contract or other type of negotiation with the tenant or developer, who could then know the position of the Council.

Yours sincerely

Gary Lelliott  
Corporate Governance

To the members of the Corporate Policy and Resources Committee

Councillors:

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

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

**Minutes of the Corporate Policy and Resources Committee  
7 February 2022**

**Present:**

Councillor L. E. Nichols (Chairman)  
Councillor J.R. Sexton (Vice-Chairman)

**Councillors:**

|                   |               |             |
|-------------------|---------------|-------------|
| C.F. Barnard      | S.M. Doran    | S.C. Mooney |
| J.R. Boughtflower | S.A. Dunn     | O. Rybinski |
| A. Brar           | N. Islam      | V. Siva     |
| S. Buttar         | V.J. Leighton |             |

**Apologies:** Councillors I.J. Beardsmore and R.J. Noble

**In Attendance:** Councillors C. Bateson, M. Beecher and R.D. Dunn

**19/22 Minutes**

The minutes of the meeting held on 19 January 2022 were agreed as a correct record.

**20/22 Disclosures of Interest**

There were none.

**21/22 Questions from members of the Public**

There were none.

**22/22 Ward Issues**

There were none.

**23/22 Capital Programme 2022/23**

The capital bids, as reviewed by service committees, were examined. Each service committee would be responsible for reviewing specific proposals as and when proposed projects moved forward.

The Committee recommended that the Capital Programme for 2022/23 to 2025/26 be approved by Council on 24 February 2022.

#### **24/22 Fees and Charges 2022/23**

There was a need to review the inflationary increase to fees and charges, following the announcement that inflation was currently at 5.4%. The Community Wellbeing and Housing Committee had recommended that fees and charges for services that provided for vulnerable people (such as meals on wheels and community centres) not be increased. A 0% increase for such services had therefore been included in the proposed detailed budget.

The Committee recommended that the Fees and Charges for 2022/23, as set out in appendices A and B, be approved by Council on 24 February 2022, subject to the following amendments:

- That the discretionary charges (6 in total) relating to junior bookings for football in the borough's recreation grounds kept at 2021/22 rates.

#### **25/22 Pay Award 2022-23**

The continuing recruitment and retention pressures, particularly for professional and management roles, were highlighted. The conflation of lower pay scales, following previous enhanced pay awards for these grades, was also contributing to recruitment challenges. This was because postholders with more responsibility were receiving minimal additional pay in comparison to those they were responsible for.

The possibility of providing an enhanced pay offer to staff on scales 1 - 5 was discussed. The additional cost of this was expected to be around £32k.

It was noted that as Spelthorne had opted to withdraw from national pay negotiations, a further review of pay may be necessary when the result of national discussions was known. This was to ensure that Spelthorne was as competitive as possible with staff pay, particularly because of its proximity to better paying authorities.

The Committee recommended that a 2% pay award for all staff (including personal salaries and apprenticeships) be approved by Council on 24 February 2022.

The Committee recommended that a further 0.5% pay award for staff on scales 1-5 be approved by Council on 24 February 2022, at an additional estimated cost of approximately £33,000 (funding for which was to be provided through adjustments to the proposed fees and charges).

## **26/22 Detailed Revenue Budget 2022/23**

The proposed Revenue Budget was reviewed. There was robust discussion about the growth bids that had been reviewed by service committees, and whether some of the proposals represented best value for money.

The Committee recommended that Council on 24 February 2022 agree:

1. A 2.4% increase on Band D for the Spelthorne Borough Council element of the Council Tax for 2022/23. Moreover:
  - a. That the revenue estimates as set out in Appendix 1 be approved.
  - b. That, as set out in the report, no money be appropriated from General Reserves in support of Spelthorne's local Council tax for 2022/23.
  - c. That the Council Tax base for the year 2022/23 be 40,703 Band D equivalent dwellings calculated in accordance with regulation 3 of the Local Authorities (Calculation of Council tax base) Regulations 1992, as amended, made under Section 35(5) of the Local Government Finance Act 1992.
2. That the Council's Local Council Tax Support Scheme with the current rules and regulations be continued.
3. That the complete disregard of war pension / armed forces pension income from benefit calculations be continued.
4. The growth and savings items as set out in appendices 2 and 3, subject to the following amendment:
  - a. The growth item relating to the appointment of an administrator to the Joint Enforcement Team be included in the revenue budget for a period of one year.
5. To note the Chief Finance Officer's commentary in section 4 of the report on the robustness of budget estimates and levels of reserves under sections 25 and 26 of the Local Government Act 2003.
6. The Council Tax Base for the whole council area for 2021/22. [Item T in the formula in Section 31b (3) of the local government Finance Act 1992, as amended (the "act")] be 39,016 band D equivalent dwellings and calculate that the Council Tax requirement for the Council's own purpose for 2022/23 is £210.05 Per Band D equivalent dwelling.
7. That the following sums be calculated by the Council for the year 2022/23 in accordance with Section 31 to 36 of the Local Government Act 1992:

|   |             |   |
|---|-------------|---|
| A | 120,398,577 | Being the aggregate of the amount which the council estimates for the items set out in Section 31A (2) of the Act considering all precepts issued to it by Parish Councils.   |
| B | 111,848,852 | Being the aggregate of the amount which the Council estimates for the items set out in Section 31A (3) of the Act.  |
| C | 8,549,725   | Being the amount by which the aggregate at (A) above exceeds the aggregate at (B) above, calculated by the Council, in accordance with Section 31A (4) of the Act, as its Council Tax requirement for the year.   |
| D | 210.05      | Being the amount at (C) above divided by the amount at 5c (above), calculated by the Council in accordance with Section 31B (1) of the act, as the basic amount of its Council Tax for the year (including Parish precepts).  |
| E | 0           | Being the aggregate amount of all special items (Parish precepts) referred to in Section 34(1) of the Act.  |
| F | 210.05      | Being the amount at (D) above less the result given by dividing the amount at (E) above by the amount at 5c (above), calculated by the Council, in accordance with Section 34(2) of the Act, as the basic amount of its Council Tax for the year for dwellings on those parts of its area to which no Parish precept relates. |

8. That the following amounts be calculated for the year 2022/23 in accordance with Sections 31 to 36 of the Local Government Finance Act 1992 as amended by the Localism Act 2011:

| A      | B      | C      | D      | E      | F      | G      | H      |
|--------|--------|--------|--------|--------|--------|--------|--------|
| £      | £      | £      | £      | £      | £      | £      | £      |
| 140.73 | 161.74 | 186.94 | 210.05 | 258.36 | 304.57 | 350.78 | 420.10 |

**27/22 2022/23 to 2024/25 Funding Support for KGE**

This item was withdrawn from the agenda for this meeting.

**28/22 Capital Strategy 2022 to 2027**

The proposed Capital Strategy was presented to the committee. A key change was the inclusion of a 50-year forecast, which had been introduced because of the Council's significant number of long term investments. The

document was still in draft form and would be considered by Council at its meeting on 24 February 2022.

The committee welcomed the changes and asked that regular monitoring be undertaken by the Corporate Policy and Resources, and Audit Committees as appropriate. Discussions would be had with the Council's Internal Audit team to ensure that the strategy had reference to the Council's Risk Strategy and associated Risk Register.

The Committee:

1. Recommended that the Capital Strategy as set out in the report (subject to various highlighted elements of the Strategy being completed), be approved by Council on 24 February 2022.
2. Agreed 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 the report.
3. Agreed that financing sources, unless stipulated in regulations or necessary agreements, not be ring-fenced.
4. Agreed that the council plan to continue its use of capital receipts to fund the revenue costs of eligible proposals (subject to a full business case for each project).
5. Agreed the financing of the capital programme and revenue implications as set out in section 13 of the report.
6. Agreed the financing of the capital programme being delegated to the Corporate Policy and Resources Committee to provide sufficient flexibility to allow for the most effective use of Council resources.

### **29/22 Treasury Management Strategy Statement**

The Committee:

1. Recommended that the Treasury Management Strategy Statement be agreed by Council on 24 February 2022.
2. Noted the updated Treasury Management Practices (TMP) and Schedules.

### **30/22 Capital and Revenue Reserves Strategy**

It was noted that whilst the Council had a generally healthy level of reserves, a significant proportion of the Council's reserves could only be used for specific purposes. Holding a robust strategy was therefore important.

The Committee noted:

1. The Council approach (as referenced in Capital Strategy and Reserve Strategy reports) of modelling on a fifty year basis but with more detailed focus and scrutiny on the first twenty years on a rolling basis of

sinking fund reserves to continue to strengthen Council's earmarked reserves position.

2. That by successfully implementing the above approach, Spelthorne Borough Council had the highest ratio of usable revenue reserves to Net Revenue Expenditure (NRE) of any district or borough council in England.
3. That subject to Council approval, the Outline Budget analysis indicated that Council would make a £2,988,286 net contribution to the rent equalisation reserve (sinking funds).
4. That due to the successful redevelopment of the West Wing for affordable rental units, the Council should explore the feasibility of moving the Council's offices to take advantage of the new hybrid working era by redeveloping the remaining two wings and improve the Council's carbon footprint.
5. That the Council remained on track to build up its reserves to protect services and the interests of residents of the Borough.
6. Officers would review and produce a 50-year sinking fund strategy, with a particular focus on the next five years, for consideration as part of the 2023-24 budget setting process.

### **31/22 Recovery Action Plan**

Each service committee was responsible for monitoring elements of the Recovery Action Plan relevant to their areas of interest. Outcomes on the various workstreams were monitored.

The Committee noted the update on the Recovery Action Plan.

### **32/22 Update on Proposed Transactional Financial Service Partnership**

It was hoped that the shared service would provide resilience, particularly in the context of a challenging recruitment environment. The lessons learnt from previous attempts to share services with other authorities would be applied to this workstream. The project had also been divided into phases to ensure that either authority could withdraw if it was found that the arrangement was not working for them.

It was noted that the shared service would require some initial investment but that it also had the potential to deliver significant early savings on software costs. A new, more cost effective management structure likely to follow once the service had been established, although this was contingent on the first phase of the project being successful.

The Committee agreed that work on the proposed partnership proceed in accordance with the process set out in the officer's report, subject to:

1. The proposed date of operation being as soon as reasonably practicable, to enable sufficient time to develop strong proposals.



2. The final proposal, once formulated by the Collaborative Opportunities Working Group, being considered by the Corporate Resources and Policy Committee.

**33/22 Forward Plan**

The forward plan was noted.

**34/22 Urgent Actions**

The Committee noted that a nomination had been made to attend the Queen's garden party.

**35/22 Urgent business**

There was none.

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**Minutes of the Corporate Policy and Resources Committee  
14 March 2022**

**Present:**

Councillor L. E. Nichols (Chairman)

Councillors:

|                   |               |             |
|-------------------|---------------|-------------|
| I.J. Beardsmore   | N.J. Gething  | O. Rybinski |
| M. Beecher        | N. Islam      | V. Siva     |
| J.R. Boughtflower | V.J. Leighton |             |
| S.M. Doran        | S.C. Mooney   |             |

**36/22 Apologies and Substitutes**

Councillor Sexton, Councillor Barnard and Councillor Dunn (substituted by Councillor Bateson).

**37/22 Disclosures of Interest**

There were none.

**38/22 Questions from members of the Public**

There were none.

**39/22 Ward Issues**

There were none.

**40/22 Expectations on Developer Consultations for Significant Pre-Application Planning Proposals**

The proposals aimed to encourage better quality consultation with residents and businesses on larger or more sensitive planning applications. Whilst developers were not obliged to undertake any of the processes set out within the document, the Committee welcomed the introduction of a framework through which consultation could take place. It was noted that the proposed processes were the responsibility of developers and not Council officers.

The proposals, as set out in the report, were agreed.

#### **41/22 Corporate Health and Safety Policy**

The committee heard that health and safety policies tended to conform to a relatively standard template, with inclusions relevant to the organisation made where appropriate. More detailed procedures supplemented this policy. The hierarchy of responsibilities within the document was highlighted and typical activities carried out under the "active monitoring" heading were described.

The proposed policy, which was to be shared with Knowle Green Estates and Spelthorne Direct Services, was due to be discussed by their boards in the coming days.

The Committee:

- Agreed that the corporate Health and Safety Policy be adopted.
- Authorised the Chief Executive to agree minor variations to the adopted health and safety policy, and requested that reference be made to links with partner organisations when events were held in public open spaces.

#### **42/22 2022/23 to 2024/25 Funding support for Knowle Green Estates (KGE)**

It was proposed by Councillor Boughtflower, Seconded by Councillor Bateson, and resolved that the public and press be excluded during consideration of this item, in accordance with paragraph 3 of Schedule 12A of the Local Government Act 1972 (as amended) for the reasons set out in the report.

See separate exempt minutes.

The Committee agreed the proposals, as set out in the report, subject to the funding support arrangement being reviewed by 31 March 2023 to consider support for a further year in 2023/24.

#### **43/22 Revenue Monitoring Report Q3 (Oct-Dec 2021)**

The Chief Accountant amended the report to note that, due to a coding error, the sinking fund for the Charter Building was incorrectly noted. This did not affect the overall outturn.

The current underspend and full-time equivalent staffing numbers were reviewed by the Committee. The Committee requested a breakdown of the figure set aside for resourcing management of investment assets.

The Committee noted the forecast outturn for 2021/22 as at 31 December 2021.

#### **44/22 Capital Monitoring Report Q3 (Oct-Dec 2021)**

The main changes to this quarter's report were due to a small number of significant projects (Oast House, the Leisure Centre and Victory Place- although given that the report was based on the position as at 31 March 2021 it did not reflect in the estimated outturn the recent inflationary uplifts for the Leisure Centre and Victory Place). There were significant pressures arising from inflation, particularly in the construction sector. The funding market was frequently reviewed in an attempt to mitigate increasing project costs as much as possible.

The Committee requested that current project budgets be compared to their original budget as well as the last quarter.

The Committee noted the current level of overspend on capital expenditure against its Capital Programme provision as at 30 September 2021.

#### **45/22 Calendar of Meetings 2022-2023**

The draft calendar of meetings for the 2022/23 municipal year had been considered by the Committee System Working Group, and was largely based on the previous year's calendar, with various adjustments brought about by learning points from the first few service committees. The calendar had also been extended to the end of July 2023 to assist with forward planning towards the end of the upcoming municipal year.

The Committee:

- Recommended that Council approve the calendar of meetings for 2022-2023 as set out in Appendix 1.
- Noted that alterations may be made to the calendar of meetings prior to it being agreed by Council, where such amendments became necessary.

#### **46/22 Forward Plan**

There was discussion over whether the Community Lettings Policy item fulfilled the definition of a key decision.

The forward plan was agreed.

#### **47/22 Urgent business**

##### Ukrainian refugees

Support for Ukrainian refugees would be raised at an upcoming Home Office meeting where support provided to Afghan refugees was to be discussed.

Queen's Platinum Jubilee celebrations

A portion of the underspend on the Revenue Budget would be used to provide a one-off uplift to the Better Neighbourhood Grant for each ward, to support communities in celebrating the Queen's Platinum Jubilee. Further information would follow in due course.

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

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## RECOVERY ACTION PLAN (Version 3: 13 April 2022)

### Key to task owners:

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

| <b>LEADERSHIP WITHIN OUR COMMUNITIES</b>  |  |  |                  |
|---|--|--|------------------|
| <b>CR1</b><br><b>Action:</b><br>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 | <b>Task (and owner):</b><br>i. Build on COVID Champion programme to use as forum for promoting health topics and for relevant public consultation. (SLL) | <b>Desired outcome:</b><br>Engagement with 15-20 champions on a fortnightly /monthly basis | <b>COMPLETED</b> |
|   | ii. Build on the residents' association forum. (Council Leader/SLL)  | Establish regular meetings with at least 8 residents associations attending                | <b>COMPLETED</b> |

|   |   |  |   |
|---|---|--|---|
| <p>b. Ensure inclusion of all sections of our communities, including hard to reach groups.</p>  | <p>iii. Sustain and increase volunteer database in case of future emergency. (SLL)</p>  | <p>Volunteer database with number of volunteers established</p>              | <p><b>Ongoing:</b> 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><b>Update February 2022</b><br/>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> <p><b>April 2022</b><br/>A SLRF Sustainable Volunteer Working Day took place on 27 January. Included among the five distinct groups of volunteers identified, they noted that the Council of Voluntary Service (CVS) (VSNS in the case of Spelthorne) should be key partners and should be involved on how we deploy the spontaneous volunteers. They commented that “CVS know how to manage, coordinate and support volunteers. CVS recruits volunteers in right way and are well equipped around the processes. However, managing volunteers comes with a cost.”<br/>The Local Authority Group (LAG) was tasked with engaging CVS regarding spontaneous volunteers.</p> |
| <p><b>CR2</b><br/><b>Action:</b> Develop and implement a new Health and Wellbeing Strategy, taking into account lessons learnt from the impact of COVID-19.</p> | <p><b>Task (and owner):</b><br/>New Health &amp; Wellbeing Strategy produced. (SMC)</p> | <p><b>Desired outcome:</b><br/>Strategy launched and action plan adopted</p> | <p><b>Target date &amp; progress notes:</b><br/><b>Autumn 2021 (Target revised to winter/spring 2021/22)</b><br/>The strategy is currently under development with a view to update the Community Wellbeing and Housing Committee in November 2021. The strategy is currently under development with a view to update the Community Wellbeing and Housing Committee in due course.</p> <p><b>February 2022</b><br/>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> <p><b>April 2022</b><br/>Health and Wellbeing Strategy Adopted by Community Wellbeing and Housing Committee</p>  |

**SUPPORTING VULNERABLE PEOPLE TO HELP THEM TO STAY SAFE AND HEALTHY**

|  |   |   |   |
|--|---|---|---|
| <p><b>CR3</b><br/><b>Action:</b> Continue to support local food banks; working with the charity sector to increase capacity and resilience.</p>  | <p><b>Task (and owner):</b><br/>Relaunch food poverty group to share good practice and address local need. (SLL)</p>  | <p><b>Desired outcome:</b><br/>Quarterly meetings with food banks, family support and relevant community leads.</p>                                 | <p><b>Target date &amp; progress notes:</b><br/><a href="#">Ongoing. June 2021</a><br/>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.<br/><b>Update February 2022</b><br/>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.<br/><b>April 2022</b><br/>No further update</p> |
| <p><b>CR4</b><br/><b>Action</b><br/>a. Review our existing meals-on-wheels provision; and<br/>b. Explore options to expand provision to other vulnerable members of the community.</p> | <p><b>Task (and owner):</b><br/>Expand Meals on Wheels provision to include a fully staffed evening service. (SMC/NR)</p>   | <p><b>Desired outcome:</b><br/>Now fully subscribed offering 25 evening meals.</p>  | <p><b>COMPLETED</b></p>   |
| <p><b>CR5</b><br/><b>Action:</b> Undertake a review to ensure the Community Centre offer provided by our Independent Living Team is appropriate and safe for all community groups.</p> | <p><b>Task (and owner):</b><br/>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><b>Desired outcome:</b><br/>Have recruited a full complement of Care Support Workers and High Needs Level 5 Health and Social Care Managers.</p> | <p><b>COMPLETED</b></p>   |

|  |  |   |  |
|--|--|---|--|
| <p><b>CR6</b><br/><b>Action:</b><br/>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<br/>b. including undertaking joint projects directed at specific vulnerable residents</p> | <p><b>Task (and owner):</b><br/>i. Provide two borough representatives embedded in the discharge functions of the hospital both acute and community setting. (SMC)</p> | <p><b>Desired outcome:</b><br/>Two Borough Discharge Coordinators recruited and inducted and funded by the ICP.</p> | <p><b>COMPLETED</b></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>Create the provision of 9 Step Down flats across North West Surrey ICS funded and Spelthorne led.</p>            | <p><b>COMPLETED</b></p>  |
|  | <p>iii. Expand our range of tech services to include more prevention-based tech. (SMC)</p>   | <p>Used DFG funding to broaden and update offer including a planned Dementia Suite.</p>                             | <p>Ongoing<br/>Target revised from Summer 2021 to Autumn/Winter 2021/22<br/>Target revised to Spring 2022</p>  |
|  | <p>iv. Work with Public Health to increase Covid Vaccination rates in target communities. (SLL)</p>  | <p>Vaccination rates increased in line with Surrey averages.</p>  | <p>Ongoing<br/>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.<br/><br/>A Covid Outreach Worker funded by Public Health has been in post since November 2021 and has a marked impact on increasing both Covid and Flu vaccination rates in targeted communities. However, analysis of specific age groups has demonstrated a need for more specific targeting. Funding has been secured to continue the role for a further six months. And we are currently exploring this possibility.</p> |

|   |  |   |   |
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| <p><b>CR7</b><br/><b>Action:</b> 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><b>Task (and owner):</b><br/>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.<br/>(NR)</p> | <p><b>Desired outcome:</b><br/>Liaising with ASC to facilitate safe return and with H&amp;S to ensure long term sustainability of COVID secure environment. Whilst maximising the number of clients who can attend the setting.</p> | <p><b>COMPLETED</b></p>   |
| <p><b>PREVENTING DEBT/FINANCIAL HARDSHIP</b></p>  |  |   |   |
| <p><b>CR8</b><br/><b>Action:</b> Analyse and evaluate the impact of the pandemic on the financial health of the community.</p>  | <p><b>Task (and owner):</b><br/>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><b>Desired outcome:</b><br/>500 visits or phone calls over one year, measured monthly.</p>   | <p><b>Target date &amp; progress notes:</b><br/><a href="#">April 2021-March 2022 (ON TRACK)</a><br/>19/11/2021. This is measured quarterly as part of the A2D advice plus SLA<br/><br/>01/02/2022. Service has been reviewed and Strategic Housing group updated. We will be commissioning additional services from CAB going forward<br/>06/04 /2022 we are employing an extra adviser at CAB and a social prescriber for homeless people</p> |

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| <p><b>CR9</b><br/><b>Action:</b> Promote/signpost our residents to appropriate government support/benefit schemes.</p>                     | <p><b>Task (and owner):</b><br/>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><b>Desired outcome:</b><br/>100 young adults cope with the socio-economic effects of the pandemic with a priority of residents in Stanwell and Ashford North.</p> | <p><b>Target date &amp; progress notes:</b><br/><b>April 2021-March 2022 (ON TRACK)</b><br/>19/11/2021. This is measured quarterly as part of the A2D advice plus SLA</p> <p>01/02/2022. Service has been reviewed and Strategic Housing group updated. We will be commissioning additional services from CAB going forward</p>  |
| <p><b>CR10</b><br/><b>Action:</b> Support partner agencies to enable them to provide financial advice and assistance to the community.</p> | <p><b>Task (and owner):</b><br/>Increase funding from annual grants for Citizens Advice to enable to meet higher demand due to COVID. (SLL)</p>   | <p><b>Desired outcome:</b><br/>Monthly monitoring</p>  | <p><b>Target date &amp; progress notes:</b><br/><b>Ongoing</b><br/>A total of £71,000 additional funding was awarded to support partner agencies in 2021/22:</p> <ul style="list-style-type: none"> <li>• £40,000 to local Foodbanks</li> <li>• £16,000 to VSNS and</li> <li>• £15,000 to Citizens Advice to provide debt advice surgery at local foodbanks.</li> </ul> <p>Regular monitoring continues and the next round of grant funding for 2022/23 is due to be considered in December 2021.<br/>19/11/2021. CAB have been invited to submit a proposal to expand their service. To be paid from homeless prevention fund<br/>01/02/2022. We intend to fund 2 additional advisers based in CAB from the new financial year.<br/><b>April 2022</b><br/>Funding of £60,000, was awarded to CAB for the financial year 2022/23. A further £35,000 direct funding from Housing Budget has also been allocated.<br/>Nov 2021 to Mar 2022 – Household Support Grant<br/>£284,182 issued to 1552 residents to help with food and fuel poverty and £46,000 used for outreach fundingCOMPLETED</p> |

**PREVENTING HOMELESSNESS AND ROUGHSLEEPING**

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| <p><b>CR11</b><br/><b>Action:</b> Maintain momentum of the Council's affordable housing development schemes.</p>  | <p><b>Task (and owner):</b><br/><b>NOTE:</b> At present, apart from the White House, Harper House &amp; 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.<br/>(HM/RM)</p> | <p><b>Desired outcome:</b><br/>44 affordable/key worker units at Benwell House.<br/><br/>25 affordable units at West Wing.<br/><br/>Delivery of Harper House.<br/><br/>Delivery of White House Hostel.</p> | <p><b>COMPLETED</b><br/><br/><b>COMPLETED</b><br/><br/><b>COMPLETED</b><br/><br/><b>COMPLETED</b></p> |
| <p><b>CR12</b><br/><b>Action:</b> Provide appropriate resources to address the predicted increase in numbers and complexity of homelessness approaches.</p> | <p><b>Task (and owner):</b><br/>20 additional emergency properties on a temporary basis arranged with A2 Dominion to house homeless households whilst seeking settled accommodation.<br/>(MI/KE)</p>  | <p><b>Desired outcome:</b><br/>Home suitable households on a prompt basis minimising void period.</p>  | <p><b>COMPLETED</b></p>   |



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| <p><b>CR13</b><br/><b>Action:</b> Assist and support vulnerable families to stay in their existing homes.</p>                  | <p><b>Task (and owner):</b><br/>Reduce evictions through commissioning A2D Advice services (listed above). (MI/KE)</p>  | <p><b>Desired outcome:</b><br/>Listed above (see CR8)</p>  | <p><b>Target date &amp; progress notes:</b><br/><a href="#">April 2021-March 2022 (ON TRACK)</a></p> <p>01/02/2022. Service has been reviewed and Strategic Housing group updated. We will be commissioning additional services from CAB going forward</p> <p>06/04/2022 in addition to the CAB service we meet monthly with the A2D income team and intervene to help prevent homelessness amongst their higher debtors</p>  |
| <p><b>CR14</b><br/><b>Action:</b> Facilitate and advise those in financial hardship, with direct support when appropriate.</p> | <p><b>Task (and owner):</b><br/>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><b>Desired outcome:</b><br/>150 individuals through tenancy sustainment intervention.</p> <p>KPI to be agreed if successful with funding.</p> | <p><b>Target date &amp; progress notes:</b><br/><a href="#">April 2021-March 2022 (ON TRACK)</a></p> <p>01/02/2022. Service has been reviewed and Strategic Housing group updated. We will be commissioning additional services from CAB going forward</p> <p><a href="#">March 2022 dependent on funding</a></p> <p>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</p> <p>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>06/04/2022. The bid was submitted and we are awaiting the outcome but have been told we will receive a minimum of 70% of our previous allocation.</p> |

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|  | 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) | 50 interventions split between homelessness prevention and homelessness recovery.                         | <a href="#">March 2022 dependent on funding</a><br>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. 06/04/2022 awaiting outcome of bid but the tender documents are nearly complete and will be published on 11 April with a go live date of 1 August 2022 |
|  | Homelessness Prevention Fund to support residents with rent in advice, rent deposit, mortgage/rental payment support or storage costs. (KE)   | Administer fund as part of our prevention duty where needed through an eligible homelessness application. | <a href="#">Ongoing</a><br>19/11/2021. We have additional burdens funding to assist private renters (£126k) ex-offenders (£14k) Domestic abuse (£36k) 01/02/2022. 170 homeless preventions achieved in 3 quarters (annual target 180) so well on track. 06/04/2022. We achieved 242 homeless preventions and allocated all of the funds to assist private renters   |
| <b>PROMOTING AND INCREASING LEISURE ACTIVITIES</b>                 |   |   |   |
| <b>CR15</b><br><b>Action:</b> Improve and develop a broad range of | <b>Task (and owner):</b><br>Restart Leisure activities including Walking for Health   | <b>Desired outcome:</b><br>At least 2 walks a week and 1 ride a week/fortnight                            | <b>Target date &amp; progress notes:</b><br><b>Walks - COMPLETED</b>  |

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| leisure activities and family-orientated leisure pursuits. | and Cycling for Health under COVID safe guidance. (MH) | offered in line with COVID restrictions. | <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 1<sup>st</sup> February.</p> <p><b>Actioned.</b> 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><b>Update February 2022</b></p> <p>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 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 Community Development 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> |
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|  |  |  | <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"> <li>• Families on low income</li> <li>• Difficult family circumstances</li> <li>• Those who may be inactive or over weight</li> <li>• Children who would benefit from a social activity outside of school</li> </ul> <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 <a href="http://www.staines10k.co.uk/">http://www.staines10k.co.uk/</a> for more information</p> |
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|  | <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><b>May 2021 onwards:</b> Comms &amp; 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 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</p> |
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|  |  |   | <p>services and economic development for the Queens Jubilee and plans for the Borough.</p> <p>April 2022 (SLL) - Plans for the Queen’s Jubilee continue to progress Leisure activities including the Jubilee, Xplorer and opportunities at our leisure centres have been promoted in the Bulletin and online; and a Summer Events programme is in production raising awareness of activities available over summer months.</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>15 young people to attend sessions including food for one week.</p> <p>Establish local need and identify relevant KPI.</p> | <p><b>Completed</b></p>  |

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|  | <p>To deliver a programme of activities in partnership with Active Surrey to deliver Specsavers Surrey Youth Games to meet local demand. (MH)</p> | <p>150 families to be referred.</p> | <p><b>Delayed to 2022</b><br/> 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><b>Update February 2022</b><br/> 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><b>April 2022</b><br/> After a break of two 2 years the Specsavers Surrey Youth Games (SSYG) will be returning in 2022. There has been a decline in the levels of activity of children during the Coronavirus pandemic. In response the Games are being used as an opportunity to encourage inactive young people to be physically active.</p> <p>The ethos of this year's games is: To bring sports and healthy lifestyle opportunities to children in the most deprived areas of our borough. As a result, whilst all sessions are open to young residents who live or go to school in Spelthorne, all activity sessions are taking place in either: Stanwell North, Stanwell South and Ashford North, and Sunbury Common. As a result the target of 150 families is no longer realistic and we aim to engage 80 children in 2022.</p> <p>The inclusive local sessions are aimed at beginners aged 6-16 who are looking to try new, fun weekly activity sessions for up to seven weeks and will be starting after Easter in six different activities. All participants will have the opportunity to attend the new-look Surrey Youth Games celebratory festival in Guildford, on Saturday 18 June.</p> |
|  | <p>Work with home school link workers, family support, family centres and housing to refer families to utilise play scheme vouchers</p>           |                                     | <p><b>Completed</b></p>   |

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| <p><b>CR16</b><br/> <b>Action:</b> Work in partnership with local art and sport clubs to provide a range of activities to promote mental health and fitness.</p> | <p><b>Task (and owner):</b><br/> 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><b>Desired outcome:</b><br/> At least 2 organisations to deliver up to 6 weeks of activities in 2021.</p> | <p><b>Target date &amp; progress notes:</b><br/> Ongoing<br/> 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. 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. 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 programme of activities covered by a separate funding bid to the Cultural Development Fund.</p> <p>Ongoing</p> |
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## Summer 2022

### 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.

#### 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!

#### Wiggle and Scribble Workshops

Four free workshops for Children and the families will be held at Staines Library on Tuesday the 15<sup>th</sup> 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.

#### 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

- Stanwell Fields School (Wednesday 5th Jan)
- Town Farm School (Monday 7th Feb)
- Buckland School (Wednesday 9th Feb)
- Kenyngton Manor School (Friday 10th Feb)

Spelthorne Borough Council have funded 2 shows and Surrey Education Trust have funded the others.

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|   |  |   | <p><b>April 2022</b></p> <p>There are currently no suitable vacant units within the Elmsleigh Centre, however, the Wiggle and Scribble installation has in the Elmsleigh Centre has been well received by the community and 80 people took part in the associated workshops. h Wiggle and Scribble</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. The resource centre reopened in March . We hope to be able to restart the Saturday children’s classes soon and we are exploring the possibility of creating a Spelthorne Resource Centre Friends Group.</p> |
|   | Develop a 10-week exercise programme for young clients aged 18-25 with mental health issues. (MH)  | <b>Desired outcome:</b><br>A course delivered with 10 people attending.                           | <p><b>Target date &amp; progress notes:</b></p> <p>Ongoing</p> <p>Discussions are in place with Everyone Active to create a suitable programme. Initial suggestions include working with A2 Dominion to identify young clients.</p>  |
| <p><b>CR17</b></p> <p><b>Action:</b></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><b>Task (and owner):</b></p> <p>Recognise the extensive use of the parks and open green spaces, developing these further by introducing 10 new outside gyms. (JT)</p> | <p><b>Desired outcome:</b></p> <p>10 gyms installed in parks including in areas of high need.</p> | <p><b>Target date &amp; progress notes:</b></p> <p>Completion date extended from March 2022 to May 2022 due to delivery times for new equipment. Neighbourhood Services Committee already advised.</p> <p>The procurement exercise was undertaken and a contract awarded. The installation programme has begun, and completion of the project is expected to be the end of May 2022 as anticipated.</p>  |

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| <p><b>CR18</b><br/> <b>Action:</b> Work with our partners Everyone Active, providing financial assistance and communications to enable them to continue to operate our leisure centres.</p> | <p><b>Task (and owner):</b><br/> Work in partnership with Everyone Active to support the leisure centres to resume all activities (when restrictions allow) and with COVID measures in place.<br/> (DA/CM/CS)</p> | <p><b>Desired outcome:</b><br/> Attendance figures to resume to pre-COVID numbers.</p> | <p><b>Target date &amp; progress notes:</b><br/> <a href="#">Ongoing</a><br/> 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><b>Update February 2022:</b><br/> 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> <p><b>April 2022:</b><br/> Attendance figures remain lower than pre-pandemic levels, however, Q4 attendance figures are showing a marked improvement on Q1,2 and 3.</p> |
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**SUPPORTING ECONOMIC RECOVERY - ACTION PLAN**

**MINIMISING UNEMPLOYMENT**

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| <p><b>ER2</b><br/><b>Action:</b><br/>Provision/signposting of advice and support and ensuring effective implementation of relevant government initiatives, including business rate relief, payment of business grants etc.</p>                                      | <p><b>Task (and owner):</b><br/>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><b>Desired outcome:</b><br/>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><b>Target date &amp; progress notes:</b><br/><b>Ongoing</b><br/>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.<br/><br/>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> |
| <p><b>ER3</b><br/><b>Action:</b> 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><b>Task (and owner):</b><br/>To identify interventions linked to the Spelthorne economy, scan implementation of ARG elsewhere for ideas. Consultation carried out with businesses. (KM)</p>                                   | <p><b>Desired outcome:</b><br/>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><b>COMPLETED</b></p>  |

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|   | Generate policy on agreed spend areas for ARG and allocate fund by govt's target date. (KM)                                   |   | <b>Completed</b>   |
| <b>DEVELOPING SKILLS AND GETTING PEOPLE BACK IN WORK</b>  |   |   |  |
| <b>ER4</b><br><b>Action:</b> Implement our new Economic Development Recovery Plan (including addressing Brexit impacts).  | <b>Task (and owner):</b><br>To ensure that the momentum is maintained in delivering the interventions identified. (KM)        | <b>Desired outcome:</b><br>That a broad range of actions help improve the economic vitality of the borough.   | <b>Target date &amp; progress notes:</b><br><a href="#">July 2021</a><br><br>Jan 2022 - This has been absorbed within the Corporate Recovery Plan.   |
| <b>ER5</b><br><b>Action:</b> 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. | <b>Task (and owner):</b><br>To organise dates and support for the group to meet and develop an Action Plan for the Group (KM) | <b>Desired outcome:</b><br>The information collected by a variety of critical sources will help inform better decision making dynamically as we navigate through the pandemic.<br><br>Action Plan will outline opportunities for local residents. | <b>Target date &amp; progress notes:</b><br><b>July 2021</b> - 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.<br><b>Jan 2022</b> - 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.<br>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. |

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| <p><b>ER6</b><br/> <b>Action:</b><br/>         Support/promote employment and training initiatives – including Virtual Jobs Fair, ‘Kickstart’ scheme, and ‘Job Fuse’ (working with EM3 LEP).</p> | <p><b>Task (and owner):</b><br/>         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.<br/>         (KM)</p> | <p><b>Desired outcome:</b><br/>         Development of App will bring businesses together to offer jobs that are available.<br/><br/>         Upskill young people with App development that will result in a new way of promoting work opportunities.</p> | <p><b>Target date &amp; progress notes:</b><br/>         July 2021<br/>         Ongoing.<br/>         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.<br/>         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.<br/><br/>         Apr 2022 - The official Youth Hub and I Choose Local launch event was on the 4th March at the Guy Salmon showroom in Sunbury. There are several businesses already engaging with the project who are looking to employ young people for example, McDonalds, Marriott Group, Footrace, Berkley Homes, Jaguar Land Rover (Sytner Group) and French Brothers.</p> |
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| <p><b>ER7</b><br/><b>Action:</b> 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><b>Task (and owner):</b><br/>Submit an application to the DWP for funding for a Youth Hub to support the 16 – 24-year-old unemployed youth into employment.<br/>(TC)</p> | <p><b>Desired outcome:</b><br/>Local young people will be provided with better skills to apply for jobs.</p> | <p><b>Target date &amp; progress notes:</b><br/><a href="#">Target date to be confirmed.</a><br/>Awaiting outcome of grant application.</p> <p>A separate report has been submitted to the Economic Development Committee covering this area.</p> <p><b>Jan 2022</b> - The Youth Hub launched on December the 6<sup>th</sup> 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 13<sup>th</sup> December subject to all GDPR checks being passed.</p> <p><b>Apr 2022</b> - We have run an Apprenticeship information evening for young people and their parents which was well attended. Number of young people assisted in first two months of the scheme (Dec / Jan): There have been 29 referrals; 7 have been helped into Education, 1 person has gone into full-time employment and 1 person has found a Kickstart job through scheme.</p> |
| <p><b>ER8</b><br/><b>Action:</b> Set up pop-up-shop where budding entrepreneurs can test the market in advance of setting up a business.</p>   | <p><b>Task (and owner):</b><br/>Access empty shop premises for temporary use.<br/>(TC/KM)</p>   | <p><b>Desired outcome:</b><br/>Encourage people made redundant / unemployed to set up new businesses.</p>    | <p><b>Target date &amp; progress notes:</b><br/><a href="#">Summer 2021.</a></p> <p>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>   |
| <p><b>ASSISTING FUTURE BUSINESS GROWTH AND ADAPTATION</b></p>  |   |  |  |

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| <p><b>ER9</b><br/> <b>Action:</b> 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> | <p><b>Task (and owner):</b><br/> 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.<br/> (KM/TC)</p> | <p><b>Desired outcome:</b><br/> This will encourage and support / mentor new and recently incorporated businesses to become successful, grow, and create new jobs within the borough.<br/> To become a council flagship.</p> | <p><b>Target date &amp; progress notes:</b><br/> 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 &amp; 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.<br/> 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.<br/> 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.<br/> 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.<br/> The pandemic has affected occupancy in the same way as many other offices, which has meant that there are not as many businesses as originally expected.</p> |
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|   |   |  | <p>Additional work to create additional office space (where a current demand exists) within the building is currently taking place and there is a waiting list of businesses that wish to occupy them. This should be completed by the end of March 2022. Since September the incubator has received in excess of £10k in monthly rent by current occupiers, this is expected to grow significantly in the next financial year.</p> <p>Apr 2022 - Additional offices were installed last month in March, and this is expected to raise £5,000 a month revenue of which £3,000 will go to SBC</p>  |
| <p><b>ER10</b><br/><b>Action:</b> Promote opportunities in the Borough for the development of 'green' jobs.</p>                                   | <p><b>Task (and owner):</b><br/>Through targeting some of the ARG funds and Green Initiatives Fund to the green economy, strengthen the participation of businesses in this sector.<br/>(KM/TC)</p> | <p><b>Desired outcome:</b><br/>Increase new green jobs measured through feedback from those businesses that receive a grant.</p> | <p><b>Target date &amp; progress notes:</b><br/><a href="#">Start review 01.06.21.</a><br/>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.<br/><br/>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.</p> |
| <p><b>ER11</b><br/><b>Action:</b><br/>a. Promote 'shop-local' to our residents and visitors; and<br/><br/>b. Promote 'buy-local' procurement.</p> | <p><b>Task (and owner):</b><br/>Exploring opportunities to develop a Buy Local App.<br/>(KM/TC)</p>   | <p><b>Desired outcome:</b><br/>More people purchasing goods locally.</p>   | <p><b>Target date &amp; progress notes:</b><br/><a href="#">Existing baseline data collected: Aug 2021</a><br/><a href="#">App launched: Oct 2021</a><br/><a href="#">Uptake survey: Target date to be confirmed 2022</a><br/>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>  |

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|   | Internal SBC procurement rules amended to encourage local procurement. (KM/TC)   | SBC increases the amount of procurement of local goods & services of a value under £5k.   | 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.  |
|   | To develop sustainable procurement strategy and ensure local and sustainable purchasing is built into procurement practice. (JR/CI)  | Sustainability is effectively built into all purchases.   | <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> <p>April 2022 – This is an on-going piece of work to be taken up by the new Procurement Manager. In addition to the comment above, the procurement team is to propose a contract value threshold where Social Value will apply and suggest an appropriate weighting as part of the evaluation criteria. Point for consideration: Social Value Officer to monitor contractor commitments and impacts/benefits to the Council.</p> |
| <p><b>ER12</b><br/> <b>Action:</b> Provide additional frontline support for Ashford, Sunbury and Shepperton businesses and retailers through our new Town Centre Manager.</p> | <p><b>Task (and owner):</b><br/> 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><b>Desired outcome:</b><br/> Business via feedback speak highly of the Town Centre Manager and each town has functioning business groups in place.</p> | <p><b>COMPLETED</b></p>   |

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| <p><b>ER13</b><br/> <b>Action:</b> Work in collaboration with Staines-upon-Thames Business Improvement District to support businesses and retailers in the town.</p>  | <p><b>Task (and owner):</b><br/>         Ensure that there is SBC representation on the SBF Board. (KM)</p>             | <p><b>Desired outcome:</b><br/>         SBC is able to influence the direction and priorities of the BID and enhance Staines-upon-Thames as a destination.</p> | <p><b>Target date &amp; progress notes:</b><br/> <a href="#">Ongoing – re-ballot in Feb 2022.</a><br/>         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.<br/>         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 3<sup>rd</sup> March when voting opens for 28 days.<br/><br/> <a href="#">Apr 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 BID Proposal document became available on 22nd February and copies were made available to the Committee for 22 March. A formal consultation with the whole of the BID Board took place on 22nd February with around 40 business people from the BID area in attendance</a></p> |
| <p><b>ER14</b><br/> <b>Action:</b><br/>         a. Maintain momentum of the Council’s regeneration schemes; and<br/>         b. Deliver the Staines-upon-Thames Development Framework as part of the review of the Local Plan up to 2035.</p> | <p><b>Task (and owner):</b><br/>         Funding and support is provided to develop the Development Framework. (HM)</p> | <p><b>Desired outcome:</b><br/>         The Framework will provide a template for the future development of Staines-upon-Thames.</p>                           | <p><b>Target date &amp; progress notes:</b><br/> <a href="#">Ongoing,</a><br/> <a href="#">Framework not yet completed.</a><br/>         On track for adoption summer 2023.</p>   |

**PLACEMAKING, REGENERATION AND DEVELOPING INFRASTRUCTURE**

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| <p><b>ER15</b><br/><b>Action:</b> 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.</p>   | <p><b>Task (and owner):</b><br/>Work closely with a broadband provider to commit to install FTTP starting in Sunbury and then other areas of the Borough. (KM)</p>   | <p><b>Desired outcome:</b><br/>This will give Spelthorne a competitive advantage by providing excellent broadband speeds throughout the Borough making it a more attractive destination for businesses.</p> | <p><b>Target date &amp; progress notes:</b><br/><a href="#">Started June 2020</a> - rollout programme is determined by external providers.</p>   |
| <p><b>ER16</b><br/><b>Action:</b> 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> | <p><b>Task (and owner):</b><br/>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><b>Desired outcome:</b><br/>Secure government funding under the Levelling Up Fund for specific projects to deliver the projects (monitored via Corporate Project Management).</p>                        | <p><b>Target date &amp; progress notes:</b><br/><a href="#">Target date to be confirmed depending on future bid round deadlines.</a></p> <p>Feb 22: No application was made for this on the first round as the 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**

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| <p><b>ER17</b><br/><b>Action:</b> Continue to promote Spelthorne as a place to live, visit and do business through the Visitor Economy Forum (SBC and business).</p>   | <p>Set up and maintain a representative group to highlight needs and help improve the business opportunities available. (DG)</p>           | <p><b>Desired outcome:</b><br/>Feedback from the group will show that there has been positive steps to help the visitor economy.</p>                                   | <p><b>COMPLETED</b></p> |
| <p><b>ER18</b><br/><b>Action:</b> 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>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><b>COMPLETED</b></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><b>COMPLETED</b></p> |
| <p><b>ER19</b><br/><b>Action:</b> Utilise EM3 LEP funding and government support in opening-up town centres post-COVID (using, for example, the Welcome Back Fund).</p>  | <p>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>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><b>COMPLETED</b></p> |

**SUPPORTING A GREEN RECOVERY - ACTION PLAN**

| <b>CLIMATE CHANGE POLICY</b>  |  |   |  |
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| <p><b>GR1</b><br/> <b>Action:</b> To develop a strategy to deliver carbon neutrality for the Council in line with Government targets or sooner.</p>   | <p><b>Task (and owner):</b><br/>                     Prepare a draft strategy to deliver carbon neutrality for the Council and support actions to lower the wider-borough's carbon emissions. (SM)</p> | <p><b>Desired outcome:</b><br/>                     Enabling policy/strategy to support delivery of a green recovery.</p>   | <p><b>Target date &amp; progress notes:</b><br/>                     Target date adjusted from June 2021 to May 2022 due to Sustainability Officer (SO) leaving and the climate change officer having to deliver the work of the SO. SO started 4.4.22</p> |
| <p><b>GR2</b><br/> <b>Action:</b> Explore and devise a future financial treasury management strategy that take into account environment, social governance and responsible investments.</p> | <p><b>Task (and owner):</b><br/>                     To discuss with the Council's treasury management advisors how to progress a change in the Council's investments. (TCo/SM)</p>                    | <p><b>Desired outcome:</b><br/>                     A Green Investment Strategy</p>   | <p><b>Target date &amp; progress notes:</b><br/>                     2022</p>  |
| <p><b>GR3</b><br/> <b>Action:</b> Aim to develop a more environmentally sustainable economy post-COVID and Brexit.</p>  | <p><b>Task (and owner):</b><br/>                     To develop a green recovery strategy which includes measures to evolve a more sustainable and resilient economy. (SM/KM/AB)</p>                   | <p><b>Desired outcome:</b><br/>                     A thriving community which minimises its impact on the environment measured through buildings meeting appropriate environmental standards (e.g. BREEAM) and well-being surveys.</p> | <p><b>Target date &amp; progress notes:</b><br/>                     2024</p>  |

**REDUCE THE CARBON FOOTPRINT OF COUNCIL OPERATIONS**

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| <p><b>GR4</b><br/><b>Action:</b> Use opportunities provided by agile working to enhance/accelerate climate change initiatives</p>  | <p><b>Task (and owner):</b><br/>Develop a policy to enable long term homeworking and office hot desking. (SM)</p>  | <p><b>Desired outcome:</b><br/>Reduced car travel, emissions (compared to pre-pandemic levels) and release offices for multi-use.</p> | <p><b>Target date &amp; progress notes:</b><br/><a href="#">Target adjusted to from Dec 2021 to March 2022</a><br/>- 'hot desking' is available from March in designated spaces but has been agreed services will, whilst Covid levels are still high, continue with hybrid working in their current designated areas.</p>   |
| <p><b>GR5</b><br/><b>Action:</b><br/>a. Continue to develop our programme to use more electric vehicles by staff to reduce CO2 emissions<br/><br/>b. Purchase electric fuelled equipment when existing liquid fuelled equipment reaches end of life.</p> | <p><b>Task (and owner):</b><br/>Examine options for future purchase of electric cars &amp; bikes; introduce measures to enable staff to purchase/lease electric cars. (SO/HR)(SO/SM)</p> | <p><b>Desired outcome:</b><br/>Electric pool vehicles/bikes in use by staff for business purposes.</p>                                | <p><b>Completed</b></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>10% of staff to own electric vehicles.<br/><br/>Green Fleet and hand-held electric tools in use.</p>                               | <p><a href="#">2025</a><br/>Electric vehicle benefit scheme launched for staff in 2022<br/><br/><a href="#">2028</a><br/>Procurement of the Council's fleet of waste and cleansing vehicles will begin mid 2022 which will incorporate options for alternative fuels.<br/>Electric hand-held tools for grounds maintenance are already being purchased where they are identified as a suitable service option.</p> |

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| <p><b>GR6</b><br/><b>Action:</b> 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><b>Task (and owner):</b><br/>To undertake energy studies of Council properties to identify cost effective improvements and then to progress installation. (SM/SO)</p> | <p><b>Desired outcome:</b><br/>Council properties being less expensive to run</p>   | <p><b>Target date &amp; progress notes:</b><br/>Dec 2021 studies completed.<br/>Installation target to be set for properties but solar panels have been installed in March 2022 on building at the Nursery</p>  |
| <p><b>GR7</b><br/><b>Action:</b> Review and improve, where possible, our waste management strategy.</p>   | <p><b>Task (and owner):</b><br/>To undertake a review of waste strategy in line with Government changes proposed for 2023. (JT/DL)</p>                                   | <p><b>Desired outcome:</b><br/>Increased recycling and reduced quantities of household rubbish.</p>   | <p><b>Target date &amp; progress notes:</b><br/>Target date adjusted from 2022 to 2023 as the requirements resulting from the Government’s review of its Resources &amp; Waste Strategy will not be known in time to make any amendments to our strategy in 2022.</p> |
| <b>INCREASE USE OF CLEAN ENERGY</b>   |  |   |   |
| <p><b>GR8</b><br/><b>Action:</b><br/>a. Work with businesses and communities to promote and support cleaner and greener living and working.</p>   | <p><b>Task (and owner):</b><br/>To work with economic development team to build in opportunities for providing a sustainable environment.</p>                            | <p><b>Desired outcome:</b><br/>To have a Staines development plan which demonstrates leadership in developing sustainable communities.</p>                              | <p><b>Target date &amp; progress notes:</b><br/>On track for summer 2023</p>  |
| <p>b. Develop opportunities for increased locally generated clean energy.</p>   | <p>Promote opportunities in the Borough for the development of ‘green’ jobs including training. (HM/AB/SM/KM)</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>Target to be confirmed</p>   |



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|   | Work in partnership via the Economic Development team. (KM/HM/SO/SM)  | 50% of local businesses to use clean energy.  | 2027   |
| <b>GR9</b><br><b>Action:</b> Implement technologies to maximise clean energy usage.   | <b>Task (and owner):</b><br>Develop opportunities (and schemes) for increased locally generated clean energy on Council buildings and in new build. (RM/SO) | <b>Desired outcome:</b><br>Council owned offices and housing sites to have a minimum capacity of 10% renewable energy generation.           | <b>Target date &amp; progress notes:</b><br>2024<br><br>Currently being delivered on all new Council residential schemes Through implementation of a zero carbon approach in the Local Plan and associated Supplementary Planning documents addressing climate change it is expected the renewable energy target will be increased |
| <b>ENCOURAGE GREATER USE OF CYCLING AND WALKING</b>   |   |   |  |
| <b>GR10</b><br><b>Action:</b><br>a. Undertaking a borough-wide feasibility study to identify potential walking and cycling routes in conjunction with Surrey CC; and<br><br>b. Increase opportunities for exercise through walking and cycling and improving air quality by reducing car dependency, working with the highways authority. | <b>Task (and owner):</b><br>Undertake actions to encourage greater cycling and walking by the community and Council. (AM/AB)                                | <b>Desired outcome:</b><br>A Local Walking and Cycling Infrastructure Plan to allow future implementation of schemes in an appropriate way. | <b>Target date &amp; progress notes:</b><br>2022<br><br>Initial study completed and report expected May 2022   |

**IMPROVE AND INCREASE PROVISION OF PUBLIC OPEN SPACES AND ENHANCEMENT OF BIODIVERSITY**

| <b>GR11</b>  | <b>Task (and owner):</b>   | <b>Desired outcome:</b>   | <b>Target date &amp; progress notes:</b>   |
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| <p><b>Action:</b></p> <p>a. Enhance our parks and open spaces to adapt to climate change.</p> <p>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.</p> | <p>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)</p> | <p>That parks have both environmental and social benefits for our residents, including reduced air emissions,</p> | <p><b>2023</b></p> <p>The new parks &amp; open spaces strategy will include mechanisms and ideas to improve biodiversity within our open spaces which in turn will in turn aid our targets towards climate change.</p> |
| <p>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;</p>  | <p>Map out opportunities, including rain gardens, to improve the landscape and adapt and mitigate climate change. (SO/BO/SM)</p>   | <p>To develop a suite of enhancement opportunities</p>  | <p><b>2023</b></p>   |
| <p>d. Increase land management to provide greater biodiversity to encourage wildlife and insect populations.</p>   | <p>Develop a biodiversity strategy (BO)</p>  | <p>Actions from the strategy to enhance wildlife and measurable increases in populations of key species.</p>      | <p><b>2022</b></p>   |

**IMPROVE ENERGY EFFICIENCY OF HOUSING STOCK**

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| <p><b>GR12</b><br/><b>Action:</b><br/>a. Promote residential development that is sustainably located and allows safe and easy access for residents to existing services and transport hubs; and<br/><br/>b. Seek and support the retrofit of existing residential housing to enable alignment with more demanding energy efficiency standards</p> | <p><b>Task (and owner):</b><br/>Develop as part of developments and the Local Plan opportunities for better accessible developments. (AB)</p>   | <p><b>Desired outcome:</b><br/>Local Plan</p>  | <p><b>Target date &amp; progress notes:</b><br/>On target for summer 2023</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/SO)</p> | <p>i. Ensure KGE housing stock meets highest viable environmental standards.<br/><br/>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>2026<br/>Already being considered for each scheme<br/><br/>2023</p>        |

COMMUNICATE REGULAR UPDATES USING A RANGE OF DIFFERENT MEDIA

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| <p>K1<br/> <b>Action:</b> Lead the strategic briefing and dissemination sessions for community partners through the COVID Champions initiative.</p> | <p><b>Task (and owner):</b><br/>                 Continue bi-weekly webinars to inform and educate Champions on latest national and Borough specific COVID updates, information, and regulations. (JM)</p> | <p><b>Desired outcome:</b><br/>                 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><b>Target date &amp; progress notes:</b><br/> <b>Ongoing.</b><br/>                 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> |
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| <p><b>K2</b><br/><b>Action:</b> Maintain welfare and information-sharing calls to vulnerable community members and prepare for new and, as yet unforeseen demands due to COVID.</p> | <p><b>Task (and owner):</b><br/>Prepare for future comms issues e.g. roadmap changes and surge testing. (JM)</p>   | <p><b>Desired outcome:</b><br/>Information needs to be accessible to all members of the community through different comms channels.</p> | <p><b>Target date &amp; progress notes:</b><br/><b>Ongoing.</b><br/>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>   |
| <p><b>K3</b><br/><b>Action:</b> Continue to update and maintain the accessibility of our website, responding to changes in national and local guidance.</p>                         | <p><b>Task (and owner):</b><br/>Accessibility website tool has launched. Use tools and reports to monitor development – Sitemorse and google analytics (MB/JM)</p> | <p><b>Desired outcome:</b><br/>To be at the top of accessibility report for Surrey Boroughs and top 20% nationally.</p>                 | <p><b>Target date &amp; progress notes:</b><br/><b>Ongoing – in line with government regulations.</b><br/>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.<br/>October 2021 - in line with national guidelines, we undertook a ‘Disproportionate Burden Assessment’. Our new accessibility statements can be read at: <a href="https://www.spelthorne.gov.uk/article/20401/Accessibility">https://www.spelthorne.gov.uk/article/20401/Accessibility</a><br/>Some accessibility issues were identified on our partner software – Modern.gov and Granicus which were resolved as of the 20 November 2021.<br/>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> |

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| <p><b>K4</b><br/> <b>Action:</b> Continue to use and develop our social media to ensure rapid communication of key messages.</p>  | <p><b>Task (and owner):</b><br/> 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)</p> | <p><b>Desired outcome:</b><br/> Launch Next-door. Look at how TikTok and WhatsApp could benefit organisation. Undertake relevant training for all team members.</p>                           | <p><b>Target date &amp; progress notes:</b><br/> <a href="#">Launch Next-door by end of 2021.</a><br/> 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.</p>                       |
| <p><b>K5</b><br/> <b>Action:</b> Continue to publish eNews publications and encourage residents to subscribe to the platform.</p> | <p><b>Task (and owner):</b><br/> Produce monthly Newsletter and quarterly business editions. (JM/LK)</p>  | <p><b>Desired outcome:</b><br/> To grow subscribers by 15%.<br/> To run subscription campaign across all channels. Launch community newsletter with Community wellbeing and Leisure team.</p> | <p><b>Target date &amp; progress notes:</b><br/> <a href="#">Subscribers – end of 2021.</a><br/> <a href="#">Campaign to start in July.</a><br/> Nov 2021 - Our subscribers have grown by 7% since the start of the recovery plan against the target of 15% by end of 2021.<br/> January 2022 - Our subscribers have grown by 8% since the start of the recovery plan against the target of 15% by end of 2021.</p> |

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| <p><b>K6</b><br/> <b>Action:</b> Ensure residents and businesses can continue to contact the Council by phone, letter or digitally.</p> | <p><b>Task (and owner):</b><br/> Created 'Keep Connected' visual. Continue to promote through branding and marketing. Use all platforms including digital screens in Staines. (JM)</p> | <p><b>Desired outcome:</b><br/> 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><b>Target date &amp; progress notes:</b><br/> <a href="#">Ongoing.</a><br/> 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>  |
| <p><b>K7</b><br/> <b>Action:</b> Work with the Surrey-wide Communications Group to share information and best practice.</p>             | <p><b>Task (and owner):</b><br/> Ensure SBC is represented on calls including MIG/ Surrey Comms Groups and relevant SAG and Public Health calls. (JM)</p>                              | <p><b>Desired outcome:</b><br/> Learn from best practise and ensure messages are shared. To develop and implement comms strategies.</p>   | <p><b>Target date &amp; progress notes:</b><br/> <a href="#">Ongoing.</a><br/> 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. 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> |

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| <p>K8<br/> <b>Action:</b> 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><b>Task (and owner):</b><br/> 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><b>Desired outcome:</b><br/> To increase engagement.</p> | <p><b>Target date &amp; progress notes:</b><br/> Ongoing.</p> |
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## DELIVERING KEY SERVICES – ACTION PLAN

| MORE RESILIENT SERVICES   |  |  |  |
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| <p><b>WR1</b><br/> <b>Action:</b> 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.</p> | <p><b>Task (and owner):</b><br/>           Develop hybrid working policy. (SM/HR)</p>              | <p><b>Desired outcome:</b><br/>           Staff have an appropriate office/home working mix.<br/>           Reduced commuting and requirement for office space, reduced carbon footprint</p> | <p><b>Target date &amp; progress notes:</b><br/> <a href="#">Jan 2022</a><br/>           Policy publication achieved Nov 2021. Full plan implementation in April 2022<br/> <a href="#">April 2022- Rotas in place and recruitment includes hybrid working (where appropriate)</a></p>  |
| <p><b>WR2</b><br/> <b>Action:</b> Continue to review and update the Council’s Pandemic Plan – taking into account lessons learned to ensure greater resilience in future.</p>   | <p><b>Task (and owner):</b><br/>           Update plans. (SM/AR)</p>                               | <p><b>Desired outcome:</b><br/>           Updated and useable plans for future emergencies.</p>  | <p><b>COMPLETED</b></p>  |
| <p><b>WR3</b><br/> <b>Action:</b> 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.</p>  | <p><b>Task (and owner):</b><br/>           To move forward digital transformation. (DD/AC/ SM)</p> | <p><b>Desired outcome:</b><br/>           Increased percentage of customers using online services (TBC).</p>   | <p><b>Target date &amp; progress notes:</b><br/> <a href="#">2022</a> – Finalising strategy with view to circulating route forward by June 2022<br/>           Development of web chat flows started with a goal to utilising AI capability to triage customer queries through the Councils website. Supplier arranging further scoping exercises to determine requirements. Typical turnaround 6-8 weeks.</p> |

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| <p><b>WR4</b><br/><b>Action:</b> Take steps to ensure the Council maintains its financial sustainability.</p>                                   | <p><b>Task (and owner):</b><br/>Ensure all staff appropriately equipped to manage budgets effectively.<br/>Encourage innovative thinking in methodologies used.<br/>(CIP PT)</p> | <p><b>Desired outcome:</b><br/>Efficiencies achieved and savings recorded.</p>  | <p><b>Target date &amp; progress notes:</b><br/>2021 and Ongoing</p> <p>In 2021, we have aligned the 2022/23 service plan and the budget setting process to bring budget managers thinking together. This will continue in 2022 for the 2023/24.</p> <p>In 2022, we are looking to introduce a waste reduction process and refine the budget setting process to remove redundant ledger codes and budgets.</p>                        |
| <b>WORKFORCE DEVELOPMENT</b>  |  |   |   |
| <p><b>WR5</b><br/><b>Action:</b> Train and equip our staff to adapt to new ways of working and any future restrictions.</p>                     | <p><b>Task (and owner):</b><br/>Ensure promotion of training and personal development through appraisals/performance management. (HR)</p>  | <p><b>Desired outcome:</b><br/>Hybrid home and office working policy in place.</p> <p>Staff productive and fully feel part of the organisation and understand and embrace corporate objectives.</p> | <p><b>Target date &amp; progress notes:</b><br/>Dec 2021<br/>Ongoing</p> <p>Target adjusted from Feb to May 2022 due to pressures on HR team - policy complete; training to be rolled out</p> <p>April 2022 roll out of new Continuous Performance Management process to commence to include training. Continue to promote Surrey Learn programmes (held on line) new programmes include resilience, wellbeing and hybrid working</p> |
| <p><b>WR6</b><br/><b>Action:</b> Ensure all staff understand the Council's focus of best working practices to tackle the climate emergency.</p> | <p><b>Task (and owner):</b><br/>Implement training via on-line module and in transformation programme. (SM)</p>  | <p><b>Desired outcome:</b><br/>Understanding of the actions staff need to take to mitigate and adapt to climate change</p>  | <p><b>Target date &amp; progress notes:</b><br/>Target adjusted from June 2021 to June 2022 due to continuing COVID restrictions and not recruiting into climate change officer post until Sept 2021 and SO post not in place</p> <p>Training identified February 2022 for rollout before June 2022</p>   |

### PROTECTING STAFF AND CLIENTS

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| <p><b>WR7</b><br/><b>Action:</b> Ensure continued use of strict COVID related Personal Protective Equipment &amp; social distancing requirements for site/face-to-face visits &amp; enhanced cleaning regimes</p> | <p><b>Task (and owner):</b><br/>Providing equipment/social distancing requirements for site/face-to-face visits and enhanced cleaning regimes.(SM/H&amp;S)</p> | <p><b>Desired outcome:</b><br/>Staff and Councillors feel safe.</p>                           | <p><b>Target date &amp; progress notes:</b><br/><a href="#">2021 &amp; ongoing depending on government guidance.</a> Although restrictions lifted, guidance still being given to staff on sanitising, face masks, ventilation and generally staying safe. Facilities Management team now control inventory &amp; stock process. Regularly reviewing stock and usage levels.</p> |
| <p><b>WR8</b><br/><b>Action:</b> Continue to offer ongoing health and wellbeing support to our staff.</p>   | <p><b>Task (and owner):</b><br/>Promote Carefirst part of our Employee Assistance Programme. (HR)</p>  | <p><b>Desired outcome:</b><br/>Staff are fully aware of and can use the services offered.</p> | <p><b>COMPLETED</b></p>   |

### MAINTAINING MOBILE AND FLEXIBLE WORKING

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| <p><b>WR9</b><br/><b>Action:</b> 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.</p> | <p><b>Task (and owner):</b><br/>Develop the hybrid working policy and continue with the Continuous Improvement Programme to reduce costs and efficiency. (SM/HR/Project Team)</p> | <p><b>Desired outcome:</b><br/>Workforce productivity maximised</p> | <p><b>Target date &amp; progress notes:</b><br/><a href="#">Dec 2021 and ongoing</a><br/><br/>Nov 2021 - Policy completed and ongoing Continuous Improvement Programme implementation</p> |
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**NEW WAYS TO ACCESS SERVICES**

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| <p><b>WR10</b><br/> <b>Action:</b><br/> a. New ways to access services<br/> Make it as easy as possible for customers to access our services remotely; and<br/> b. Deliver more services remotely (e.g. SPAN).</p> | <p><b>Task (and owner):</b><br/> Part of continuous improvement programme and digital transformation.<br/> (DD/SMC/ICT/SM)</p>  | <p><b>Desired outcome:</b><br/> Improved customer service and innovative methods of delivery.</p> | <p><b>COMPLETED</b></p> |
| <p><b>WR11</b><br/> <b>Action:</b> Implement a plan for the safe transition back to public meetings</p>  | <p><b>Task (and owner):</b><br/> To plan appropriate social distancing and then return to the new 'normal'. (SM/MB/H&amp;S)</p> | <p><b>Desired outcome:</b><br/> Safe meetings.</p>  | <p><b>COMPLETED</b></p> |

## RECOVERY ACTION PLAN – COMPLETED ACTIONS (Version 1: 13 April 2022)

### Key to task owners:

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

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| <p><b>CR1</b><br/><b>Action:</b><br/>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<br/><br/>b. Ensure inclusion of all sections of our communities, including hard to reach groups.</p> | <p><b>Task (and owner):</b><br/>i. Build on COVID Champion programme to use as forum for promoting health topics and for relevant public consultation. (SLL)</p> | <p><b>Desired outcome:</b><br/>Engagement with 15-20 champions on a fortnightly /monthly basis</p> | <p><b>Target date &amp; progress notes:</b><br/>Autumn 2021 (COMPLETED)<br/><b>Actioned:</b> 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.<br/><br/>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>  |
|   | <p>ii. Build on the residents' association forum. (Council Leader/SLL)</p>   | <p>Establish regular meetings with at least 8 residents associations attending</p>                 | <p><b>Target date &amp; progress notes:</b><br/>Autumn 2021 (COMPLETED)<br/><b>Actioned:</b> 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.<br/><b>Update February 2022</b><br/>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> |

**SUPPORTING VULNERABLE PEOPLE TO HELP THEM TO STAY SAFE AND HEALTHY**

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| <p><b>CR4</b><br/><b>Action</b><br/>a. Review our existing meals-on-wheels provision; and<br/>b. Explore options to expand provision to other vulnerable members of the community.</p>          | <p><b>Task (and owner):</b><br/>Expand Meals on Wheels provision to include a fully staffed evening service. (SMC/NR)</p>   | <p><b>Desired outcome:</b><br/>Now fully subscribed offering 25 evening meals.</p>  | <p><b>Target date &amp; progress notes:</b><br/>Spring 2021<br/>COMPLETED</p>             |
| <p><b>CR5</b><br/><b>Action:</b> Undertake a review to ensure the Community Centre offer provided by our Independent Living Team is appropriate and safe for all community groups.</p>          | <p><b>Task (and owner):</b><br/>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><b>Desired outcome:</b><br/>Have recruited a full complement of Care Support Workers and High Needs Level 5 Health and Social Care Managers.</p> | <p><b>Target date &amp; progress notes:</b><br/>Spring 2021<br/>COMPLETED</p>             |
| <p><b>CR6</b><br/><b>Action:</b><br/>a. Enhance cross-agency working with health professionals and Surrey County Council to ensure a holistic approach is taken to improving the health and</p> | <p><b>Task (and owner):</b><br/>i. Provide two borough representatives embedded in the discharge functions of the hospital both acute and community setting. (SMC)</p>  | <p><b>Desired outcome:</b><br/>Two Borough Discharge Coordinators recruited and inducted and funded by the ICP.</p>                                 | <p><b>Target date &amp; progress notes:</b><br/>Summer 2021<br/>COMPLETED Autumn 2021</p> |

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| <p>social wellbeing of the community; and</p> <p>b. including undertaking joint projects directed at specific vulnerable residents</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>Create the provision of 9 Step Down flats across North West Surrey ICS funded and Spelthorne led.</p>  | <p><b>Target date &amp; progress notes:</b><br/>Summer 2021<br/>COMPLETED</p> |
| <p><b>CR7</b><br/><b>Action:</b> 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><b>Task (and owner):</b><br/>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.<br/>(NR)</p> | <p><b>Desired outcome:</b><br/>Liaising with ASC to facilitate safe return and with H&amp;S to ensure long term sustainability of COVID secure environment.<br/>Whilst maximising the number of clients who can attend the setting.</p> | <p><b>Target date &amp; progress notes:</b><br/>Autumn 2021<br/>COMPLETED</p> |



**PREVENTING HOMELESSNESS AND ROUGHSLEEPING**

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| <p><b>CR11</b><br/><b>Action:</b> Maintain momentum of the Council's affordable housing development schemes.</p>  | <p><b>Task (and owner):</b><br/><b>NOTE:</b> At present, apart from the White House, Harper House &amp; 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.<br/>(HM/RM)</p> | <p><b>Desired outcome:</b><br/>44 affordable/key worker units at Benwell House.<br/><br/>25 affordable units at West Wing.<br/><br/>Delivery of Harper House.<br/><br/>Delivery of White House Hostel.</p> | <p><b>Target date &amp; progress notes:</b><br/>May 2021<br/>COMPLETED<br/><br/>October 2021 – Ground to 2<sup>nd</sup> floors<br/>Jan 2022 – 3<sup>rd</sup> floor<br/>COMPLETED<br/><br/>Sept 2021<br/>COMPLETED Nov 2021<br/><br/>Sept 2021<br/>COMPLETED</p>   |
| <p><b>CR12</b><br/><b>Action:</b> Provide appropriate resources to address the predicted increase in numbers and complexity of homelessness approaches.</p> | <p><b>Task (and owner):</b><br/>20 additional emergency properties on a temporary basis arranged with A2 Dominion to house homeless households whilst seeking settled accommodation.<br/>(MI/KE)</p>  | <p><b>Desired outcome:</b><br/>Home suitable households on a prompt basis minimising void period.</p>  | <p><b>Target date &amp; progress notes:</b><br/>October 2021 (COMPLETED)<br/>19/11/2021. Covid TA agreement to be reviewed in January 2022<br/><br/>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> |

**PROMOTING AND INCREASING LEISURE ACTIVITIES**

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| <b>CR15</b><br><b>Action:</b> Improve and develop a broad range of leisure activities and family-orientated leisure pursuits. | <b>Task (and owner):</b><br>Restart Leisure activities including Walking for Health and Cycling for Health under COVID safe guidance. (MH)                      | <b>Desired outcome:</b><br>At least 2 walks a week and 1 ride a week/fortnight offered in line with COVID restrictions. | <b>Target date &amp; progress notes:</b><br>April 2021 (COMPLETED)<br><br><b>Actioned:</b> Walks restarted on 19 <sup>th</sup> April and there have been three walks each week since then. The Cycling for Health Scheme re started on 10 <sup>th</sup> May and there has been a cycle each week since then.<br><br>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 <a href="http://www.spelthorne.gov.uk/walkingforhealth">www.spelthorne.gov.uk/walkingforhealth</a> or <a href="http://www.spelthorne.gov.uk/cyclingforhealth">www.spelthorne.gov.uk/cyclingforhealth</a> |
|   | 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) | 15 young people to attend sessions including food for one week.<br><br>Establish local need and identify relevant KPI.  | Completed summer 2021<br>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.   |
|   | Work with home school link workers, family support, family centres and housing to refer families to utilise play scheme vouchers                                |   | Completed summer 2021<br>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.   |

**SUPPORTING ECONOMIC RECOVERY - ACTION PLAN**

| <b>MINIMISING UNEMPLOYMENT</b>   |   |   |  |
|--|---|---|--|
| <p><b>ER3</b><br/> <b>Action:</b> 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><b>Task (and owner):</b><br/>           To identify interventions linked to the Spelthorne economy, scan implementation of ARG elsewhere for ideas. Consultation carried out with businesses. (KM)</p> | <p><b>Desired outcome:</b><br/>           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><b>Target date &amp; progress notes:</b><br/> <b>COMPLETED</b><br/>           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>Apr 2022 - Grants totalling £2,883,799 were allocated to Spelthorne, and at the last update for the Economic Development Committee on January 25, 2022, there was £1,875,500 reported to be left in the ARG fund.</p> <p>In addition to the above, in January 2022 the government awarded a top-up grant to support businesses that were badly affected by the Omicron outbreak over the Christmas period. Spelthorne received a total of £198,000 which was ringfenced for those businesses within the hospitality and leisure sector through the ARG funds. It was stipulated by the government that these funds could only be used to give direct financial support for businesses through cash grant payments. The deadline for allocating the funds passed on 31.3.22 and 100% of the grants was allocated to support Spelthorne businesses. The vast majority of the grant money was allocated to business bank accounts with a small amount spent on business support.</p> |

**ASSISTING FUTURE BUSINESS GROWTH AND ADAPTATION**

|   |  |   |   |
|---|--|---|---|
| <p><b>ER12</b><br/> <b>Action:</b> Provide additional frontline support for Ashford, Sunbury and Shepperton businesses and retailers through our new Town Centre Manager.</p> | <p><b>Task (and owner):</b><br/> 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><b>Desired outcome:</b><br/> Business via feedback speak highly of the Town Centre Manager and each town has functioning business groups in place.</p> | <p><b>Target date &amp; progress notes:</b><br/> October 2020 – COMPLETED<br/> A town Centre Manager has been appointed and is currently holding surgeries for businesses within each of the towns every week.<br/><br/> 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> |
|---|--|---|---|

**ATTRACTING VISITORS BACK INTO THE BOROUGH**

|   |  |   |                                      |
|---|--|---|--------------------------------------|
| <p><b>ER17</b><br/> <b>Action:</b> Continue to promote Spelthorne as a place to live, visit and do business through the Visitor Economy Forum (SBC and business).</p> | <p><b>Task (and owner):</b><br/> Set up and maintain a representative group to highlight needs and help improve the business opportunities available. (DG)</p> | <p><b>Desired outcome:</b><br/> Feedback from the group will show that there has been positive steps to help the visitor economy.</p> | <p>September 2020<br/> COMPLETED</p> |
|---|--|---|--------------------------------------|

|   |   |   |   |
|---|---|---|---|
| <p><b>ER18</b><br/> <b>Action:</b> 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><b>Task (and owner):</b><br/>         Make full use of the 6m x 4m digital screen in the Elmsleigh Centre, use of social media via SBC Communications Team.<br/>         (KM)</p>          |   | <p>Feb 2021<br/>         COMPLETED.</p>     |
| <p><b>ER19</b><br/> <b>Action:</b> Utilise EM3 LEP funding and government support in opening-up town centres post-COVID (using, for example, the Welcome Back Fund).</p>  | <p><b>Task (and owner):</b><br/>         Apply for funding to support initiatives to assist towns to open up safely. Make use of the allocated Welcome Back Fund.<br/>         (KM/TC/DG)</p> | <p><b>Desired outcome:</b><br/>         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>October 2020.<br/>         COMPLETED</p> |

**SUPPORTING A GREEN RECOVERY - ACTION PLAN**

**REDUCE THE CARBON FOOTPRINT OF COUNCIL OPERATIONS**

|  |  |  |   |
|--|--|--|---|
| <p><b>GR5</b><br/><b>Action:</b><br/>a. Continue to develop our programme to use more electric vehicles by staff to reduce CO2 emissions<br/><br/>b. Purchase electric fuelled equipment when existing liquid fuelled equipment reaches end of life.</p> | <p><b>Task (and owner):</b><br/>Examine options for future purchase of electric cars &amp; bikes; introduce measures to enable staff to purchase/lease electric cars. (SO/HR)(SO/SM)</p> | <p><b>Desired outcome:</b><br/>Electric pool vehicles/bikes in use by staff for business purposes.</p> | <p><b>Target date &amp; progress notes:</b><br/>Completed</p> |
|--|--|--|---|

## DELIVERING KEY SERVICES – ACTION PLAN

| MORE RESILIENT SERVICES   |  |  |  |
|---|--|--|--|
| <b>WR2</b><br><b>Action:</b> Continue to review and update the Council's Pandemic Plan – taking into account lessons learned to ensure greater resilience in future.                                | <b>Task (and owner):</b><br>Update plans. (SM/AR)  | <b>Desired outcome:</b><br>Updated and useable plans for future emergencies.             | <b>Target date &amp; progress notes:</b><br>Dec 2021<br>COMPLETED  |
| PROTECTING STAFF AND CLIENTS  |  |  |  |
| <b>WR8</b><br><b>Action:</b> Continue to offer ongoing health and wellbeing support to our staff.   | <b>Task (and owner):</b><br>Promote Carefirst part of our Employee Assistance Programme. (HR)                    | <b>Desired outcome:</b><br>Staff are fully aware of and can use the services offered.    | <b>Target date &amp; progress notes:</b><br>Carefirst delivered 2021<br>COMPLETED<br><br>Ongoing support offered                         |
| NEW WAYS TO ACCESS SERVICES   |  |  |  |
| <b>WR10</b><br><b>Action:</b><br>a. New ways to access services<br>Make it as easy as possible for customers to access our services remotely; and<br>b. Deliver more services remotely (e.g. SPAN). | <b>Task (and owner):</b><br>Part of continuous improvement programme and digital transformation. (DD/SMC/ICT/SM) | <b>Desired outcome:</b><br>Improved customer service and innovative methods of delivery. | <b>Target date &amp; progress notes:</b><br>Target dates to be set for individual service area improvements<br><br>COMPLETED autumn 2021 |

|   |  |  |   |
|---|--|--|---|
| <p><b>WR11</b><br/> <b>Action:</b> Implement a plan for the safe transition back to public meetings</p> | <p><b>Task (and owner):</b><br/> To plan appropriate social distancing and then return to the new 'normal'.<br/> (SM/MB/H&amp;S)</p> | <p><b>Desired outcome:</b><br/> Safe meetings.</p> | <p><b>Target date &amp; progress notes:</b><br/> September 2021<br/><br/> Completed Nov 2021. Return to internal/external meetings Feb 2022</p> |
|---|--|--|---|



# Corporate Policy and Resources Committee



**20 April 2022**

|                                  |   |
|----------------------------------|---|
| <b>Title</b>                     | Internal Audit Review of the Committee System |
| <b>Purpose of the report</b>     | To note                                       |
| <b>Report Author</b>             | Internal Audit                                |
| <b>Ward(s) Affected</b>          | All Wards                                     |
| <b>Exempt</b>                    | Not applicable                                |
| <b>Exemption Reason</b>          | Not applicable                                |
| <b>Corporate Priority</b>        | Service Delivery                              |
| <b>Recommendations</b>           | Committee is asked to note the report         |
| <b>Reason for Recommendation</b> | Not applicable                                |

## 1. Summary of the report

- 1.1 This audit report sets out the summarised findings from a planned Internal Audit review (2021/22) in respect of the Committee System.
- 1.2 The objective of the audit was to consider the robustness of the new Committee system implemented in May 2021. Assess in terms of delivering governance objectives around transparency and accountability etc. and enabling strengthened decision making.
- 1.3 Given that the Committee system of governance is integral to council business and the decision-making process, collective corporate responsibility and ownership will assist addressing the risks, issues and recommendations raised in this report.

## 2. Key issues

- 2.1 The audit review established that the implementation of the key objectives (as defined at the outset of the project) of Accountability, Credibility, Transparency, Collaboration and Timeliness are not adequately established or fully integrated into the new Committee system.
- 2.2 It is acknowledged that safeguards and wider initiatives are in the process of being put in place to help address the challenges being presented by the new Committee System.
- 2.3 The Internal Audit Summary Report set out at Appendix 1 details the areas of good practice, risks and issues requiring attention. Set out at Appendix 2 are

the Internal Audit recommendations where improvements to the related control process is deemed necessary in managing the associated risks.

**3. Options analysis and proposal**

3.1 To note the contents of the Internal Audit Summary Report (Appendix 1) and the recommendations raised (Appendix 2).

**4. Financial implications**

4.1 There are no financial implications.

**5. Other considerations**

5.1 There are no further considerations to be taken into account.

**6. Equality and Diversity**

6.1 This does not have any direct equality and diversity impacts.

**7. Sustainability/Climate Change Implications**

7.1 There are no sustainability / climate change issues.

**8. Timetable for implementation**

8.1 This report is for noting. There is no further action to be taken.

**Background papers: There are none.**

**Appendices:**

**Appendix 1 – Internal Audit Summary Report**

**Appendix 2 – Committee System Recommendations**

## **APPENDIX 1**

### **INTERNAL AUDIT REVIEW OF COMMITTEE SYSTEM**

#### **Introduction**

This report sets out summarised findings from a planned internal audit review (2021/22) in respect of the Committee system.

This audit work is not intended to be a post-implementation review but may assist to feed into this post project phase due to be undertaken by the Committee Services team.

Given that the Committee system of governance is integral to council business and the decision-making process, collective corporate responsibility and ownership will assist addressing the risks, issues and recommendations raised in this report.

It is acknowledged that the Committee System Working Group (CSWG) and Committees team are considering and pursuing necessary developments to enhance the way the new Committee system operates (as recently advised), and some of these measures may contribute towards progressing audit recommendations. All high priority audit recommendations are included at **Appendix 2**.

#### **Objective of the Audit**

To consider the robustness of the new Committee system implemented in May 2021. Assess in terms of delivering governance objectives around transparency, accountability, credibility, timeliness, and collaboration, and enabling strengthened decision making.

#### **Scope of the Audit**

The scope of this audit is focussed primarily on providing assurance regarding the governance arrangements in place relating to the new Committee System and has considered the following areas:

- Understanding and awareness of the Committee System amongst Members and Officers, and how it should effectively operate
- Clarity of roles, responsibilities, and remit across the various Committees
- Processes in place to ensure governance standards, requirements, and key objectives of the new Committee System (as defined at the outset) are established, integrated into processes, and being met
- Mechanisms and arrangements to ensure effective scrutiny of decisions takes place and whether new arrangements in any way compromise division of duties given that the scrutiny role now sits with the service Committees
- In implementing the Committee System, that corrective action is being taken to address any teething issues and ongoing concerns identified

The original scope set out above has been expanded to consider wider risks and issues highlighted during the audit, in particular acknowledging that the

implementation of a new Committee system presents a governance structure with greater demands on resource and time, further exacerbating the corporate risk around overstretched corporate capacity and the pressures being felt across the Council. The adverse consequences associated with overstretched corporate capacity have previously been highlighted when reporting on the Council's Corporate Risk Register and should not be underestimated.

### **Key Matters Arising**

Following the Monitoring Officer's departure in March 2022, the Interim Group Head Corporate Governance (Monitoring Officer) in collaboration with Management Team and Members will play a key role in continuing to address the recommendations raised in this audit report. These are set out at Appendix 2 to this report.

#### **Areas of good practice (Points 1 to 3)**

1. The establishment of the Committee System as a corporate project has been well executed by the Project Manager (previous Deputy Group Head of Transformation) and the Corporate Governance Support Officer under the direction of the former Group Head of Corporate Governance. This flagship project was established and delivered within a shortened timeframe of 9 months to accommodate Full Council's request to implement the system at a pace. Simultaneously, Officers effectively implemented a Committee System form of governance whilst continuing to manage the impact of the pandemic.
2. External expertise was sought and provided by Hoey Ainscough Associates Ltd as the consultants in a transition to a Committee System form of governance. The existence of a Councillor Committee System Working Group at the project stage ensured that representative views of all political groups were taken into consideration on the design of the system and that the project programme and timelines defined at the outset were met.
3. There is evidence of sound governance processes and arrangements pursued during the transition phase in planning for the new Committee System and this included reports to Members regarding the proposed approach; approvals at key stages; recognition of the need to comply with the key objectives defined at the outset; identification of risks and mitigation measures; and the public consultation promoting transparency and engagement with residents. Communication of changes and delivery of training to Officers and Members was evident. Additional recruitment within the Committee Services Team to support the change was noted. Combined with this, the significant updating of the Council's Constitution took place to meet the requirements of the new Committee System.

#### **Risks and Issues requiring attention and action (Points 4 to 8)**

4. Audit review established that the implementation of the key objectives (as defined at the outset of the project) of Accountability, Credibility, Transparency, Collaboration and Timeliness are not adequately established or fully integrated into the new Committee system. The tight timeframes for delivery of this project could potentially be a factor that has contributed to the current issues and

challenges identified in this audit. The role of the Committee System Working Group is key in reviewing the continued effectiveness of the new Committee System and monitoring the achievement of the key objectives defined at the outset.

5. Delayed and inefficient decision making partly attributed to the call-in procedure is a key finding. With regard to achieving the Council's property development targets / housing delivery programme, it is apparent that the heightened risk of delayed decision-making and the associated costs of non-development is significantly impacting on Council business, finances, and timeframes for delivering corporate priorities and service objectives.
6. The current level of collaboration across different Committees as well as varying skillsets and experience is not particularly conducive to effective and informed decision making.
7. The new Committee system does not appear to have embedded increased overview and scrutiny. The former Group Head of Corporate Governance reported at the Audit Committee on 25 November 2021 that the Committee System Working Group would be reconvening from January 2022 including addressing how the overview and scrutiny role can be better embedded. Internal Audit were advised at the time of concluding this audit that discussions in the CSWG were underway in terms of how this can be achieved under the current committee structure.
8. The increased demands on resource and time under the Committee system is a recurrent theme identified during the review, further exacerbating the corporate risk around overstretched corporate capacity and the significant workload pressures being felt across the Council. There are many adverse consequences associated with overstretched corporate capacity as highlighted in the Council's Corporate Risk Register, and the current position is untenable. One consequence is the adverse impact on health and wellbeing and staff morale.

#### **Further safeguards and measures (Point 9)**

9. It is acknowledged that safeguards and wider initiatives are in the process of being put in place to help address the challenges being presented by the new Committee System. These are set out below:
  - Commissioning a survey to seek Councillors' views on the new Committee System and the next steps will involve the Committee System Working Group reviewing feedback, identifying common themes, and outlining specific actions to consider how we can improve
  - Commissioning a survey to seek Officers' views on the new Committee System and the next steps will involve reviewing feedback and identifying common themes to consider how we can improve
  - Alleviating the level of reading material and removing 'To Note' reports
  - Continuation of virtual basis briefings

- The Committee Team are working closely with Richmond Council to share experiences and apply best practice. Practices at other Councils operating a committee system are also being explored.

### **Feedback (Points 10 to 12)**

10. As mentioned earlier in this report, the CSWG has considered the Member survey feedback and will be reporting on specific actions in due course.

11. The audit review presented a timely opportunity for Internal Audit to make some initial observations regarding the Member survey feedback. Upon reviewing the Member responses (53% response rate), Internal Audit can confirm that a few responses aligned with key themes and issues arising from Officer feedback received in November 2021 during the audit review. These include:

- No overarching consensus that the new Committee System meets the key governance standards / objectives
- Roles and responsibilities appear unclear, including Terms of Reference for each Committee, as well as redefining protocol for working within the Committee System
- The need to build and strengthen effective working relations giving due regard to embedding respectful behaviours at all levels of the Council. This in turn will facilitate more productive discussions enabling better informed decision making.
- Committee system is inflexible, so decisions delayed
- The Committees are working disparately and as such there is a failure of joined up thinking and collaboration of cross cutting themes
- There appears to be too many Committees and the workload is very high. Furthermore, it appears to enfranchise some Members with decision making powers who may lack the necessary knowledge or skillset to make or significantly influence those decisions being made
- Absence of an Overview and Scrutiny Committee has been highlighted in terms of lack of scrutiny function
- There are too many Committees and Sub Committees with the authority either by vested power or by number of votes able to veto decisions made by other Committees and Sub-Committees. This means that initiatives / projects either stall or take a very long time to arrive at a decision / conclusion
- Decision making is hard and slow
- Decisions are not being made efficiently

There were several positive comments received from Members regarding the new Committee System, in particular acknowledging and placing value on the core democratic and transparent principles that underpin it. They also noted the inevitable teething problems as with any new system.

12. Further issues and themes arising from Officer feedback (obtained during the Internal Audit review) include:

- Scope for clear protocol at meetings
- Political tension prohibiting smooth running of meetings
- High level of Intra-party complaints

- Little adherence to the Member Code of Conduct
- Poor attendance by Councillors at Committee meetings
- Ineffective decision making
- Significant delays in decision making relating to Property Development
- Inadequate training / skillset
- Roles and responsibilities not clearly defined, with officer perception that there is a high level of Member involvement in operational aspects of Council activity
- Scope to streamline the number of reports due to unrealistic expectations and turn-around times on reports
- Significant time commitments and lack of productivity in Committee meetings
- Additional work has been requested without reference or consideration of any budget available to fund the work
- Where Member announcements are made publicly in Committees, this gives the impression that their decisions are final before any decision has been made by the Corporate Policy and Resources Committee to establish whether funding is available

**Assurance Opinion – Please refer to Appendix 1A for description of opinions**

The following level of assurance has been given in respect of the Committee system for 2021/22:

|                                 |   |
|---------------------------------|---|
| <b>Major Improvement Needed</b> | Numerous specific control weaknesses were noted. Controls evaluated are unlikely to provide reasonable assurance that risks are being managed and objectives should be met. |
|---------------------------------|---|

**Acknowledgement**

Internal Audit wish to acknowledge and thank Members, the Management Team (MAT), the Monitoring Officer (Group Head of Corporate Governance), Group Heads and Managers from across the Council for their assistance during the course of this audit.




Internal Audit  
April 2022

# Appendix 1A

## Assurance Opinion - Definition

|                                 |   |
|---------------------------------|---|
| <b>Effective</b>                | Controls evaluated are adequate, appropriate, and effective to provide reasonable assurance that risks are being managed and objectives should be met.  |
| <b>Some Improvement Needed</b>  | A few specific control weaknesses were noted; generally however, controls evaluated are adequate, appropriate, and effective to provide reasonable assurance that risks are being managed and objectives should be met. |
| <b>Major Improvement Needed</b> | Numerous specific control weaknesses were noted. Controls evaluated are unlikely to provide reasonable assurance that risks are being managed and objectives should be met.   |
| <b>Unsatisfactory</b>           | Controls evaluated are not adequate, appropriate, or effective to provide reasonable assurance that risks are being managed and objectives should be met.   |

## Priority

|  |   |
|--|---|
| <b>High</b><br>   | Urgent action required to reduce exposure to high risk/ major adverse impact on achievement of organisational objectives. |
| <b>Medium</b><br> | Action required to avoid exposing the organisation to significant risks.  |
| <b>Low</b><br>    | Desirable action to enhance control, improve value for money and minimal impact on organisational objectives.             |



**APPENDIX 2**  
**INTERNAL AUDIT REVIEW – COMMITTEE SYSTEM - AUDIT**  
**RECOMMENDATIONS**

**Recommendation 1 – LGA Peer Review**

It is acknowledged that a Council wide LGA peer review is planned for Autumn 2022 and consideration of the Committee system of governance should form an important part of that wider review. The Peer Review could provide an ideal opportunity to remind Councillors how the Committee System should be working in practice and to evaluate how to move forward and succeed in the new arrangement for the benefit of the residents, officers, and fellow colleagues. This could be supported with joint refresher training for both Members and Officers.

**Recommendation 2 – Monitoring Governance Objectives**

The Monitoring Officer in collaboration with Officers across the Council, should implement Performance Monitoring in the form of establishing key performance indicators against each of the five specific objectives set out in the governance arrangements of the Committee System. This will provide continuity and a mechanism for effective measurement and monitoring of the Council set objectives and highlight potential improvements to the process.

**Recommendation 3 – Standards and Conduct**

The Standards Committee in collaboration with the Monitoring Officer and the Political Group Leaders, should actively promote and robustly support the culture, vision and values of the Council and challenge the conduct and poor behaviour of Councillors wherever it occurs.

**Recommendation 4 – Decision making**

The Political Group Leaders in collaboration with the Monitoring Officer and the Management Team (MAT), should remind Councillors that their decisions and actions are a reflection on the Council. Specifically, they are accountable to the residents and communities of the whole Borough, and they have a collective responsibility to deliver requirements set by Central Government.

**Recommendation 5 – Committee System Working Group**

The role of the Committee System Working Group will remain pivotal in regularly monitoring the achievement of objectives as defined at the pre-implementation stage, as well as providing a Member forum to discuss and progress further improvements. In particular, focus needs to be given to how to effectively embed and demonstrate a more robust scrutiny role within the new Committee System / structure. This working group should also review the extent to which the risk mitigation measures highlighted by the Consultants at the outset are being applied.

## Recommendation 6 – Model of Governance


Internal Audit acknowledge that if the Committee System is not sustainable, then there would be an opportunity to invoke a petition to be presented, which if signed by 5% of the electorate, will trigger a referendum. If a referendum does in fact take place and there is a positive public vote to change then this will need to take place. This in turn would allow the Committee System form of governance to proceed towards a hybrid approach: the most common hybrid is between a Leader / Cabinet and the Committee System, which is legally a modified version of the Leader / Cabinet model. In such circumstances, the Monitoring Officer should consider advising on the benefits of a hybrid approach.

### Management Action / Officer Response (Recommendations 1 to 6)

All the recommendations as presented are accepted (by both the Council's Management Team and former Monitoring Officer).

The implementation of the Committee System was undertaken at a significant pace against the backdrop of the Council's response to the pandemic. The Committee System Working Group met on an almost weekly basis to design a committee system to meet the objectives and it was the Working Group's recommendation of the structure and processes which was presented to Council for adoption.

It was acknowledged by the Committee System Working Group and Officers that amendments to the system will be required as the system embeds. The Working Group have now met on four occasions to discuss potential adjustments, and these will be presented to the Council before the Annual Council Meeting for implementation in 2022-23 municipal year.

| Priority   | Responsible Officer (s)   | Target Date |
|--|---|-------------|
| <p><b>High</b></p>  | <p><u>Recommendation 1:</u><br/>Monitoring Officer</p> <p><u>Recommendation 2:</u><br/>Monitoring Officer in collaboration with Officers across the Council</p> <p><u>Recommendation 3:</u><br/>The Standards Committee in collaboration with the Monitoring Officer and the Political Group Leaders</p> <p><u>Recommendation 4:</u><br/>The Political Group Leaders in collaboration with the Monitoring Officer and the Management Team (MAT)</p> <p><u>Recommendations 5 and 6:</u><br/>Monitoring Officer</p> | Autumn 2022 |


### Recommendation 7 - Skillset and Training for decision making

The skillset of Members to Chair and actively participate in development decisions, planning decisions and financial matters cannot be underestimated. Councillors should be reminded of the significant adverse implications of poor, ineffective and delayed decision making and training on financial and planning matters should be well attended and understood.

#### Management Action / Officer Response – Recommendation 7

The recommendation is noted and agreed.

Clear informed decision making is paramount to the operation of the Council under the Committee System. What training is required for Members needs to be assessed and put into place.

| Priority   | Responsible Officer (s)   | Target Date        |
|--|---|--------------------|
| <p>High</p>  | <p><u>Recommendation 7:</u><br/>The Political Group Leaders in consultation with the statutory officers</p> | <p>Autumn 2022</p> |

### Recommendation 8 – Corporate Capacity

(i)The Monitoring Officer in collaboration with the Management Team (MAT) should engage with the Political Group Leaders and the Leader of the Council to articulate and capture the expectations of Councillors ensuring that the expectations are proportionate with respect to the impact on the delivery of statutory duties of the Council, resource implications including retention of key staff and whether Officers have sufficient time available to discharge their responsibilities effectively.


(ii)The Monitoring Officer in collaboration with the Management Team (MAT) should address the risks and the implications around Officer feedback regarding Councillors excessive involvement in the operational side of the Council, in particular the concerns raised regarding adverse impact on physical and mental health of the Officers.

#### Management Action / Officer Response – Recommendation 8

The recommendations are accepted.

Corporate capacity is a red risk in the Corporate Risk register and this needs to be addressed.

A full Council Peer Review is scheduled to take place, which will provide useful input to these recommendations.

| Priority   | Responsible Officer (s)   | Target Date        |
|--|---|--------------------|
| <p style="text-align: center;"><b>High</b></p>  | <p><u>Recommendation 8i:</u><br/>Monitoring Officer in collaboration with the Management Team, the Political Group Leaders and the Leader of the Council</p> <p><u>Recommendation 8ii:</u><br/>Monitoring Officer in collaboration with the Management Team</p> | <p>Autumn 2022</p> |

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