

To:
All members of the
Corporate Policy and Resources
Committee

Please reply to:
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Date: 1 July 2022

Supplementary Agenda

Corporate Policy and Resources Committee - Monday, 11 July 2022

Dear Councillor

I enclose the following items which were marked 'to follow' on the agenda for the Corporate Policy and Resources Committee meeting to be held on Monday, 11 July 2022:

- 6. Shared Prosperity Fund** **3 - 14**
- This report sets out the work of the task group.
- Appendices A and B are attached. Appendix C will be provided as part of a verbal update from the chair of the task group.
- 10. Procedures for dealing with applications to extend Council owned assets or develop on Council land** **15 - 24**
- To create a task group to discuss a modification to the Community Letting Policy.
- Appendix B to 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 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 who could then know the position of the Council

Spelthorne Borough Council, Council Offices, Knowle Green

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20. Recovery Action Plan

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To receive a verbal update on the Recovery Action Plan.

Yours sincerely

Gary Lelliott
Corporate Governance

To the members of the Corporate Policy and Resources Committee

Councillors:

J.R. Boughtflower (Chairman)	M. Beecher	S.C. Mooney
A.J. Mitchell (Vice-Chairman)	J.T.F. Doran	L. E. Nichols
M.M. Attewell	S.A. Dunn	R.J. Noble
C.F. Barnard	T. Fidler	J.R. Sexton
I.J. Beardsmore	H. Harvey	V. Siva

Substitute Members: Councillors: C. Bateson, S. Buttar, J. Button, N.J. Gething,
M. Gibson, T. Lagden, V.J. Leighton, O. Rybinski, J. Vinson and
S.J Whitmore

Corporate Policy and Resources Committee



11 July 2022

Title	<i>Shared Prosperity Fund</i>
Purpose of the report	For decision
Report Author	<i>Heather Morgan, Group Head Regeneration and Growth</i>
Ward(s) Affected	All Wards
Exempt	No
Exemption Reason	
Corporate Priority	Community Recovery Environment
Recommendations	<p>Committee is asked to:</p> <ul style="list-style-type: none"> • Agree that the projects/proposals at Appendix B (to follow) are included in the Investment Plan to be submitted to DULHC • Agree how stakeholders will be consulted on the projects/proposals being put forward (see Appendix C) to follow • Agree that any final amendments which might need to be made to the Investment Plan document as a result of feedback from the MP or consultation are delegated to the Group Head for Regeneration and Growth in consultation with the chair and vice chair of this committee.
Reason for Recommendation	<p>The Shared Prosperity Fund (SPF) task group have considered all applications submitted and have made recommendations (Appendix B) which this committee need to make a decision on.</p> <p>The government process requires the council to engage with stakeholders, and options are set out on how to do this within the very limited time constraints (Appendix C)</p> <p>As the Investment Plan has to be submitted to government by 1 August 2022, any final amendments will need to be dealt with under the officer scheme of delegation (in consultation)</p>

1. Summary of the report

- 1.1 A report on the Shared Prosperity Fund (SPF) was considered by the Economic Development Committee on 9 June – it set out details of the fund (£1m), the split over 3 years, the governments three priority areas, and the main risk considerations. That meeting agreed to set up a SPF task group to

help guide officers in reaching a set of recommendations to be reported to the CPR Committee on 11 July.

1.2 This report sets out the work of the task group in (1) considering the applications which have been put forward, (2) the scorecard which has been developed to ensure a rigorous assessment of the applications could be undertaken to enable a consistent approach to be taken to decision making, (3) recommendations on which projects should be included within the Investment Plan (Appendix B) and (4) options for consulting with our stakeholders (Appendix C).

1.3 Due to the tight deadline for submission (1 August), it is recommended any final amendments will need to be dealt with under the officer scheme of delegation (in consultation with the chair and vice chair of this committee).

2. Key issues

2.1 **Appendix A** replicates key background information from the Economic Development Committee report to aid this committees overall understanding.

2.2 Due to time constraints, the task group has only met on three occasions. These focused meetings have centred on the need to ensure all applications were considered thoroughly, and that a transparent and rigorous approach was followed. Members were very clear on the need to ensure robust and defensible recommendations could be brought before this committee. This was particularly important as it was evident from the first meeting that the financial value of the applications was around the £1m level (with a mis-alignment of funding requests relative to the provision made by government in each of the three years).

2.3 Where the task group felt more detail was required before they could reach a considered view, additional information was requested. An initial high-level discussion was had on the applications using a RAG rating (red, amber, green). Whilst useful, the task group felt this approach was limited, and requested that a scorecard approach be developed to enable each of the applications to be scored objectively against the same criteria. Councillors of the task group agreed the criteria and parameters for the scorecard, which were then used to review the applications. These included elements around deliverability, legacy, community impact, other possible funding sources and external partnership.

2.4 The task group also considered whether or not there was scope to adjust the timeline for the delivery of some of the projects to ensure funding streams aligned with monies coming from government, officers were tasked with speaking to service areas to ascertain if this was feasible and what the impacts might be on project delivery This information was provided to the task group prior to their final deliberations.

2.5 The clear benefit of this approach is that it allows for consistency and also provides an audit trail, firstly for those unsuccessful applicants (which the task group felt was particularly important bearing in mind all of the applications were worthy of careful consideration) and secondly for DULHC should they have any queries about the councils decision-making process.

2.6 **Appendix B** sets out the recommendations of the task group on which applications/projects it considers should be included within the Investment Plan. This includes high level details of the successful projects, and the

proposed funding allocations over each of the three years. It will be for this committee to decide whether it agrees to these recommendations.

- 2.7 Whilst the assessment of the applications formed a major part of the work of the task group, councillors also considered the options around stakeholder engagement.(see section 7 below for general background). The very limited consultation window has restricted the level of engagement to less than the task group would have liked. The recommendations set out in **Appendix C** were considered to be the optimal solution in reaching as many key groups as possible.

3. Options analysis and proposal

- 3.1 On 9 June, the Economic Development Committee agreed to submit an Investment Plan in order to access the £1m fund. It is now for this committee to decide on what is included within that plan.

Option 1 - Agree projects (recommended)

- 3.2 **Appendix B** sets out the recommendations of the SPF task group who have rigorously assessed all the applications against set criteria. The view of the task group is that these projects all fit within the three broad criteria laid down by central government, allow us to focus on those interventions necessary to address some of the fundamental challenges faced by the borough, provide the greatest possible community impact and achieve deliverable outcomes. It is recommended that the committee agree this option.

Option 2 - Do not agree the projects

- 3.3 The committee could decide that none of the projects should be taken forwards for inclusion within the Investment Plan. This would leave the council with an unrealistically tight window (less than a month) to go through the process of requesting, assessing and making recommendations on a new set of applications (and then consult). Any final decision would then need to be dealt with under urgent action (due to the lack of time) which would not enable this committee to consider and debate the matter. This option is not recommended.

Option 3 – request that some of the proposed projects are further reviewed

- 3.4 The committee could instruct the task group to undertake a further review of one or more of the recommended projects. Whilst this is feasible, it would push the whole stakeholder consultation process back. There would be less time available to obtain feedback prior to submitting the Investment Plan (and would in effect make this process virtually meaningless). As in option 2 above, any further information coming out of that review process would have to be reported via urgent action (with all the limitations that go with it). This option is not recommended

4. Financial implications

- 4.1 The Government has allocated £1m to Spelthorne (the lowest level allocation) to be spent between 2022 and 2025. The monies will be paid annually each year in April - with the exception of this year, which will be paid once the Investment Plan has been approved by government which is expected to be in October. (However, the monies can be used to support projects retrospectively which started in April 2022 if Councils choose to do so).

- 4.2 Any unspent monies will need to be returned (each year), and there is an expectation that outcomes will be delivered in time and in the year as set out in the Investment Plan. Councils are able to use up to 4% of the Investment Plan allocation for project assessment, monitoring or contract management (4% over the three year period but can be front or back loaded as desired by the individual Council).
- 4.3 The table below sets out the funding profile and the minimum capital spend – capital can exceed this percentage but will require justification in the Investment Plan.

Funding profile (set by government)

	2022/23	2023/24	2024/25
Profile	£150k (15% of total)	£270k (27% of total)	£580k (58% of total)
Minimum capital spend	£15k (10% of year's total)	£35k (13% of year's total)	£116k (20% of year's total)
Total	£150k	£270k	£580k

- 4.4 There is no expectation from government at this stage that the Investment Plan provides detailed project information or a full business case - this will be a 'to follow' and will be picked up under the monitoring of the grant spend. Government have also said they understand that spend may be 'lumpy' across a particular financial year, which is not an issue as long as the outputs are achieved in that year.
- 4.5 Where joint projects are submitted, each council will still be required to submit their own individual Investment Plan. One application was submitted with Runnymede, and if this is recommended and agreed for inclusion, then officers will ensure that this is reflected in both Investment Plan.
- 4.6 Project delivery is very flexible, and can be undertaken directly by councils, with LEP's, adjoining Councils or through external partners and agencies as required. A significant number of the applications looked to lever in partners from the private and voluntary sector.
- 4.7 For information, Surrey received the standard minimum County allocation of £4.3m.

5. Risk considerations

- 5.1 The main risks and mitigations are set out below:

Key risks	Mitigation
Failing to get the Investment Plan signed off	Ensure that the Plan aligns with the three priority areas, and a strong justification is provided.
Not delivering the projects within year	Ensure that we are realistic in what is included in the Investment Plan, and ensure that they can be delivered within existing resources (or

	we use some of the monies to bolster resources to deliver)
Not spending the money in the year we say we will (money the goes back to central government)	Carefully monitor spend on a regular basis so we can look to rectify any lag on spend, and accelerate mitigating actions as required
Not adequately monitoring outcomes to ensure the interventions meet their desired ends	It is understood this will need to be submitted to government as part of the monitoring regime. It is also suggested that an outcomes report is submitted to Corporate Policy and Resources on an annual basis to ensure we are transparent with the local residents and community on the outcomes achieved.
We do not engage with stakeholders for their views	We will be making use of existing networks and groups to ensure that we obtain their views on suggestions for priorities to be included in the Investment Plan. We will separately engage with Kwasi Kwarteng MP.
An emerging County Deal might mean the money gets re-allocated once a deal is in place	DLUHC have advised that their expectation is that any SPF monies up to 2025 will remain with the individual districts, boroughs and counties. The working assumption for Spelthorne Investment Plan is that the monies will be retained by Spelthorne for the full three-year period.

6. Legal considerations

Procurement and working with partners

- 6.1 Depending on the interventions that are eventually included in the Investment Plan, we may need to go through a procurement process if for example we decide to work with external providers to deliver certain interventions. This will need to follow the appropriate procurement route.
- 6.2 If the Committee agree to submit a joint bid with Runnymede then we would look to enter into a memorandum of understanding as a minimum to ensure clear lines of responsibility and delivery (e.g. which council is the lead).

Governance – task group

- 6.3 The role of the cross-committee task group has been to reach a position where it can make recommendations on which of the applications received it considers should be taken forward and included in the Investment Plan. Those recommendations are included at Appendix A.
- 6.4 As it stands at present, the role of that Task Group is now completed. It is currently proposed that those projects included in the Investment Plan are brought forward in the usual way as part of the corporate project management process, and as such regular reporting would be fed through the Administrative Committee. It is suggested that these shared prosperity fund

projects are differentiated in some way so that councillors who are particularly interested can keep track. If Councillors wish to receive a report on delivery and outcomes achieved, then this could be considered by this committee.

- 6.5 An update was given to all councillors at a regular briefing session on 27 June, and there will be a further update on 11 July immediately preceding this committee meeting.

7. Other considerations

Stakeholder engagement

- 7.1 Guidance has also been provided setting out the Government's expectations around how councils need to engage with our communities, businesses and any local partnerships that might already exist. Where local partnerships do not exist, we can use other existing avenues. All councils will be expected to engage with their local MP (ours is Kwasi Kwarteng MP Secretary of State for Business) and to demonstrate this engagement when we submit our Investment Plan.
- 7.2 We do not have a ready-made Local Partnership which we can engage with. Due to the tight timeframe for submission of the Investment Plan, it is proposed that we maximise the links that are already in place (for example - the Spelthorne Business Forum, Staines BID, voluntary groups, health and wellbeing groups, community safety partnerships and cultural/arts organisations).
- 7.3 **Appendix C** sets out the recommendations of the Task Group on the most effective and transparent way of undertaking this consultation bearing in mind the very tight deadlines for submission of the Investment Plan. The committee are being asked to agree this strategy under the second recommendation.

Assurance and on-going monitoring

- 7.4 Monitoring spend against the budget (£1m) for the respective schemes is likely to be more complex as the applications will span across a range of Service/corporate areas. A number are also multi-year projects (though they will have certain elements they need to deliver in a specific financial year). As a Council we need to ensure we maintain an appropriate level of control, especially when working with 3rd parties where joint bids are included within the Investment Plan.
- 7.5 Discussions will be held with finance on the most appropriate mechanism to ensure that visibility is maintained over the spend, and to ensure overall responsibility for delivery of the Investment Plan and its outcomes rests in one place – likely to be Economic Development - even though budgets may be devolved to individual service areas.

8. Equality and Diversity

- 8.1 The aim of the Shared Prosperity Fund is to assist with the government's Levelling Up agenda on a macro/national level. However, the principle can be equally applied at the micro/borough level - improving the quality of our environment, supporting local business and focusing on employment and skills to help people into work.
- 8.2 Equality and Diversity will be considered as part and parcel of the decision-making process on which elements will be included within the Investment Plan.

9. Sustainability/Climate Change Implications

- 9.1 Depending on the priorities that the council take forward, there will be clear opportunities to include sustainability and climate change. For example, we could look to improve local green space (with communities), improve neighbourhoods, or provide targeted support for businesses in terms of energy efficiency and reducing carbon.

10. Timetable for implementation

- 10.1 The Investment Plan needs to be submitted to the DLUHC by 1 August 2022. They will then consider the Plan and sign off. It is expected that Plans will be signed off in the autumn, with the monies being distributed in October 2022.

11. Contact

- 11.1 Heather Morgan, Group Head Regeneration and Growth
h.morgan@spelthorne.gov.uk

Background papers: There are none.

Appendices:

Appendix A – key background information on the Shared Prosperity Fund (to follow)
Appendix B – Recommendations from the Task Group on applications to be included in the Investment Plan (to follow)
Appendix C – Recommendations on the stakeholder engagement strategy (to follow)

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Key background information on the Shared Prosperity Fund

- 1.1 The government has pledged to spend £2.6bn between now and 2025 on Levelling Up through the Shared Prosperity Fund (SPF). This is not a fund which is bid for- each council has been given a 'conditional allocation'. Ours is £1m (the lowest allocation made to any district or borough council). All Surrey district and boroughs were allocated the same, (which reflects the regional prioritisation of the Levelling Up agenda). We need to develop a local Investment Plan for government sign off, in order to access that allocation.
- 1.2 The Department for Levelling Up, Housing and Communities (DLUHC) have stressed it is for individual councils to decide what solution is right for us (within certain broad parameters). However, they have stated that the focus in 2022/23 and 2023/24 should be on (1) communities and place (2) local business interventions. They have also indicated that the main investment in (3) people and skills will be from 2024/25 when funding pot is at its largest. However, this is only a guide and if as a Council we want to spend monies earlier or later within those three areas, as long as we set out our reason why then DLUHC will consider this favourably. The Economic Development Committee were provided more detail on what sort of interventions could come under the three investment priorities of (1) communities and place (2) local business (3) people and skills. This information was provided to the members of the task group to aid their decision making.
- 1.3 Each council's Investment Plan needs to decide on its priorities, set out what interventions it is choosing, and be clear about the measurable outcomes. No detailed businesses cases are required, but we will need to be clear what is being proposed for each of the three years. There is no defined split that the government are expecting across the three investment priorities - it will be for us to justify the approach we take. We will need to demonstrate the link between need and the interventions.
- 1.4 Identifying clear outcomes will be important as the government will be monitoring and managing the funds (we will be judged on whether or not the outcomes are delivered in the year that they are proposed for example).
- 1.5 There is no bar on whether the interventions are delivered directly to councils or through other organisations, third sector or other providers (and a number of applications submitted were looking to work with partner organisations such as Runnymede Council, Youth Hub, Staines Business Improvement District (BID), A2D, Brooklands College, Royal Holloway and Shepperton Studios).

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**Shared Prosperity Fund
Recommendations from the Task Group on applications to be included
in the Investment Plan**

	Application	Summary of project	Funding to be 'agreed'
1	Youth Hub	Support young people aged 18 – 24 – training opportunities, apprenticeship, help to get into education, workshops, work experience	2022/23 - £25k 2023/24 - £100k 2024/25 - £100k
2	Bounce Back Street	Foundation course, links young unemployed with employers, levers in apprenticeship levy to help people into work	2022/23 - £13.5k 2023/24 - £54k 2024/25 - £54k
3	Business – growth plans & innovation grants	1-2-1 business advice, enhance skill set of business owners, increased business turnover, increased receipt of innovation grants	2022/23 - £8.8k 2023/24 - £37.9k 2024/25 - £108k
4	Urban garden & food growth	'Incredible edible' network – education re food and transformation of areas into greener spaces, healthy lifestyles	2022/23 - £13k 2023/24 - £2k 2024/25 - £0k
5	Climate change audit for businesses	Analysis of a business: energy usage, water usage, fuel usage and material usage – greener solution and reduced costs	2022/23 - £30k 2023/24 - £35k 2024/25 - £35k
6	Upskill communities to access grants	Gain confidence and upskill in order to submit more successful bids (i.e. Your Surrey fund)	2022/23 - £20k 2023/24 - £20k 2024/25 - £43k
7	Cultural kick starter Oast House consortium	Utilise the Oast House building in Staines-upon-Thames as a cultural facility, as well as a programme of community outreach in education and skills development.	2022/23 - £10k 2023/24 - £0k 2024/25 - £175k
8	Cultural kick starter Community Hub	Utilise empty shopping units at the Elmsleigh shopping centre for youth engagement activity - skills development and cultural opportunities.	2022/23 - £20k 2023/24 - £20k 2024/25 - £65k

	Profile 22/23	Propose 22/23	Profile 23/24	Propose 23/24	Profile 24/25	Propose 24/25
Revenue	£135,000	£125,300	£235,000	£220,900	£464,000	£318,900
Capex min	£15,000	£15,025	£35,000	£48,038	£116,000	£261,037
Total	£150,000	£140,325*	£270,000	£268,938	£580,000	£579,937

*£10k in year one as start-up project contingency

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Corporate Policy and Resources Committee



11th July 2022

Title	Review of the Community Letting Policy
Purpose of the report	To make a decision
Report Author	Katherine McIlroy, Property Manager
Ward(s) Affected	All Wards
Exempt	Main report and Appendix A – Not exempt Appendix B - Exempt
Exemption Reason	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 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 who could then know the position of the Council
Corporate Priority	This item is not in the current list of Corporate Priorities but still requires a Committee decision.
Recommendations	<p>Committee is asked to:</p> <p>Establish a Task Group to discuss a modification to the Community Letting Policy. The purpose of the Task Group would be to formulate a strategy for dealing with applications from tenants who apply to lease additional space; also applications from community groups and third parties who apply to extend or refurbish assets or develop on Council land.</p> <p>To agree that Officers are not to pursue such applications until the Committee has approved a strategy.</p>

Reason for Recommendation	The Community Letting Policy provides a transparent process for letting existing assets. It gives the community wider access to the Council's assets. The Policy however only covers existing assets where a lease of 5 years or longer is granted. Officers are regularly being asked by existing tenants if they can lease additional space. Officers are also receiving applications from tenants, community groups, residents and businesses for consent to refurbish, or extend assets or develop on Council land. A clear procedure is required in these circumstances as this is not adequately covered by the Community Letting Policy.
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1. Summary of the report

- 1.1 To create a Task Group to discuss a modification to the Community Letting Policy.
- 1.2 The membership of the Task Group to be cross Committee to reflect that the enquires are made by tenants, community groups and businesses who are interested in the municipal assets predominantly in our recreation grounds and open spaces.
- 1.3 To agree that no application or enquiry will be considered by Officers until a procedure has been agreed and the Community Letting Policy has been amended by Committee.

2. Key issues

- 2.1 As explained above and in attached slides.

3. Options analysis and proposal

- 3.1 Not applicable at this stage.

4. Financial implications

- 4.1 Not applicable.

5. Risk considerations

Not applicable.

6. Legal considerations

- 6.1 Not applicable.

7. Other considerations

- 7.1 None.

8. Equality and Diversity

- 8.1 Not applicable.

9. Sustainability/Climate Change Implications

- 9.1 Not applicable.

10. Timetable for implementation

10.1 Task Group to be set up as soon as possible.

11. Contact

11.1 K.mcilroy@spelthorne.gov.uk.

Background papers: There are none.

Appendices:

Appendix A – Slides ‘Review of the Community Letting Policy’.

Appendix B – Exempt

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Corporate Policy and Resources Committee

Review of the Community Letting Policy



Community Letting Policy – Key issues

The current policy, implemented by the Assets & Property Team since May 2021 covers lettings of 5 years or more on existing assets. We are seeking further clarification and amendments to the policy for the following reasons;

- It does not cover applications by existing tenants who apply to lease further space
- It does not cover applications from tenants or third parties to extend or refurbish existing property
- It does not cover applications from third parties or community groups looking to develop new assets on Council land.

Officers are receiving numerous applications of this nature and require guidance as to how the Council should respond.

Recommendation

The Committee is asked to make a decision to;

- Establish a task group to discuss an amendment to the policy and a procedure for such requests (suggest cross Committee representation)
- Agree that no application will be considered until a policy has been agreed by Committee

Suggested key discussion points for the Task Group;

- Borough wide approach vs opportunity led
- Funding/Finance (willingness, ability, source of funding)
- Ownership of asset (Council vs third party)
- Level of control required (Council vs third party develops)
- Resourcing (staffing)

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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

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
AK	Angela Kemp	DD	Daniel Dredge	JT	Jackie Taylor	SLL	– Kamal Mehmood/Carolyn Sheppard
AR	Applied Resilience		(David has left)	KE	Ken Emerson	SM	Sandy Muirhead
AW	Andy Willmott	MI	Marta Imig	KM	Keith McGroary	SMC	Stephen Mortimer-Cleevely
BO	Biodiversity Officer	H&S	Health & Safety Team	LK	Louise King	SN	Sarah Nicholson
CI	Carrie Isaac			LS	Lisa Stonehouse	SO	Sustainability Officer
CIP	Continuous Improvement Team	HR	HR Team	MB	Mandy Binley	TC	Tracey Carter
CL	Catherine Learmonth	ICT	ICT Team	MH	Mary Holdaway	TCO	Terry Collier
CM	Claire Moore	AR	Andi Roy	NR	Nicky Rentall	TWF	Tracey Willmott-French
CS	Carolyn Sheppard						

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:

- Supporting Community Recovery
- Supporting Economic Recovery
- Supporting a Green Recovery
- Keeping People Informed, and
- Delivering Key Services

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

SUPPORTING COMMUNITY RECOVERY - ACTION PLAN

LEADERSHIP WITHIN OUR COMMUNITIES			
CR1 Action: 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	Task (and owner): i. Build on COVID Champion programme to use as forum for promoting health topics and for relevant public consultation. (SLL)	Desired outcome: Engagement with 15-20 champions on a fortnightly /monthly basis	Target date & progress notes: Autumn 2021 COMPLETED
	ii. Build on the residents' association forum. (Council Leader/SLL)	Establish regular meetings with at least 8 residents associations attending	Autumn 2021 COMPLETED

b. Ensure inclusion of all sections of our communities, including hard to reach groups.	iii. Sustain and increase volunteer database in case of future emergency. (SLL)	Volunteer database with number of volunteers established	<p>Ongoing: In October SLL supported Ed Walker, Applied Resilience contacting local sports clubs to establish a volunteer database. No organisations responded to the initial appeal and on 17 Nov. VSNS were approached to assist.</p> <p>Update February 2022</p> <p>Leisure have been approached to hold and maintain the database of emergency volunteers. After consideration it was deemed that this function would sit best centrally with the Emergency Response Team. A further public appeal for volunteers has been planned and is due to go out this week.</p> <p>April 2022</p> <p>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.”</p> <p>The Local Authority Group (LAG) was tasked with engaging CVS regarding spontaneous volunteers.</p>
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CR2 Action: Develop and implement a new Health and Wellbeing Strategy, taking into account lessons learnt from the impact of COVID-19.	Task (and owner): New Health & Wellbeing Strategy produced. (SMC)	Desired outcome: Strategy launched and action plan adopted	Target date & progress notes: Autumn 2021 (Target revised to winter/spring 2021/22) 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. February 2022 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. April 2022 Health and Wellbeing Strategy Adopted by Community Wellbeing and Housing Committee
SUPPORTING VULNERABLE PEOPLE TO HELP THEM TO STAY SAFE AND HEALTHY			
CR3 Action: Continue to support local food banks; working with the charity sector to increase capacity and resilience.	Task (and owner): Relaunch food poverty group to share good practice and address local need. (SLL)	Desired outcome: Quarterly meetings with food banks, family support and relevant community leads.	Target date & progress notes: Ongoing. June 2021 To progress. SLL (K) has set up a meeting to discuss past arrangements with Charlene Edward with a view to re-establish the group in due course. Update February 2022 Due to resourcing issues we have been unable to take this forward to date. However, we are looking to set up the Food Poverty Action Group during the next quarter. April 2022 No further update June 2022 We continue to support local foodbanks with £46,000 of initial Household Support Fund being used to support outreach project Resourcing issues prevented the relaunch of the food poverty group from being taken forward in Q1 2022 but will look to restart these in September 2022.

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

social wellbeing of the community; and b. including undertaking joint projects directed at specific vulnerable residents	ii. Provide step down accommodation to ensure our residents can be discharged from hospital settings into independence focussed safe settings. (SMC)	Create the provision of 9 Step Down flats across North West Surrey ICS funded and Spelthorne led.	Summer 2021 COMPLETED
	iii. Expand our range of tech services to include more prevention-based tech. (SMC)	Used DFG funding to broaden and update offer including a planned Dementia Suite.	Ongoing Target revised from Summer 2021 to Autumn/Winter 2021/22 Target revised to Spring 2022 ANY UPDATE?
	iv. Work with Public Health to increase Covid Vaccination rates in target communities. (SLL)	Vaccination rates increased in line with Surrey averages.	Ongoing 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. 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. June 2022 The Covid outreach worker role has been extended for a further nine months and the remit extended to help address issues associated with lower rates of take up, including mental health.

CR7 Action: Recognise and prepare to support the emotional needs caused by the pandemic on the community, with the assistance of partner organisations and all council services.	Task (and owner): Centre managers are planning a COVID secure return to the centres which includes safe provision for the most vulnerable and to include extra emotional support to help residents cope with the long-term impacts of COVID 19. (NR)	Desired outcome: Liaising with ASC to facilitate safe return and with H&S to ensure long term sustainability of COVID secure environment. Whilst maximising the number of clients who can attend the setting.	Target date & progress notes: Autumn 2021 COMPLETED
PREVENTING DEBT/FINANCIAL HARDSHIP			
CR8 Action: Analyse and evaluate the impact of the pandemic on the financial health of the community.	Task (and owner): Increase the number of residents that receive advice on financial management and debt advice through Advice+ project delivered by A2 Dominion. (MI/KE)	Desired outcome: 500 visits or phone calls over one year, measured monthly.	Target date & progress notes: April 2021-March 2022 (ON TRACK) 19/11/2021. This is measured quarterly as part of the A2D advice plus SLA 01/02/2022. Service has been reviewed and Strategic Housing group updated. We will be commissioning additional services from CAB going forward 06/04 /2022 we are employing an extra adviser at CAB and a social prescriber for homeless people AN21/006/22 Both roles are new and are in induction stage before proceeding independently

<p>CR9 Action: Promote/signpost our residents to appropriate government support/benefit schemes.</p>	<p>Task (and owner): Deliver Project Breakthrough for tenancy support residents aged 18-30 including support with employment, skills and training to those Not in Employment, Education or Training (NEETs), those at risk of homelessness and those in need of welfare support. An under-30 specialist has been recruited to deliver wellbeing and life sessions. (MI/KE)</p>	<p>Desired outcome: 100 young adults cope with the socio-economic effects of the pandemic with a priority of residents in Stanwell and Ashford North.</p>	<p>Target date & progress notes: April 2021-March 2022 (ON TRACK) 19/11/2021. This is measured quarterly as part of the A2D advice plus SLA 01/02/2022. Service has been reviewed and Strategic Housing group updated. We will be commissioning additional services from CAB going forward</p>
<p>CR10 Action: Support partner agencies to enable them to provide financial advice and assistance to the community.</p>	<p>Task (and owner): Increase funding from annual grants for Citizens Advice to enable to meet higher demand due to COVID. (SLL)</p>	<p>Desired outcome: Monthly monitoring</p>	<p>Target date & progress notes: JUNE 2022 COMPLETED</p>

PREVENTING HOMELESSNESS AND ROUGHSLEEPING

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

<p>CR13 Action: Assist and support vulnerable families to stay in their existing homes.</p>	<p>Task (and owner): Reduce evictions through commissioning A2D Advice services (listed above). (MI/KE)</p>	<p>Desired outcome: Listed above (see CR8)</p>	<p>Target date & progress notes: April 2021-March 2022 (ON TRACK)</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>0-/06/22 - New CAB employee has been recruited, currently receiving training before providing support to the community from August 22.</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>07/06/22 - Successful RSI bid – means that we can introduce floating support to tenants in private rented accommodation to help them sustain their tenancy and to those leaving prison – to commence from Sept 2022</p> <p>07/06/22 - Housing First (RSI funded) - due to be procured for those most vulnerable</p>
<p>CR14 Action: Facilitate and advise those in financial hardship, with direct support when appropriate.</p>	<p>Task (and owner): Deliver a 50+ Tenancy sustainment service for people with multiple needs who are claiming universal credit. Over 50 specialists recruited to support with employment, training and skills, claiming benefits and money management. (MI/KE)</p>	<p>Desired outcome: 150 individuals through tenancy sustainment intervention.</p>	<p>Target date & progress notes: April 2021-August 2022 (ON TRACK)</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>07/06/22 - CAB employee has been recruited, currently receiving training before providing support to the community from August 22.</p>

	Bid for rough sleeper initiative funding to sustain rough sleeper support worker to offer outreach service. (MI/KE)	KPI to be agreed if successful with funding.	JUNE 2022 COMPLETED
	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.	March 2022 dependent on funding 19/11/2021. We are asking A2D to revise the SLA and commit to providing a minimum number of properties under housing first 01/02/2022. A2D did not commit to extra properties. Subject to successful RSI bid we will go for a full retender of the service. 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 07/06/22 - bid successful, housing first service to be procured, awaiting legal documents to proceed
	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.	JUNE 2022 COMPLETED
PROMOTING AND INCREASING LEISURE ACTIVITIES			
CR15 Action: Improve and develop a broad range of leisure activities and family-orientated leisure pursuits.	Task (and owner): Restart Leisure activities including Walking for Health and Cycling for Health under COVID safe guidance. (MH)	Desired outcome: At least 2 walks a week and 1 ride a week/fortnight offered in line with COVID restriction	Target date & progress notes: JUNE 2022 COMPLETED

	Communicate restarting of Leisure activities with residents to inform them of activity programme and COVID measures in place. (JM)	Weekly social media posts on leisure activities.	Target date & progress notes: JUNE 2022 COMPLETED
	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. Establish local need and identify relevant KPI.	Summer 2021 COMPLETED
	To deliver a programme of activities in partnership with Active Surrey to deliver Specsavers Surrey Youth Games to meet local demand. (MH)	150 families to be referred.	SUMMER 2022 COMPLETED
	Work with home school link workers, family support, family centres and housing to refer families to utilise play scheme vouchers		SUMMER 2021 COMPLETED

<p>CR16 Action: Work in partnership with local art and sport clubs to provide a range of activities to promote mental health and fitness.</p>	<p>Task (and owner): Work with local community organisations to deliver art and cultural activities in empty shopping units in the Elmsleigh Centre (subject to funding). (CL)</p>	<p>Desired outcome: At least 2 organisations to deliver up to 6 weeks of activities in 2021.</p>	<p>Target date & progress notes: Ongoing Summer 2021 onwards CL is working with Staines Rotary to establish a pop-up cultural space in a vacant unit in the Elmsleigh centre. We are seeking funding from the Welcome Back Grant and Arts Council project grant, to appoint a project co-ordinator and fund some programming in the space.</p> <p>In addition, we are exploring the possibility of a partly subsidised interactive artistic installation called ‘the Wiggle and Scribble playground’ in the Elmsleigh Centre with a Christmas theme. Whilst partially funded we are seeking a Welcome Back Grant to meet the balance.</p> <p>The ‘Not So True Guided Tour of Staines’ are an interactive storytelling experience that ran throughout august on Tuesdays, Wednesdays and Thursday. Free tickets were offered to recipients of playscheme vouchers. 7 adults and 5 children took advantage of the free tickets.</p> <p>Arts Partnership Surrey have funded an initiative aimed at encouraging young people to try new things and be more physically active. Over a 6-week period a dance artist will deliver an afterschool club at Matthew Arnold.</p> <p>The annual Christmas in Stanwell event is taking place on Friday the 3 December between 5.30pm – 7pm. The event starts with a lantern parade from St Marys Church and finishes with Carol singing outside the Sir John Gibson Pub in Stanwell. Spelthorne Borough Council are funding lantern making workshops for up to 800 children and young people in the area, working with local schools and community groups.</p> <p>In addition, Staines Rotary’s application to the Creative People and Places Fund was not successful but identified a shared vision to work</p>
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			<p>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 Summer 2022</p> <p>Update February 2022</p> <p>Surrey Youth Dance Recovery</p> <p>The six weeks of free afterschool dance workshops run by The Urban Dance School at Matthew Arnold School have been a great success. Additional funding has been secured enabling the initiative to continue for a further 8 weeks.</p> <p>The Wiggle and Scribble Installation</p> <p>The Wiggle and Scribble playground is a temporary playful public-artwork, created by artist Anna Bruder, in partnership with Farnham Maltings and Spelthorne Borough Council. The installation was installed in the Elmsleigh Shopping Centre on Thursday 3 February, and will remain in place for 3 months. The design will encourage people to play, move, shake, scribble, shuffle, hop, bop, dance, star jump and wiggle!</p> <p>Wiggle and Scribble Workshops</p> <p>Four free workshops for Children and the families will be held at Staines Library on Tuesday the 15th of February, during half term. The workshops will teach children to create their own artistic playgrounds at home. Participants will be able to book online, maximum 20 people per workshop.</p> <p>Pied Piper Theatre Shows</p> <p>4 x free theatre shows by Pied Piper Theatre Company will be performed at Spelthorne Schools with high levels of pupil premium</p> <ul style="list-style-type: none"> • Stanwell Fields School (Wednesday 5th Jan) • Town Farm School (Monday 7th Feb) • Buckland School (Wednesday 9th Feb)
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			<ul style="list-style-type: none"> • Kenyngton Manor School (Friday 10th Feb) <p>Spelthorne Borough Council have funded 2 shows and Surrey Education Trust have funded the others.</p> <p>April 2022 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.</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> <p>June 2022 Spelthorne Borough Council are working with Ashford Youth CIC to deliver youth engagement initiatives from the 'pop up' community hub established in the former Decathlon unit in the Elmsleigh shopping centre. We are exploring how we can work with them to support cultural engagement initiatives as well, such as theatre, workshops, and exhibitions etc. across the borough. (June – October 2022)</p> <p>We are also in talks with Surrey Libraries and Health Partners to explore the cultural offer from the site once the library take up the lease in 2023.</p>
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	Develop a 10-week exercise programme for young clients aged 18-25 with mental health issues. (MH)	Desired outcome: A course delivered with 10 people attending.	Ongoing Discussions are in place with Everyone Active to create a suitable programme. Initial suggestions include working with A2 Dominion to identify young clients. June 2022 Ongoing, no further update.
CR17 Action: a. Continue to develop and improve our outdoor leisure facilities and options for all groups; and b. Encourage use of our parks and open green spaces, developing these further by introducing new outside gyms.	Task (and owner): Recognise the extensive use of the parks and open green spaces, developing these further by introducing 10 new outside gyms. (JT)	Desired outcome: 10 gyms installed in parks including in areas of high need.	Target date & progress notes: MAY 2022 (COMPLETED)

<p>CR18 Action: Work with our partners Everyone Active, providing financial assistance and communications to enable them to continue to operate our leisure centres.</p>	<p>Task (and owner): Work in partnership with Everyone Active to support the leisure centres to resume all activities (when restrictions allow) and with COVID measures in place. (DA/CM/CS)</p>	<p>Desired outcome: Attendance figures to resume to pre-COVID numbers.</p>	<p>Target date & progress notes: Ongoing The Leisure Team have continued to work in partnership with Everyone Active enabling the reopening of the borough's Leisure centres in Staines and Sunbury from April 2021. All activities have now resumed. Overall attendance figures have risen since re-opening, although still lower than pre-COVID levels. This is not a localised trend, and we continue to work with Everyone Active to build customer confidence and promote activities.</p> <p>Update February 2022: Attendance figures remain lower than pre-pandemic levels, between 75% and 80%. This is not a localised trend, and we continue to work with Everyone Active to build customer confidence and promote activities.</p> <p>April 2022: 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			
ER1 Action: Continue to monitor, measure and understand how COVID has affected local businesses and adapt to respond to impacts.	Task (and owner): Develop a Dashboard with key areas of impact. (KM)	Desired outcome: Will enable informed and timely decisions regarding existing and future responses.	Target date & progress notes: May 2022 – COMPLETED
ER2 Action: Provision/signposting of advice and support and ensuring effective implementation of relevant government initiatives, including business rate relief, payment of business grants etc.	Task (and owner): Ensure that the Council website contains updated information with regards to information for business. Utilise SBF, Staines-upon-Thames BID and social media to cascade information. (TC/KM)	Desired outcome: Business owners will be able to access support and help (including financial support) as soon as it becomes available and do not miss it.	Target date & progress notes: April 2022 – COMPLETED (and on-going re updates on website and SBF)

ER3 Action: Keep under review the Council's discretionary grant policy and ensure that the Council distributes the funds available to best support individual firms to survive and to assist the broader economic recovery of the borough.	Task (and owner): To identify interventions linked to the Spelthorne economy, scan implementation of ARG elsewhere for ideas. Consultation carried out with businesses. (KM)	Desired outcome: Businesses will have a voice and influence on how the ARG is allocated; best value will be achieved with allocation of the fund.	Target date & progress notes: COMPLETED
	Generate policy on agreed spend areas for ARG and allocate fund by govt's target date. (KM)		April 2022 COMPLETED
DEVELOPING SKILLS AND GETTING PEOPLE BACK IN WORK			
ER4 Action: Implement our new Economic Development Recovery Plan (including addressing Brexit impacts).	Task (and owner): To ensure that the momentum is maintained in delivering the interventions identified. (KM)	Desired outcome: That a broad range of actions help improve the economic vitality of the borough.	Target date & progress notes: January 2022 COMPLETED

ER5 Action: Continue to work with the newly developed Jobs and Recovery Task Group (including reps from SBC, DWP, Brooklands College, Heathrow Academy, JCP and A2D) to develop new opportunities for local residents.	Task (and owner): To organise dates and support for the group to meet and develop an Action Plan for the Group (KM)	Desired outcome: The information collected by a variety of critical sources will help inform better decision making dynamically as we navigate through the pandemic. Action Plan will outline opportunities for local residents.	Target date & progress notes: January 2022 COMPLETED
ER6 Action: Support/promote employment and training initiatives – including Virtual Jobs Fair, ‘Kickstart’ scheme, and ‘Job Fuse’ (working with EM3 LEP).	Task (and owner): Work with Brooklands College / BUPA / DWP / Surrey Chambers of Commerce and others to promote job fairs / Kickstart and development of an APP by Brooklands to access jobs. (KM)	Desired outcome: Development of App will bring businesses together to offer jobs that are available. Upskill young people with App development that will result in a new way of promoting work opportunities.	Target date & progress notes: June 2022 COMPLETED

ER7 Action: Work with partners to bid for funding for a Youth Hub in the borough focused on helping specific groups between the ages of 18 – 24 to access employment opportunities and assist with ‘work readiness’ and resilience.	Task (and owner): Submit an application to the DWP for funding for a Youth Hub to support the 16 – 24-year-old unemployed youth into employment. (TC)	Desired outcome: Local young people will be provided with better skills to apply for jobs.	Target date & progress notes: December 2021 COMPLETED
ER8 Action: Set up pop-up-shop where budding entrepreneurs can test the market in advance of setting up a business.	Task (and owner): Access empty shop premises for temporary use. (TC/KM)	Desired outcome: Encourage people made redundant / unemployed to set up new businesses.	Target date & progress notes: June 2022 COMPLETED

ASSISTING FUTURE BUSINESS GROWTH AND ADAPTATION

ER9 Action: Prepare and promote our new business incubator to help local fledgling businesses to rent collaborative desks/space and provide training and mentoring to ensure business sustainability.	Task (and owner): To prepare the incubator for occupation, arrange for the operations of the incubator to be managed, launch the incubator, market opportunities for tenants and fill the building as far as CV-19 restrictions will allow and completely fill when lifted. (KM/TC)	Desired outcome: This will encourage and support / mentor new and recently incorporated businesses to become successful, grow, and create new jobs within the borough. To become a council flagship.	Target date & progress notes: May 2022 COMPLETED
ER10 Action: Promote opportunities in the Borough for the development of 'green' jobs.	Task (and owner): Through targeting some of the ARG funds and Green Initiatives Fund to the green economy, strengthen the participation of businesses in this sector. (KM/TC)	Desired outcome: Increase new green jobs measured through feedback from those businesses that receive a grant.	Target date & progress notes: June 2022 COMPLETED

ER11 Action: a. Promote 'shop-local' to our residents and visitors; and b. Promote 'buy-local' procurement.	Task (and owner): Exploring opportunities to develop a Buy Local App. (KM/TC)	Desired outcome: More people purchasing goods locally.	Target date & progress notes: JUNE 2022 COMPLETED
	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.	COMPLETED
	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.	June 2022 COMPLETED

ER12 Action: Provide additional frontline support for Ashford, Sunbury and Shepperton businesses and retailers through our new Town Centre Manager.	Task (and owner): Recruit a Town Centre Manager for the 3 towns to help promote them and support businesses. Staines already has a Business Improvement District in place. (AW)	Desired outcome: Business via feedback speak highly of the Town Centre Manager and each town has functioning business groups in place.	Target date & progress notes: October 2020 COMPLETED
ER13 Action: Work in collaboration with Staines-upon-Thames Business Improvement District to support businesses and retailers in the town.	Task (and owner): Ensure that there is SBC representation on the SBF Board. (KM)	Desired outcome: SBC is able to influence the direction and priorities of the BID and enhance Staines-upon-Thames as a destination.	Target date & progress notes: May 2022 COMPLETED (and on-going)

ER14 Action: a. Maintain momentum of the Council's regeneration schemes; and b. Deliver the Staines-upon-Thames Development Framework as part of the review of the Local Plan up to 2035.	Task (and owner): Funding and support is provided to develop the Development Framework. (HM)	Desired outcome: The Framework will provide a template for the future development of Staines-upon-Thames.	Target date & progress notes: June 2022 COMPLETED
PLACEMAKING, REGENERATION AND DEVELOPING INFRASTRUCTURE			
ER15 Action: Improve broadband speeds in the borough (fibre to the premises (FTTP) up to 1GB), starting with Sunbury and expanding to Staines-upon-Thames and Ashford.	Task (and owner): Work closely with a broadband provider to commit to install FTTP starting in Sunbury and then other areas of the Borough. (KM)	Desired outcome: This will give Spelthorne a competitive advantage by providing excellent broadband speeds throughout the Borough making it a more attractive destination for businesses.	Target date & progress notes: Started June 2020 COMPLETED

ER16 Action: Consider bids for future rounds of to the Government's Levelling Up Fund for smaller transport projects, town centre and high street regeneration and maintaining and expanding cultural and heritage assets.	Task (and owner): Work with other services within the Council and develop a range of options for schemes which could secure funding (including liaison with SCC on transport projects). (KM)	Desired outcome: Secure government funding under the Levelling Up Fund for specific projects to deliver the projects (monitored via Corporate Project Management).	Target date & progress notes: June 22 COMPLETED
ATTRACTING VISITORS BACK INTO THE BOROUGH			
ER17 Action: Continue to promote Spelthorne as a place to live, visit and do business through the Visitor Economy Forum (SBC and business).	Task (and owner): Set up and maintain a representative group to highlight needs and help improve the business opportunities available. (DG)	Desired outcome: Feedback from the group will show that there has been positive steps to help the visitor economy.	September 2020 COMPLETED
ER18 Action: Continue to monitor the implementation and effectiveness of guidance for the safe use of our town centres, open spaces and other areas; providing relevant	Task (and owner): Make full use of the 6m x 4m digital screen in the Elmsleigh Centre, use of social media via SBC Communications Team. (KM)		Feb 2021 COMPLETED

information to businesses on operating safely under COVID restrictions.	EH Team continue to advise safe use of business premises. (TWF)	Low level of complaints to EH regarding potential breaches of COVID-19 restrictions.	April 2022 – COMPLETED
ER19 Action: Utilise EM3 LEP funding and government support in opening-up town centres post-COVID (using, for example, the Welcome Back Fund).	Task (and owner): Apply for funding to support initiatives to assist towns to open up safely. Make use of the allocated Welcome Back Fund. (KM/TC/DG)	Desired outcome: Successful in bid to EM3 to install 9 cycle racks in the borough, a 6m x 4m digital information screen in Elmsleigh Centre to remind adherence to restrictions.	Target date & progress notes: Oct 2020. COMPLETED

SUPPORTING A GREEN RECOVERY - ACTION PLAN

CLIMATE CHANGE POLICY			
GR1 Action: To develop a strategy to deliver carbon neutrality for the Council in line with Government targets or sooner.	Task (and owner): Prepare a draft strategy to deliver carbon neutrality for the Council and support actions to lower the wider-borough's carbon emissions. (SM)	Desired outcome: Enabling policy/strategy to support delivery of a green recovery.	Target date & progress notes: Target date adjusted from June 2021 to July 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 Submitted to Climate change working Group 5.7.22 - views to be taken on board with full document to be taken to E&S Committee in September
GR2 Action: Explore and devise a future financial treasury management strategy that take into account environment, social governance and responsible investments.	Task (and owner): To discuss with the Council's treasury management advisors how to progress a change in the Council's investments. (TCo/SM)	Desired outcome: A Green Investment Strategy	Target date & progress notes: 2022
GR3 Action: Aim to develop a more environmentally sustainable economy post-COVID and Brexit.	Task (and owner): To develop a green recovery strategy which includes measures to evolve a more sustainable and resilient economy. (SM/KM/AB)	Desired outcome: A thriving community which minimises its impact on the environment measured through buildings meeting appropriate environmental standards (e.g. BREEAM) and well-being surveys.	Target date & progress notes: 2024

REDUCE THE CARBON FOOTPRINT OF COUNCIL OPERATIONS

GR4 Action: Use opportunities provided by agile working to enhance/accelerate climate change initiatives	Task (and owner): Develop a policy to enable long term homeworking and office hot desking. (SM)	Desired outcome: Reduced car travel, emissions (compared to pre-pandemic levels) and release offices for multi-use.	Target date & progress notes: March 2022 COMPLETED
GR5 Action: a. Continue to develop our programme to use more electric vehicles by staff to reduce CO2 emissions b. Purchase electric fuelled equipment when existing liquid fuelled equipment reaches end of life.	Task (and owner): Examine options for future purchase of electric cars & bikes; introduce measures to enable staff to purchase/lease electric cars. (SO/HR)(SO/SM)	Desired outcome: Electric pool vehicles/bikes in use by staff for business purposes.	Target date & progress notes: Completed
	Implement measures to reduce the Council's carbon footprint through purchase of a green fleet equipment for grounds maintenance. (JT/DC)	10% of staff to own electric vehicles. Green Fleet and hand-held electric tools in use.	2025 Electric vehicle benefit scheme launched for staff in 2022 2023-2035 Procurement of the Council's fleet of waste and cleansing vehicles will begin mid 2022 which will incorporate options for alternative fuels. Electric hand-held tools for grounds maintenance are already being purchased where they are identified as a suitable service option.

GR6 Action: Improve all council-owned residential and municipal properties and facilities through better insulation, investment in alternative heating and ventilation and aim to reduce utilities costs where possible.	Task (and owner): To undertake energy studies of Council properties to identify cost effective improvements and then to progress installation. (SM/SO)	Desired outcome: Council properties being less expensive to run	Target date & progress notes: Dec 2021 studies completed. Installation target to be set for properties but solar panels have been installed in March 2022 on building at the Nursery
GR7 Action: Review and improve, where possible, our waste management strategy.	Task (and owner): To undertake a review of waste strategy in line with Government changes proposed for 2023. (JT/DL)	Desired outcome: Increased recycling and reduced quantities of household rubbish.	Target date & progress notes: Target date adjusted from 2023 to 2024 as the requirements resulting from the Government's review of its Resources & Waste Strategy will not be known in time to make any amendments to our strategy in 2022/23.
GR8 Action: undertake a re-routing exercise for waste & cleansing services to ensure that the most efficient routes are assigned to crews	Task (and owner): To undertake a rerouting exercise of all waste collection rounds to incorporate all new builds	Desired outcome: More efficient routing with all new developments incorporated into the routes	Target date & progress notes: June 2023 Cleansing of date is underway before the exercise starts.
INCREASE USE OF CLEAN ENERGY			
GR8 Action: a. Work with businesses and communities to promote and support cleaner and greener living and working.	Task (and owner): To work with economic development team to build in opportunities for providing a sustainable environment.	Desired outcome: To have a Staines development plan which demonstrates leadership in developing sustainable communities.	Target date & progress notes: On track for summer 2023

b. Develop opportunities for increased locally generated clean energy.	Promote opportunities in the Borough for the development of 'green' jobs including training. (HM/AB/SM/KM)	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.	Target to be confirmed
	Work in partnership via the Economic Development team. (KM/HM/SO/SM)	50% of local businesses to use clean energy.	2027
GR9 Action: Implement technologies to maximise clean energy usage.	Task (and owner): Develop opportunities (and schemes) for increased locally generated clean energy on Council buildings and in new build. (RM/SO)	Desired outcome: Council owned offices and housing sites to have a minimum capacity of 10% renewable energy generation.	Target date & progress notes: 2024 Currently being delivered on all new Council residential schemes 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

ENCOURAGE GREATER USE OF CYCLING AND WALKING

GR10 Action: a. Undertaking a borough-wide feasibility study to identify potential walking and cycling routes in conjunction with Surrey CC; and b. Increase opportunities for exercise through walking and cycling and improving air quality by reducing car dependency, working with the highways authority.	Task (and owner): Undertake actions to encourage greater cycling and walking by the community and Council. (AM/AB)	Desired outcome: A Local Walking and Cycling Infrastructure Plan to allow future implementation of schemes in an appropriate way.	Target date & progress notes: 2022 Initial study completed and report expected June 2022 LWCIP report to be submitted to E&S in September with a view to moving to Phase 2 which will look at key routes in more depth to develop a blueprint design#
Action: Install a new circular walking route alongside the River Ash at HMP Bronzefield	Task (and owner): Obtain planning permission and conduct a procurement exercise (AR)	Desired outcome: Boardwalk is installed	Target date & progress notes Spring 2023
Action:- Improve the walking route at Studios Walk Shepperton to encourage more public use	Task (owner): Install new bridge & new pathways (AR)	Desired outcome: Increased public access	Target date & progress notes Summer 2023

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

GR11 Action: a. Enhance our parks and open spaces to adapt to climate change. b. To seek ways of improving the environmental and social value of our parks and open spaces and consider opportunities to create and support carbon sink initiatives within the Borough including landscaping and more tree planting where possible. c. Enhance our parks and open spaces to adapt to climate changes, providing clean, accessible, outdoor spaces with access to nature for education and well-being purposes; d. Increase land management to provide greater biodiversity to encourage wildlife and insect populations.	Task (and owner): To develop and implement park strategies which meet both the environmental and social needs required of our open spaces and meet future climate change (mitigation and adaptation) and educational needs (a, b, and c). (AR/AK/LS)	Desired outcome: That parks have both environmental and social benefits for our residents, including reduced air emissions,	Target date & progress notes: 2023 The revised parks & 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.
	Map out opportunities, including rain gardens, to improve the landscape and adapt and mitigate climate change. (SO/BO/SM)	To develop a suite of enhancement opportunities	2023
	Develop a biodiversity strategy (BO)	Actions from the strategy to enhance wildlife and measurable increases in populations of key species.	2023

IMPROVE ENERGY EFFICIENCY OF HOUSING STOCK

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

COMMUNICATE REGULAR UPDATES USING A RANGE OF DIFFERENT MEDIA			
<p>K1</p> <p>Action: Lead the strategic briefing and dissemination sessions for community partners through the COVID Champions initiative.</p>	<p>Task (and owner): Continue bi-weekly webinars to inform and educate Champions on latest national and Borough specific COVID updates, information, and regulations. (JM)</p>	<p>Desired outcome: Champions will disseminate information into the wider community – in particular ‘harder to reach’ groups or not digitally connected residents. To use network as key stakeholders for engagement to share other ‘health/community/council’ updates.</p>	<p>Target date & progress notes:</p> <p>Ongoing.</p> <p>This initiative has continued over the summer, with Jennifer Medcraft and Mary Holdaway attending a number of meetings with partners to discuss how to adapt the Champions meetings as rules regarding COVID-19 change, in particular as we moved through the summer restrictions roadmap. In view of our strengthened relationships with Public Health England resulting from the Champions initiative, we were able to offer a number of ‘Grab a jab’ sessions at The Elmsleigh Centre and act quickly when areas of low vaccination uptake were identified. A total of 5 sessions were held and over 500 residents received their first or second vaccination dose of Pfizer. A single vaccination session was also held in Stanwell at the Community Centre on Long Lane Recreation Ground.</p> <p>Nov 2021 - The Communications team continue to work with partners on COVID-19 messaging. In November an Officer from the Leisure team has been seconded to work directly with Public Health on this initiative and to encourage vaccine uptake in the Borough. The team continue to support the scheme and are currently trialling a re-brand to change the scheme to Community Champion’s which will not only focus on COVID-10 but other health, community and Council messaging and news.</p> <p>Jan 2022 - The Communications team continue to work with partners on COVID-19 messaging and have been working with Public Health on a number of vaccine drop-ins across the Borough. COVID Champions has now been officially re-branded to Community Champions as we continue to engage stakeholders on a number of COVID-19 and wider health and community issues.</p>

K2 Action: Maintain welfare and information-sharing calls to vulnerable community members and prepare for new and, as yet unforeseen demands due to COVID.	Task (and owner): Prepare for future comms issues e.g. roadmap changes and surge testing. (JM)	Desired outcome: Information needs to be accessible to all members of the community through different comms channels.	Target date & progress notes: Ongoing. The Comms team ensured our communication platforms were regularly updated as we moved through the Government's roadmap to recovery. New materials, outdoor banners, digital assets and posters were created and distributed.
K3 Action: Continue to update and maintain the accessibility of our website, responding to changes in national and local guidance.	Task (and owner): Accessibility website tool has launched. Use tools and reports to monitor development – Sitemorse and google analytics (MB/JM)	Desired outcome: To be at the top of accessibility report for Surrey Boroughs and top 20% nationally.	Target date & progress notes: Ongoing – in line with government regulations. April 2021 - Spelthorne is currently in third position in the accessibility scoring across Surrey at 87%. Leading is Tandridge at 94% and Runnymede at 90%, who have both recently undertaken major new website projects. Surrey Heath at 55% is at the bottom of the league. October 2021 - in line with national guidelines, we undertook a 'Disproportionate Burden Assessment'. Our new accessibility statements can be read at: https://www.spelthorne.gov.uk/article/20401/Accessibility Some accessibility issues were identified on our partner software – Modern.gov and Granicus which were resolved as of the 20 November 2021. 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.

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

<p>K6</p> <p>Action: Ensure residents and businesses can continue to contact the Council by phone, letter or digitally.</p>	<p>Task (and owner):</p> <p>Created 'Keep Connected' visual. Continue to promote through branding and marketing. Use all platforms including digital screens in Staines. (JM)</p>	<p>Desired outcome:</p> <p>New window signage at Knowle Green. Finalise customer charter document. Increase reputational standing for the Council as an authority that responds quickly and efficiently.</p>	<p>Target date & progress notes:</p> <p>Ongoing.</p> <p>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>
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<p>K7 Action: Work with the Surrey-wide Communications Group to share information and best practice.</p>	<p>Task (and owner): Ensure SBC is represented on calls including MIG/ Surrey Comms Groups and relevant SAG and Public Health calls. (JM)</p>	<p>Desired outcome: Learn from best practise and ensure messages are shared. To develop and implement comms strategies.</p>	<p>Target date & progress notes: Ongoing. The group has proved very useful this summer with Boroughs working together on COVID safety messages and asset sharing. The first ‘in person’ meeting is happening in September to discuss ‘winter’ comms plans and Jennifer is working with a number of partners to prepare a flooding leaflet, which will form part of our Winter Bulletin magazine.</p> <p>Nov 2021 - These meetings are still happening virtually because of the rise of COVID-19 cases, however, the monthly meetings are an important forum to discuss information. Between the group the COVID-19 dashboard is still shared 3 x a week which we then add on to all our social media platforms.</p> <p>Additionally, the team has also produced a flooding leaflet (in partnership with Thames Water and the Environment agency) advising residents how to best prepare for the Winter months and will form part of our Winter Bulletin magazine distributed w/c 29 November to 44,000 households. The 7 page document has been highlighted by the group and the LRF as an example of best -practise and a similar document based on our template will be rolled out across the County.</p>
<p>K8 Action: Work with other stakeholders including Councillors, Residents’ Associations, businesses, charities, and other voluntary organisations to disseminate information and utilise support from their outside communications.</p>	<p>Task (and owner): Update shareholder matrix regularly to make sure contacts are correct. Use different tools to share information. Look at alternative ways to communicate. (JM)</p>	<p>Desired outcome: To increase engagement.</p>	<p>Target date & progress notes: Ongoing.</p>

DELIVERING KEY SERVICES – ACTION PLAN

MORE RESILIENT SERVICES			
WR1 Action: Remodel services to adapt to new challenges and new ways of working using the experience of enforced remote working to develop future plans for more flexible working methods to further reduce costs and enable more efficient service delivery.	Task (and owner): Develop hybrid working policy. (SM/HR)	Desired outcome: Staff have an appropriate office/home working mix. Reduced commuting and requirement for office space, reduced carbon footprint	Target date & progress notes: Jan 2022 COMPLETED (with ongoing monitoring)
WR2 Action: Continue to review and update the Council's Pandemic Plan – taking into account lessons learned to ensure greater resilience in future.	Task (and owner): Update plans. (SM/AR)	Desired outcome: Updated and useable plans for future emergencies.	Target date & progress notes: Dec 2021 COMPLETED
WR3 Action: Further develop our new telephony system, implementing additional useful functions to assist the customer and provide them with a better experience, linking this to Council's digital transformation.	Task (and owner): To move forward digital transformation. (DD/AC/ SM)	Desired outcome: Increased percentage of customers using online services (TBC).	Target date & progress notes: 2022 – Finalising strategy with view to circulating route forward by July2022 with implementation August to November. 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.

WR4 Action: Take steps to ensure the Council maintains its financial sustainability.	Task (and owner): Ensure all staff appropriately equipped to manage budgets effectively. Encourage innovative thinking in methodologies used. (CIP PT)	Desired outcome: Efficiencies achieved and savings recorded.	Target date & progress notes: 2021 and Ongoing 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. In 2022, we are looking to introduce a waste reduction process and refine the budget setting process to remove redundant ledger codes and budgets.
WORKFORCE DEVELOPMENT			
WR5 Action: Train and equip our staff to adapt to new ways of working and any future restrictions.	Task (and owner): Ensure promotion of training and personal development through appraisals/performance management. (HR)	Desired outcome: Hybrid home and office working policy in place. Staff productive and fully feel part of the organisation and understand and embrace corporate objectives.	Target date & progress notes: Dec 2021 Ongoing Target adjusted from Feb to May 2022 due to pressures on HR team - policy complete; training to be rolled out 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 Completed

WR6 Action: Ensure all staff understand the Council's focus of best working practices to tackle the climate emergency.	Task (and owner): Implement training via on-line module and in transformation programme. (SM)	Desired outcome: Understanding of the actions staff need to take to mitigate and adapt to climate change	Target date & progress notes: Target adjusted from June 2021 to June 2022 due to continuing COVID restrictions and not recruiting into climate change officer post until Sept 2021 and SO post not in place A Training provider secured with rollout of training in September 2022
PROTECTING STAFF AND CLIENTS			
WR7 Action: Ensure continued use of strict COVID related Personal Protective Equipment & social distancing requirements for site/face-to-face visits & enhanced cleaning regimes	Task (and owner): Providing equipment/social distancing requirements for site/face-to-face visits and enhanced cleaning regimes. (SM/H&S)	Desired outcome: Staff and Councillors feel safe.	Target date & progress notes: 2021 & ongoing depending on government guidance. Although restrictions lifted, guidance still being given to staff on sanitising, face masks, ventilation and generally staying safe. Facilities Management team now control inventory & stock process. Regularly reviewing stock and usage levels.
WR8 Action: Continue to offer ongoing health and wellbeing support to our staff.	Task (and owner): Promote Carefirst part of our Employee Assistance Programme. (HR)	Desired outcome: Staff are fully aware of and can use the services offered.	Target date & progress notes: Carefirst delivered 2021 COMPLETED Ongoing support offered

MAINTAINING MOBILE AND FLEXIBLE WORKING

WR9 Action: Maintaining mobile and flexible working Use the experience of enforced remote working to develop future plans for more flexible working methods to further reduce costs and enable more efficient service delivery.	Task (and owner): Develop the hybrid working policy and continue with the Continuous Improvement Programme to reduce costs and efficiency. (SM/HR/Project Team)	Desired outcome: Workforce productivity maximised	Target date & progress notes: COMPLETED AND ONGOING
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NEW WAYS TO ACCESS SERVICES

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

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