



Please reply to:

Contact: Karen Wyeth
Service: Committee Services
Direct Line: 01784 446341
E-mail: k.wyeth@spelthorne.gov.uk
Date: 22 September 2025

Notice of meeting

Community Wellbeing and Housing Committee

Date: Tuesday, 30 September 2025

Time: 7.00 pm

Place: Council Chamber, Council Offices, Knowle Green, Staines-upon-Thames TW18 1XB

To the members of the Community Wellbeing and Housing Committee

Councillors:

S.M. Doran (Chair)	M. Bing Dong	S.A. Dunn
M.M. Attewell (Vice-Chair)	J.R. Boughtflower	K.M. Grant
M. Arnold	M. Buck	
C. Bateson	R. Chandler	

Substitute Members: Councillors M. Beecher, H.S. Boparai, T. Burrell, R.V. Geach, S. Gyawali and A. Mathur

Councillors are reminded that the Gifts and Hospitality Declaration book will be available outside the meeting room for you to record any gifts or hospitality offered to you since the last Committee meeting.

Spelthorne Borough Council, Council Offices, Knowle Green

Staines-upon-Thames TW18 1XB

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Agenda

Page nos.

1. **Apologies and Substitutes**

To receive apologies of absence and notification of substitutions.

2. **Minutes**

5 - 8

To confirm the minutes of the meeting held on 03 June 2025 as a correct record.

3. **Disclosures of Interest**

To receive any disclosures of interest from Councillors in accordance with the Council's Code of Conduct for members.

4. **Questions from members of the Public**

The Chair, or their nominee, to answer any questions raised by members of the public in accordance with Standing Order 40.

At the time of publication of this agenda no questions were received.

5. **Review of Training in Parks**

9 - 16

Committee is asked to approve the continuation of the Group Training Licences in Parks Policy and review the fees and charges annually in line with all Council fees and charges.

6. **Additional Annual Grant Application 2025/26**

17 - 24

Committee is asked to:

1. Consider the recommendation of the Grants panel in relation to Spelthorne Museum; and
2. Recommend that the Council approves the award of £588 to Spelthorne Museum.

7. **Eclipse Leisure Centre Safeguarding Follow-up**

25 - 124

Committee is asked to:

1. Consider and approve Option 1 as set out in Section 3 of this report relating to the teaching pool viewing area; and
2. Consider and approve Option 4 as set out in Section 3 of this report in relation to the Leisure Centre operating contract

relating to the availability of showers.

8. Drug, Alcohol and Gambling Referrals

9. Urgent Actions

125 - 172

To note those urgent actions which have been taken by the Chief Executive in consultation with the Chair and Vice-Chair since the last Community and Wellbeing Committee on 03 June 2025.

Two Urgent Actions have been taken:

1. Fordbridge Community Centre Alterations
2. Meals on Wheels – Documents to follow

10. Forward Plan

173 - 176

To consider the Forward Plan for committee business.

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**Minutes of the Community Wellbeing and Housing Committee
3 June 2025**

Present:

Councillor S.M. Doran (Chair)
Councillor M.M. Attewell (Vice-Chair)

Councillors:

M. Arnold	M. Bing Dong	S.A. Dunn
C. Bateson	M. Buck	K.M. Grant

Substitutions: Councillor M. Beecher (in Place of A.Gale)

Apologies: Councillors J.R. Boughtflower, R. Chandler and A. Gale

29/25 Minutes

The minutes of the meetings held on 11 March 2025 and 22 April 2025 were agreed as a correct record of proceedings.

30/25 Disclosures of Interest

There were none.

31/25 Questions from members of the Public

There were none.

32/25 Forward Plan

The Committee noted the Forward Plan.

33/25 Leisure Operating Contract: Review of first 6 Months

The Strategic Lead, Leisure introduced the report which reviewed the first six months of the Leisure Operating Contract (LOC) with Places Leisure, covering

October 2024 to March 2025. It was noted that strong governance and monitoring arrangements had been established, and a positive working relationship had been built with the operator. Early data indicated significant energy savings from Passivhaus measures.

Members raised questions about the Passivhaus accreditation status, expressing concern that it had not yet been achieved. Officers explained that the process sits with the Passivhaus Institute and was outside of council control, but the length of time it was taking was not inconsistent with other Passivhaus accreditations and there was optimism that a decision would be made in the next few months.

Members referenced recent press coverage highlighting operational issues at the new centre. Officers acknowledged these as post-construction challenges that are typical in a large project of this nature, noting that they were being addressed collaboratively by the contractor, operator, and council teams. Some issues had taken longer than anticipated due to complexities, but progress had been made, including completion of remedial works to the learner pool and ongoing resolution of sauna and steam room defects.

Dave Jolliffe, Area Manager at Places Leisure, introduced himself and provided an overview of the Places Leisure management team. He highlighted key developments over the past six months, noting that while there had been some challenges, the transition to the new operator at both Eclipse and Sunbury Leisure Centres had been largely positive.

A majority of staff members and instructors were successfully transferred from the previous operator, with emphasis placed on the employment benefits and development opportunities now available to them. He noted significant capital investment to both leisure centres for continued improvement works, particularly at Sunbury.

Duncan Mackay, Contract Manager at Places Leisure, presented an update on leisure centre performance. He advised that memberships had increased across both Eclipse and Sunbury Leisure centres, as well as swim school occupancy. Attendance figures showed marked growth over the first six months and Places were confident this would continue to grow. .

The Committee were advised of the community engagement Places Leisure were undertaking to allow and encourage young people to access the centre. They also highlighted community events they supported, and summarised future marketing campaigns, plans and events they hoped to launch in the next year for the centres. The Committee noted the positive impact and community reach of the programme, but raised concern about the lower engagement from the Stanwell area which was attributed to transport challenges though solutions were being explored for this.

Positive feedback was reported through member surveys used to calculate Net Promoter Scores, though members noted negative comments regarding Places Leisure on other platforms such as Trustpilot. The Places Leisure

representatives acknowledged these and committed to addressing customer service concerns through ongoing staff training. Members were advised that it was estimated that fewer than ten formal complaints had been received in relation to the new centre in the last six months and these were related to the sauna, steam room, learner pool, and class availability which had all been resolved.

Members also raised concerns around safeguarding and access control, particularly the lack of turnstiles to the dry side facilities and risks around unrestricted access to areas shared by children. It was confirmed that gym and studio access was controlled via gates and QR codes, with recent improvements to rooftop pitch access and consideration being given to additional turnstiles.

Members expressed concern over potential safeguarding risks and stressed the need for robust interim measures, but acknowledged the checks and safeguarding training that centre staff are required to undertake. Officers committed to further review and would explore with Places a range of options including possible access redesigns, acknowledging the cost and complexity involved. In parallel the Council's Strategic Safeguarding Board will give consideration. The Committee requested further information on safeguarding arrangements and provided suggestions on further precautions that could be explored. Members welcomed the performance of Places Leisure and their contributions to date, with particular emphasis placed on prioritising safeguarding.

The Committee **resolved** to:

- 1) Agree to proceed with Option 2 as outlined in the report and requested additional information on safeguarding arrangements at Eclipse Leisure Centre; and
- 2) Acknowledge the performance of the leisure operator for the period October 2024 to March 2025.

Meeting ended at 21:01

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Committee Report Checklist

Please submit the completed checklists with your report. If final draft report does not include all the information/sign offs required, your item will be delayed until the next meeting cycle.

Stage 1

Report checklist – responsibility of report owner

ITEM	Yes / No	Date
Councillor engagement / input from Chair prior to briefing	Yes	14/8/2025
Commissioner engagement (if report focused on issues of concern to Commissioners such as Finance, Assets etc)	No	
Relevant Group Head review	Yes	14/8/2025
MAT+ review (to have been circulated at least 5 working days before Stage 2)	Yes	15/8/2025
This item is on the Forward Plan for the relevant committee	Yes	14/8/2025
	Reviewed by	
Risk comments		
Legal comments	J Clare	28/8/2025
HR comments (if applicable)	N/A	

For reports with material financial or legal implications the author should engage with the respective teams at the outset and receive input to their reports prior to asking for MO or s151 comments.

Do not forward to stage 2 unless all the above have been completed.

Stage 2

Report checklist – responsibility of report owner

ITEM	Completed by	Date
Monitoring Officer commentary – at least 5 working days before MAT	L.Heron	28/08/25
S151 Officer commentary – at least 5 working days before MAT	T.Collier	27/8/25
Confirm final report cleared by MAT		

Community Wellbeing & Housing Committee

30 September 2025

Title	Group Training Licences in Parks
Purpose of the report	To make a decision
Report Author	Mary Holdaway, Leisure Development Manager
Ward(s) Affected	All Wards
Exempt	No
Exemption Reason	N/A
Corporate Priority	Community Resilience Environment Services
Recommendations	Committee is asked to: Approve the continuation of the Group Training Licences in Parks Policy and review the fees and charges annually in line with all Council fees and charges.
Reason for Recommendation	The Council needs to ensure that there is a robust procedure in place to support the use of parks for outdoor recreation, ensuring suitable checks are in place, as well as offering the use at an affordable price. By encouraging applications and issuing licences, the risk to the Council is reduced and safeguards residents.

1. Executive summary of the report *(expand detail in Key Issues section below)*

What is the situation	Why we want to do something
<ul style="list-style-type: none"> A policy for outdoor fitness training in parks was adopted last autumn and is subject to an annual review 	<ul style="list-style-type: none"> To ensure that fitness trainers seek official permission to use our parks to safeguard both the Council and residents.
This is what we want to do about it	These are the next steps
<ul style="list-style-type: none"> To continue using the same policy and pricing structure, subject to an annual review of prices in line with all Council fees and charges. Review the wider policy and 	<ul style="list-style-type: none"> Continue to promote the opportunity and invite applications from fitness instructors.

process once the new unitary authorities are in place.	
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2. Key issues

- 2.1 Fitness instructors are requested to seek permission from the Council to use parks and open spaces. Historically, many instructors have commented that our fees were too high. During the Covid pandemic, a decision was made to allow instructors to use our parks for free due to the ongoing displacement situation caused by Covid.
- 2.2 In 2024, the Committee considered a report to address fitness instructors using the Borough's parks and open spaces. At the time, the Committee agreed to introduce a new policy whereby applications are made to the Council. The Committee expressed concerns about introducing a fee, not wanting to discourage people to be active or risk that the residents would need to pay a higher participant fee. We settled on an approach whereby an application process was introduced, and a nominal fee was charged for using the Borough's assets. The set fees are driven by amount of activity and number of users. This approach safeguards both the Council and residents, ensuring insurance and qualification checks take place. The process is also flexible, allowing applications to be submitted at any point in the year
- 2.3 Currently, Impact Athletics Club have an annual licence to operate in Cedars Recreation Ground until mid-October 2025 and Train Fresh to operate in Laleham Park until the end of the financial year.
- 2.4 A handful of other enquiries have been received and instructors have been signposted to our application process, however, no further applications have been received.
- 2.5 The law enforcement team support the implementation of licences and are not aware of any additional instructors currently operating in our parks.
- 2.6 With local government reorganisation on the horizon and as all local authorities have their own policy, officers recommend continuing with the status quo and deferring a review of the policy and procedures until the new unitary authority is in place to ensure a standardized approach. Elmbridge Borough Council have a policy for annual licences for fitness training. Runnymede Borough Council have an application process for events in parks.
- 2.7 Furthermore, in the interim, it is recommended that the annual prices to be reviewed as part of the annual review of all Council fees and charges. Retain the option to offer 'price on application' to retain the discretion to consider unique cases.

3. Options appraisal and proposal

- 3.1 Option 1 (preferred option): continue with policy and associated fees
Advantages:
 - Robust and fair procedure in place to assess applications;

- Reduces the risk to the Council and safeguards residents by ensuring instructors have qualifications, insurance and other relevant documentation
- The Council can retain control over activities in its parks
- Reasonable fees that providers can afford including a tiered system depending on the group size of participants;
- Short term licence option for new groups interested in starting out;
- Encourages increased use of parks and boosts physical activity, improving health and wellbeing in line with both our Health & Wellbeing Strategy and Leisure & Cultural Strategy;
- Follows similar process in place for Community Lettings;
- Applications can be made throughout the year;
- No fee for one-to-one tuition

Disadvantages:

- Time required to assess applications and create licences for instructors
- Fee may be a deterrent

3.2 Option 2: Encourage applications but apply no fee

Advantages:

- Continues the process which reduces the risk to the Council and safeguards residents by ensuring instructors have qualifications, insurance and other relevant documentation
- The Council can retain control over activities in its parks
- No financial burden for instructors or residents
- Encourages increased use of parks and boosts physical activity, improving health and wellbeing in line with both our Health & Wellbeing Strategy and Leisure & Cultural Strategy;

Disadvantages:

- Time required to assess applications;
- The Council would miss out on immediate income;
- Inconsistent approach that park bookings are required for some events but not others

3.3 Option 3: Do not allow fitness training in parks

Advantages:

- Saves time as no need to produce licences

Disadvantages:

- The Council would miss out on immediate income;
- Fitness trainers may be operating without seeking permission and without a licence;

- It is difficult for the Council to control the activity within its parks;
- There is a risk that fitness trainers may be operating without relevant qualifications & insurance and are failing to comply with the Council's Health and Safety requirements, increasing the risk to the Council and residents.
- Is not in line with both Spelthorne Health and Wellbeing Strategy and the Leisure & Cultural Strategy

3.4 Option 4: continue with policy and increase fees

Advantages:

- Robust and fair procedure in place to assess applications;
- Reduces the risk to the Council and safeguards residents by ensuring instructors have qualifications, insurance and other relevant documentation
- The Council can retain control over activities in its parks
- Reasonable fees that providers can afford including a tiered system depending on the group size of participants;
- Short term licence option for new groups interested in starting out;
- Encourages increased use of parks and boosts physical activity, improving health and wellbeing in line with both our Health & Wellbeing Strategy and Leisure & Cultural Strategy;
- Follows similar process in place for Community Lettings;
- Applications can be made throughout the year;
- No fee for one-to-one tuition

Disadvantages:

- Time required to assess applications and create licences for instructors
- Increased fees may be a deterrent

3.5 Option 1: to continue with the policy and associated fees, is the preferred option as it ensures a continuation of service. It safeguards the Council and residents by ensuring instructors seek official permission to use our parks. By continuing the implementation of the policy whereby licences are issued, it also demonstrates the local demand for any future unitary authority.

4. Risk implications

- 4.1 There is a risk that instructors will use the parks without asking for official permission. This means that instructors may not have relevant insurance and qualifications in place. The process is advertised internally and externally so any enquiries received are signposted towards the application process.
- 4.2 If it is foreseen certain areas of parks may sustain heavy use, the inspection regime for these parks or areas will need to be more frequent.

- 4.3 Increasing fees could put instructors off applying, either meaning that instructors may consider operating without requesting permission or reduce the activity in parks.

5. Financial implications

- 5.1 The fees charged are a nominal fee so a small amount of income is received. The two licences issued have generated an income of £900. If the decision is made to cease charging, the Council will miss out on potential income.

- 5.2 The proposed charges for 2026-27 are set out below:

Frequency	Number of people per session	Annual Charge	6 Monthly Charge	3 Monthly Charge
1-7 times a week	1-2-1 tuition	n/a		
8-14 times a week	1-2-1 tuition	n/a		
15-21 times a week	1-2-1 tuition	n/a		
21+ times a week	1-2-1 tuition	n/a		
Once a week	Up to 15	£180	£108	£60
2-4 times a week	Up to 15	£360	£216	£120
5-7 times a week	Up to 15	£540	£324	£180
Once a week	16-35	£300		
2-4 times a week	16-35	£600		
5-7 times a week	16-35	£900		

- 5.3 The table below shows fees subject to 5% and 10% increase

Frequency	Number of people per session	Annual Charge	6 Monthly Charge	3 Monthly Charge
1-7 times a week	1-2-1 tuition	n/a		
8-14 times a week	1-2-1 tuition	n/a		
15-21 times a week	1-2-1 tuition	n/a		
21+ times a week	1-2-1 tuition	n/a		
Once a week	Up to 15	£189 / £198	£114 / £119	£63 / £66
2-4 times a week	Up to 15	£378 / £396	£227 / £238	£126 / £132
5-7 times a week	Up to 15	£567 / £594	£340 / £356	£189 / £198
Once a week	16-35	£315 / £330		
2-4 times a week	16-35	£630 / £660		
5-7 times a week	16-35	£945 / £900		

6. Legal comments

- 6.1 Approved fitness instructors will be obliged to enter into a licence agreement with the Council. The terms of any licence will require fitness instructors to provide evidence of public liability insurance and third-party liability insurance

in the sum of £5 million. Fitness instructors will also need to provide satisfactory Health and Safety risk assessments.

- 6.2 The Council has a duty of care under the Occupiers Liability Acts 1957 and 1984 to take reasonable steps to ensure that visitors to its public open spaces are reasonably safe. To comply with its statutory obligation the Council carries out regular park and open space inspections and ensures any remedial work is undertaken.

Corporate implications

7. S151 Officer comments

The Section 151 Officer is supportive of the recommended option, it is important that the Council continues to explore ways to make contributions, even if very small, towards the cost of discretionary services. It is sensible to anticipate align our approach with the other councils forming the successor unitary. The Council retains control over activities in its parks and the approach encourages increased use of parks and boosts physical activity, improving health and wellbeing

8. Monitoring Officer comments

- 8.1 The Monitoring Officer confirms that the relevant legal implications have been taken into account.

9. Procurement comments

There are no procurement implications in this report.

10. Equality and Diversity

Applications will request a detailed explanation of the service delivery as well as cost of sessions and whether discounts are offered to less advantaged residents.

11. Sustainability/Climate Change Implications

- 11.1 Encouraging use of outdoor areas for fitness supports sustainability as the energy costs required to deliver outdoors are lower than delivering at indoor venues.

12. Other considerations

- 12.1 None.

13. Timetable for implementation

- 13.1 If approved, the process will continue immediately. The application process is available online and licences will be issued on receipt of applications.

14. Contact

14.1 Mary Holdaway – m.holdaway@spelthorne.gov.uk

14.2 Leisure – leisure@spelthorne.gov.uk

***Please submit any material questions to the Committee Chair and Officer
Contact by two days in advance of the meeting.***

Background papers: There are none.

**Appendices:
There are none.**



Committee Report Checklist

Please submit the completed checklists with your report. If final draft report does not include all the information/sign offs required, your item will be delayed until the next meeting cycle.

Stage 1

Report checklist – responsibility of report owner

ITEM	Yes / No	Date
Councillor engagement / input from Chair prior to briefing	Y	26/08/25
Commissioner engagement (if report focused on issues of concern to Commissioners such as Finance, Assets etc)		
Relevant Group Head review	Y	030/9/25
MAT+ review (to have been circulated at least 5 working days before Stage 2)	Y	03/09/25
This item is on the Forward Plan for the relevant committee	Y	04/09/25
	Reviewed by	
Finance comments	Ola Owolabi	03/09/25
Risk comments		
Legal comments	J. Clare	03/09/25
HR comments (if applicable)		

For reports with material financial or legal implications the author should engage with the respective teams at the outset and receive input to their reports prior to asking for MO or s151 comments.

Do not forward to stage 2 unless all the above have been completed.

Stage 2

Report checklist – responsibility of report owner

ITEM	Completed by	Date
Monitoring Officer commentary – at least 5 working days before MAT	L Heron	05/09/25
S151 Officer commentary – at least 5 working days before MAT	Ola Owolabi	03/09/2025
Confirm final report cleared by MAT		

Community Wellbeing and Housing Committee

30 September 2025

Title	Additional Annual Grant Award Application 2025/2026
Purpose of the report	To make a recommendation to Council
Report Author	<i>Lisa Stonehouse</i>
Ward(s) Affected	All Wards
Exempt	No
Exemption Reason	N/A
Corporate Priority	Community
Recommendations	Committee is asked to: <ol style="list-style-type: none">1. Consider the recommendation of the Grants Panel in relation to Spelthorne Museum; and2. Recommend that the Council approves the award of £588 to Spelthorne Museum
Reason for Recommendation	A decision is required as to whether the Spelthorne Museum can be awarded £588.00 from the underspend in Annual Grant Funding for 2025/2026.

1. Executive summary of the report (*expand detail in Key Issues section below*)

What is the situation	Why we want to do something
<ul style="list-style-type: none">The Council has a community grants budget. Grants are allocated annually to charities and voluntary groups. The cross-party Councillor Grants Panel reviewed the applications in December and made a recommendation to Committee in January regarding the agencies that should receive grants. There was small underspend of £5985.00 which was ring fenced for projects which arise later in the financial	<ul style="list-style-type: none">Charities and voluntary groups such as the Spelthorne Museum have an important role within the borough. The museum volunteers provide a valuable service for residents of all ages

<p>year. The Spelthorne Museum has recently submitted a request for a project. They required £588.00 to cover the listed building consent to move the London Stone from the museum within the old library to the new library, cultural and community hub in Staines Upon Thames. The Council Grants Panel has recommended that the Museum receive this grant.</p>	
This is what we want to do about it	These are the next steps
<ul style="list-style-type: none"> A decision from Committee is required to determine whether the museum should receive a grant. 	<ul style="list-style-type: none"> Once Committee has made the decision the museum will be informed as to whether their request has been successful.

2. Key issues

- 2.1 Following the Annual Grant Awards in April 2025 there was a small underspend of £5985.00 which was ring fenced for projects which may arise later in the financial year.
- 2.2 The Spelthorne Museum was part of the old library. The old library has closed and the new library, cultural and community hub has opened in the Elmsleigh Centre in Staines-Upon-Thames. The museum is in the process of moving into this new space.
- 2.3 In 1285, the London Stone, was erected to mark the western limit of the City of London's jurisdiction over the Thames and it originally stood upstream from Staines Upon Thames Town Centre. This original stone has been displayed in the museum, for many years, although a replica stone and information is situated behind the Old Town Hall in Memorial Gardens.
- 2.4 A request for £588.00 was received from the museum in August 2025 to cover the fees for listed building consent to move the London Stone from the old Library to the new library, cultural and community hub in Staines-Upon-Thames.
- 2.5 The Council Grants Panel has recommended that the Museum receive this grant. The constitution states that the Panel's recommendation is to be reported to Community Wellbeing and Housing Committee with a recommendation to Council.
- 2.6 The Local Planning Authority has no discretion to waive planning fees, as they are statutorily prescribed.
- 2.7 Spelthorne Archaeological Field Group was founded in 1979 to provide an archaeological service for Spelthorne including running a museum under licence from Spelthorne Borough Council. They have operated a museum in Staines-Upon-Thames since 1980. The museum team are all volunteers.
- 2.8 The museum is open whenever the new library is open (Monday-Friday 9.30-5pm). The museum is well supported in terms of visit from members of the

public. They have an active and enthusiastic education team which offer both visits and outreach for local schools, uniformed groups such as Rainbows and Beavers and links with other voluntary groups.

3. Options appraisal and proposal

3.1 Option 1 – (proposed option) is to agree to award £588.00 to the Spelthorne Museum and recommend to Council for approval.

This will cover the listed building consent to move the London Stone from the old Library to the new library, cultural and community hub in Staines Upon Thames.

Advantages of Option 1

- 3.2 The museum would appreciate the assistance. They have been working hard to apply for grants to assist with moving and setting up the museum in the new venue and this planning fee was unexpected.
- 3.3 As mentioned above the museum team are all volunteers and have to raise funds to cover all expenditure.
- 3.4 This will enable them to use any other funds on providing the museum service for the community and setting up the exhibits in the new museum

Disadvantages of Option 1

- 3.5 The museum may expect the council to fund various expenses in the future. It has already been made clear that the Council cannot continue to provide ad hoc funding in the future.

Option 2 - Do not agree to award £588.00 to the Spelthorne Museum.

Advantages of Option 2

- 3.6 The £588.00 could remain in the budget to be carried forward to the 2026/2027 grants budget and be used for another organisation.

Disadvantages of Option 2

- 3.7 The museum will struggle to find the funds. The fee was unexpected, so it did not account for this.
- 3.8 If the museum has to find the funds, there will be a delay in moving the London Stone. The Council's Assets Team are waiting to lease the space that the London Stone is occupying and cannot do this until it is moved. The Council will therefore not receive rental income until this is resolved.
- 3.8 The museum volunteers have provided the library in Spelthorne since 1980. They are likely to feel frustrated if they did not receive this grant to cover the planning fees.

4. Risk implications

- 4.1 The Council's Assets Team are waiting to lease the old library building and cannot do this until the London Stone is moved. If the museum has to find funding there will be a delay and the Council will not receive rental income until the London Stone can be moved.
- 4.2 The expectation of further funding as documented in 3.5 is the main risk associated with Option 1.

5. Financial implications

- 5.1 £588.00 has been requested. There was an underspend in the grant funding of £5,985.00.

6. Legal comments

- 6.1 There are no legal implications in this report.

Corporate implications

7. S151 Officer comments

- 7.1 The grant request of £588.00 can be accommodated within the existing £5,985.00 underspend from the 2025/2026 Community Grants budget, which has been ring-fenced for in-year projects. If approved, this request will leave a remaining balance of £5,397.00. There are no additional financial pressures on the current budget arising from this proposal. The funding request represents a one-off cost, which is considered proportionate given the museum's community value.
- 7.2 However, approval of this request may set a precedent for future ad hoc funding requests outside the standard annual grants cycle. While the immediate financial impact is minimal, any such future requests will need to be assessed within the limits of available resources, as further ad hoc support may not be sustainable without sufficient underspend. It is also worth noting that failure to approve this funding could delay the relocation of the London Stone, which in turn may defer potential rental income from the old library site.

8. Monitoring Officer comments

- 8.1 The Monitoring Officer confirms that the relevant legal implications have been taken into account.

9. Procurement comments

There are no procurement implications in this report.

10. Equality and Diversity

- 10.1 The museum provides services for all residents in Spelthorne.

11. Sustainability/Climate Change Implications

- 11.1 The Grant Panel's aim is to support a cross section of voluntary organisations. Successful applicants are asked to engage with the councils

Climate Change & Sustainability specialist where appropriate to ensure that they receive information and advice about energy conservation projects and funding.

12. Other considerations

12.1 There are no other considerations.

13. Timetable for implementation

If Committee recommend and Council approves the award, the grant will be paid immediately.

14. Contact

14.1 *Lisa Stonehouse (Community Development Manager)*
L.stonehouse@spelthorne.gov.uk

Background papers: There are none.

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Committee Report Checklist

Please submit the completed checklists with your report. If final draft report does not include all the information/sign offs required, your item will be delayed until the next meeting cycle.

Stage 1

Report checklist – responsibility of report owner

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Commissioner engagement (if report focused on issues of concern to Commissioners such as Finance, Assets etc)	Y	30/7/25
Relevant Group Head review	Y	13/08/25
MAT+ review (to have been circulated at least 5 working days before Stage 2)		
This item is on the Forward Plan for the relevant committee		
	Reviewed by	
Risk comments		
Legal comments	J Clare	26/8/25
HR comments (if applicable)	N/A	

For reports with material financial or legal implications the author should engage with the respective teams at the outset and receive input to their reports prior to asking for MO or s151 comments.

Do not forward to stage 2 unless all the above have been completed.

Stage 2

Report checklist – responsibility of report owner

ITEM	Completed by	Date
Monitoring Officer commentary – at least 5 working days before MAT	Linda Heron	22/8/25
S151 Officer commentary – at least 5 working days before MAT	Terry Collier	19/8/25
Confirm final report cleared by MAT		2/9/25

Community Wellbeing and Housing Committee

Date of meeting – 30 September 2025

Title	Safeguarding Children and Adults at Eclipse Leisure Centre and operational matters
Purpose of the report	To make a recommendation to Policy and Resources Committee/Council
Report Author	<i>Lisa Stonehouse</i>
Ward(s) Affected	All Wards
Exempt	<i>No</i>
Exemption Reason	N/A
Corporate Priority	Community
Recommendations	<p>Committee is asked to:</p> <ol style="list-style-type: none"> 1. Consider and approve Option 1 as set out in Section 3 of this report relating to the teaching pool viewing area. 2. Consider and approve Option 4 as set out in Section 3 of this report in relation to the leisure centre operating contract relating to the availability of showers.
Reason for Recommendation	<p>A decision is required as to whether the 'Places Leisure' existing safeguarding policies and procedures are adequate to ensure the safety of children and adults at risk, or whether additional physical measures are required.</p> <p>A decision is required as to whether the existing arrangement between the council and 'Places Leisure' should continue regarding the provision of showers for homeless people.</p>

1. Executive summary of the report

What is the situation	Why we want to do something
<ul style="list-style-type: none"> <i>An update regarding the Places Leisure Contract was provided to the Community Wellbeing and Housing Committee (CWHC) on 03/06/2025. A few councillors raised concerns that members of the public can access the teaching pool viewing area and main viewing area without passing through a security gate, which they believe could be a safeguarding risk. New access control restrictions on individual door will have practical implications for the public. New security gates/re modelling the lobby area will have a significant cost implication.</i> <i>The leisure contract specifies that “The operator shall offer to those identified by the Local Authority as homeless free access to the showers at the Facilities”. In this context, ‘homeless’ means street homeless.</i> 	<ul style="list-style-type: none"> <i>Safeguarding children, young people and adults at risk is of crucial importance. Concerns must always be investigated to determine if there is a risk to children, young people or adults at risk and whether the risk could be minimised.</i> <i>The requirement for the leisure operator to offer showers for street homeless people was recently raised as a concern by a member of the public to a Cllr.</i>
This is what we want to do about it	These are the next steps
<ul style="list-style-type: none"> <i>A decision from the Committee is required to confirm whether Councillors are satisfied with the current safeguarding policy and procedural arrangements at the leisure centre or whether they would like to recommend additional physical security controls. The advantages and disadvantages of both will be considered.</i> 	<ul style="list-style-type: none"> <i>Once the Committee has considered all the advantages, disadvantages and risks, a decision will be made and a recommendation will be made to Council.</i>

2. Key issues

- 2.1 An update regarding the ‘Places Leisure’ Contract was provided at Community Wellbeing and Housing Committee (CWHC) on 3 June 2025. A few councillors raised concerns that the viewing areas for the teaching pool

- and children's splash pad are accessible to the public without passing through a security gate which they believe could be a safeguarding risk.
- 2.2 A concern was separately raised by a councillor about street homeless people being referred from housing to 'Places Leisure' for a shower.
 - 2.3 Under Section 11 of the Children's Act 2004, commissioned services must comply with safeguarding legislation and good practice. 'Places Leisure' are the commissioned leisure operator for Spelthorne Borough Council.
 - 2.4 'Places Leisure' are commissioned by Spelthorne Borough Council to operate both 'Eclipse' and Sunbury Leisure Centres. Under Section 11 of the Children's Act, commissioned services must comply with safeguarding legislation and good practice. 'Places Leisure' have comprehensive safeguarding policies and procedures in place to keep children and adults at risk safe (Appendix A-E), which are led by the group safeguarding team who set standards, conduct audits and deliver training. The Senior Safeguarding Team for each area meet regularly to review incidents and discuss good practice. Each contract has a Designated Safeguarding Lead in Spelthorne this is the Contract Manager. An external specialist child protection consultant with a background as a police detective working in complex child protection cases provides expertise.
 - 2.5 All staff have Disclosure and Barring checks in accordance with the legislation and mandatory safeguarding training. Further training is provided dependent on the role. 'React, Record and Report' is one of the key messages within the training and all staff are aware of when to report and how to report issues of concern. The pool attendants, swim teachers are particularly observant of the surroundings when children and young people are in the pool and always raise issues of concern. The viewing areas are in a clear line of sight of both pools. Proactive access control checks is another crucial role that staff undertake throughout the centre. Spelthorne Borough Council monitor the contract and randomly select to view training and DBS records to ensure that policies and procedures are being followed. 'Places Leisure' immediately report safeguarding incidents to Surrey Safeguarding and notify Spelthorne Borough Council. Spelthorne Borough Council monitor these procedures via regular contract monitoring.
 - 2.6 The teaching pool and splash pad viewing area is self-contained and there is no physical access to pool side. The main pool, teaching pool and splash pad are also visible from the main pool tiered seating albeit much further away. There is no physical access to pool side from the tiered seating. The main pool is also visible from two locations on the first- floor corridor.
 - 2.7 Both the teaching pool and main pool are surrounded by external windows meaning that the pools are visible from outside the centre. The lifeguards who have all undergone the mandatory safeguarding training have a clear view of people in the spectator areas and therefore would notice and report people of concern. 'Places Leisure' have closed the blinds on the external windows on a few occasions as ladies doing aqua aerobics requested this.
 - 2.8 A membership card is required to access both swimming pools, pool changing, sports hall, gym and the group exercise studios. Using a membership card to access a door or gate gives some added security but still relies on the vigilance of users and staff to prevent 'tail gating' which can

often be a problem at leisure centres. The dry side viewing area (1st floor corridor), main pool tiered seating viewing area (1st floor) reception, café, and clip and climb are accessible to members of the public without requiring a membership card to go through the gates. The roof area/football pitches are locked unless a booking has been made.

- 2.9 GT3 designed this state-of-the-art facility with the specific intention of being able to view the activities from the café and foyer area. Other architects have designed similar facilities.
- 2.10 The following local leisure centres have café's or foyers where customers can view the teaching and main pools without passing through any security gates:-
- Xcel Leisure Centre, Walton (Operated by Places Leisure)
 - Egham Orbit (Operated by Achieve Lifestyle)
 - Camberley Leisure Centre (Operated by Places Leisure)
 - Wokingham Leisure Centre (Operated by Places Leisure)
 - Eastleigh Leisure Centre (Operated by Places Leisure)
 - Malden Centre, New Malden (Operated by Places Leisure)
 - Loddon Valley Leisure Centre, Earley, Reading (Operated by Places Leisure)

This is also the case at the following Everyone Active operated leisure centres (the former Spelthorne Leisure Centre operator) in the Southeast:

- Westminster Lodge Leisure Centre, St Albans
- Hemel Hempstead Leisure Centre
- Holly Hill Leisure Centre, Southampton
- Taro Leisure Centre, Petersfield
- Westcroft Leisure Centre, Carshalton

- 2.11 'Places Leisure' were asked to provide an opinion about adding access controls to the teaching pool spectator area. Their opinion is that it would be impractical and counterintuitive as they want to encourage members of the public to be able to spectate. They emphasised that access control systems are fallible, and people often hold doors open for others or people tailgate through security doors and gates. 'Places Leisure' do undertake regular access control checks, in fact whilst walking around the leisure centre making notes for the report, the report author was challenged by the Duty Manager after staff raised concerns.
- 2.12 The ground floor viewing area is ventilated by the same air handling unit as the reception/café area. It takes in air at external temperatures and circulates it, but it does not cool the air. The room can be warmed during the winter. In the summer, the ventilation strategy for this room is to open the external

escape door, meaning that an access restriction on the internal door would be ineffective.

- 2.13 It may be possible to add access control needs to the teaching pool spectator area, but it is likely that access would only be possible for those with a booking in the pool. e.g. parent of a child taking part in a swim activity. There may also be fire evacuation implications of doing this, which would need to be investigated further. People requiring the use of the room for other reasons, e.g. a child with special needs or a parent needing a quiet space for a child would have to make a request to the leisure centre team, which would have an impact on their time. The external escape door being opened on hot days does however mean that the access control would be ineffective. A Leisure Centre Manager informed the report author that this ground floor viewing area is popular with parents of Special Educational Needs and those with small children who often choose this room to sit away from the noise in the foyer/café area. There have been some comments from parents about the area being quite close to the teaching pool.
- 2.14 The Lammas Splash Park is in Lammas Park, Staines. Children using this facility are dressed in swim wear. The Splash Park is surrounded by fencing and a gate. There are no access controls. The area surrounding the splash park is accessible to all members of the public with no restrictions.
- 2.15 The Leisure Centre CCTV covers the area from the front entrance to the reception desk, which includes the entrance to the teaching pool. There is no CCTV in the teaching pool viewing area. The main pool tiered seating is covered by the poolside CCTV and the first-floor corridors also have CCTV. The Eclipse team are able to playback CCTV footage for up to 30 days after an incident and download any footage to their encrypted USB if it is required. Practical actions such as regular access control checks and deterrents such as the CCTV all help to create a safe environment.
- 2.16 The former Spelthorne Leisure Centre had turnstiles and a gate at the main reception desk, but if people requested to use the café or toilets, they would be let through the turnstiles. Both pools could be viewed via the café's. There were safeguarding incidents committed at the former leisure centre by people who were legitimately in the leisure centre for an activity.
- 2.17 The architect's (GT3's) view is that "the building layout as designed should provide no concerns relating to safeguarding issues as long as appropriate access control measures on doors and CCTV coverage of key spaces are fully implemented. This, alongside appropriate management on site by the leisure operator, would fully address any concerns or issues that may have arisen since the building opened"
- 2.18 The Spelthorne Borough Council Chief Executive asked GT3 to look at possible draft options for the 'Eclipse' Leisure Centre entrance area. They proposed that the existing fire escape door within the café area could be used as the main entrance and the existing entrance as the fire escape door. It also includes installation of a new turnstile/gate that people would use to access the upper level of the building and the teaching pool viewing area. (Appendix G). GT3 state that this proposal would require a fire engineer review to confirm viability as to whether these turnstiles/gates are permitted to be within the key escape route for the building. They estimate that the capital

cost of the work would be in excess of £500,000. Willmott Dixon (the building contractors) have already indicated that they would not be interested in carrying out further work on the centre.

- 2.19 'Places leisure' did not have an influence on the design of the building and believe that a new entrance lobby could be considered, but emphasised that access control systems are fallible and their regular access control checks and CCTV all help to deter criminal activity. Places Leisure have not offered to fully fund the capital cost of a new entrance
 - 2.20 The Spelthorne Strategic Safeguarding Board took place on 4 July. The Chair of CWHC attended along with the Strategic and Operational Safeguarding Leads and senior managers of front-line services. The Board reviewed the safeguarding policies and procedures from 'Places Leisure' Operational Safeguarding Lead was tasked with meeting with the Leisure Centre Manager to ask further questions which were resolved (Appendix F) and writing this report.
 - 2.21 Committee is asked to consider whether further restrictions are required to the viewing areas of the Centre and the advantages/disadvantages/risks of each option or whether the current Places Leisure policies and procedures are adequate.
 - 2.22 The 'Places Leisure' operator contract states that the "Operator shall offer to those identified by the Local Authority as homeless free access to the showers at the facilities". This relates to street homeless housing clients rather than all housing clients
 - 2.23 The housing team refer people for a shower. The Housing Options manager stated that they have referred two street homeless people for showers in the last 3-4 years.
 - 2.24 One person recently raised a concern to a Cllr, but it is the only concern raised for several years.
- 3. Options appraisal and proposal**

Safeguarding Matters

- 3.1 Option 1 - (proposed option) is to do nothing**
- Recognise that 'Places Leisure' have comprehensive safeguarding policies and procedures in place to keep children and adults at risk safe. Further physical access restrictions are not required. The policies and procedures will be kept under periodic review.**

Advantages of option 1

- 3.2 The general public can currently view the pools, easily and watch the huge range of swimming activities provided at the 'Eclipse.' In addition, the public can view dry side activities from the 1st floor corridor. There is no physical access to the children from this viewing area.
- 3.3 Viewing activities within the leisure centre encourage other people to take part. For example, a child that is nervous about swimming could be

encouraged to use the splash pad, take lessons or attend the family pool inflatable sessions when they see other children having fun. An adult reluctant to swim in the previous dated facilities at Spelthorne Leisure Centre could be tempted to use the brand-new facilities. A target within our Health and Wellbeing Strategy is to increase physical activity.

- 3.4 The viewing areas can be seen from both pools and the foyer area, which means that people of concern could be quickly spotted.

Disadvantages of option 1

- 3.5 There is always a possibility that someone with the wrong intention is viewing the pool, but this is also a risk if there were access restrictions as access restrictions can be bypassed. It is very easy to view the pool from outside the leisure centre. As mentioned previously there have been safeguarding cases that have occurred when the guilty party was legitimately in the leisure centre. The Council are not aware of any safeguarding incidents linked to viewing areas mentioned in 2.8.

- 3.6 **Option 2 - Install access restrictions on the ground floor viewing area. eg swipe access card for people with swimming bookings to deter people walking in from the street.**

Advantages of option 2

- 3.7 The risk of someone with the wrong intentions accessing this room is reduced but not eliminated.

Disadvantages of option 2

- 3.8 The 'Eclipse' is a centre intended to be accessible to the public. It would be a shame to restrict genuinely interested members of the public from viewing the pool from the ground floor.
- 3.9 In the summer, the ventilation strategy for this room is to open the fire escape door, meaning that members of the public could access the room from the outside.
- 3.10 It is likely that the access cards for this room would be for parents of children having swimming lessons.
- 3.11 'Places Leisure' say that this area is also popular with parents of Special Educational Needs and parents of small children who often choose to sit in this room to stay away from the noise in the foyer/café area whilst the child has a nap, lunch, or to sit quietly. These people would have to gain access via the leisure centre team, which is time consuming for the customer and staff

- 3.12 There are still opportunities to view both pools and the splash pad from the 1st floor corridor and the tiered seating next to the main pool, albeit from further away.
- 3.13 Any access restrictions would need to be discussed further eg the impact on fire safety etc.
- 3.14 There will be a cost to the Council as 'Places Leisure' are likely to expect the Council to fund access controls applied to the viewing area. 'Places Leisure' estimate that this may cost between 3-4k. There is currently no budget for this
- 3.15 **Option 3 – Reconfigure the main entrance as tentatively proposed by the GT3 to utilise the existing fire escape door within the café area as the main entrance and the existing entrance as the fire escape door. It also includes installation of a new turnstile/gate that people would use to access the upper level of the building and the teaching pool viewing area.**

Advantages of option 3

- 3.16 Public access would be restricted to the ground floor teaching pool viewing area and the upper levels of the building which increases security of the area.

Disadvantages of option 3

- 3.17 This may not be possible due to fire restrictions. GT3 are clear that this proposal would require a fire engineer review to confirm viability as to whether these turnstiles/gates are permitted to be within the key escape route for the building.
- 3.18 GT3 estimate that the cost of the work would be in excess of £500k which is extremely costly, especially at a time when the Council in line with the Improvement and Recovery Plan needs to make savings and reduce debt.
- 3.19 The financial implications of borrowing to cover the cost of the work are outlined in 3.20. If Committee were to decide to pursue this option the Committee would need to find offsetting savings or £47.5k per annum.

3.20

Financial Implications of Borrowing £500,000		
Component	Annual Cost (£)	Notes
Interest Charges	£22,500	Based on fixed interest rate of 4.5%.
Minimum Revenue Provision	£25,000	MRP is the annual charge to repay debt over 20yrs.
Total Annual Revenue Impact	£47,500	Total annual cost to revenue budget.
Total over 20 years	£950,000	Excludes any changes, refinancing, or early repayment.

- 3.21 The public perception of modifying the foyer area so soon after the build is likely to be negative. The work would also involve a significant amount of disruption, which would impact on leisure centre users.
- 3.22 Willmott Dixon (build contractors) have already indicated that they would not be interested in carrying out further work on the Centre, so alternative builders would have to be procured. The council would lose the warranty on this area of the building if the works are carried out by another company.
- 3.23 There would also be a cost of covering any lost income to 'Places Leisure' whilst the works are carried out.

Leisure Centre Operational Matter

- 3.24 **Option 4 - do not vary the 'Places Leisure' contract so that street homeless housing clients can continue to be referred by council housing team to the leisure centre for a shower.**

3.25 Advantages of Option 4

The contract will remain the same and showers will be available for street homeless people which is a social value benefit. There will be no legal costs in negotiating and documenting the variation and no impact on officer time in trying to secure this service elsewhere.

3.26 Disadvantages of Option 4

There may be some complaints from leisure centre members about homeless people using the showers, although there has only been one comment in several years. (Everyone Active previously offered this service for many years).

- 3.27 **Option 5 – Amend the ‘Places Leisure’ contract to remove the requirement for the leisure centre to provide the access to showers for street homeless customers.**

3.28 **Advantages of Option 5**

No risk of potential complaints from members of the centre.

3.29 **Disadvantages of Option 5**

Removing the part of the contract whereby the operator offers free access to the showers at the leisure centres could be seen as discrimination against street homeless people

4. Risk implications

Safeguarding

- 4.1 There is always a risk in a public building or space that a child or adult risk could be at risk of harm if a safeguarding incident took place. The Council’s main priority is to prevent incidents occurring, but if an incident occurred there could be both a reputational and legal risk to both the council and ‘Places Leisure’. ‘Places Leisure’ have a range of safeguarding policies and procedures to ensure that staff recognise and report concerns. The Council monitor the contract to ensure that policies and procedures are being followed. ‘Places Leisure’ immediately report any incidents of concern to the council.
- 4.2 There is always a possibility that the viewing areas within the leisure centre could be used by someone with concerning intentions, this was also the case at the previous Spelthorne Leisure Centre. Measures to restrict access to the ground floor viewing area would be of limited benefit as both pools can be viewed from outside the leisure centre.
- 4.3 This type of viewing area is common in modern centres as mentioned in 2.10. The council are not aware of any safeguarding incidents linked to these types of viewing areas.
- 4.4 GT3’s view is that the building layout as designed should provide no concerns relating to safeguarding issues providing that appropriate access control measures on doors + CCTV coverage of key spaces are fully implemented. This, alongside appropriate management on site by the leisure operator.

Leisure Centre Operational Matter

- 4.5 Removing the part of the contract whereby the operator offers free access to the showers at the leisure centres could be seen as discrimination against street homeless people and therefore a risk of reputational damage

5. Financial implications

5.1

Option	1	2	3
Work Required	No action. Physical access restrictions are not required	Install access restrictions on the ground floor viewing area eg swipe card to deter people from walking in from the street.	Reconfigure the main entrance as tentatively proposed by GT3 to utilise the existing fire escape door within the café area as the main entrance and the existing entrance as the fire escape door. It also includes installation of a new turnstile/gate that people would use to access the upper level of the building and the teaching pool viewing area.
Cost to the council	£0 cost	'Places Leisure' estimate that it may cost between 3-4k to install this equipment. It is likely that the council would be expected to cover this cost. The Committee would be asked to explore finding offsetting savings within its budgets.	The cost is estimated to be in excess of £500k. This would require a supplementary Capital Estimate via Full Council.

6. Legal Comments

- 6.1 Under section 11 of the Children Act 2004 local authorities must make arrangements for ensuring that their functions are discharged having regard to the need to safeguard and promote the welfare of children. Anybody carrying out the service on behalf of local authorities must have regard to this need.
- 6.2 Legal Services are to be consulted if a decision is made to vary the leisure centre operating contract. Any agreed variation is to be documented in a Deed of Variation.
- 6.3 Legal Services are to be consulted if a decision is made to procure an alternative building contractor to carry out alterations to the Eclipse Leisure Centre. There may be warranty implications if a different contractor is

appointed to carry out significant alterations to the building. Further legal advice will be required if this option is considered.

Corporate implications

7. S151 Officer comments

- 7.1 The financial implications will depend on which options the Committee decides to pursue. If option 2 were pursued there would be a potential cost to the Council of £3-4k. The Committee would be asked to explore finding offsetting savings within its budgets. If option 3 were pursued, then there would need to be a supplementary estimate of at least £0.5m. Given that the Council is no longer financing capital expenditure through new borrowing, the Council would need to consider how such expenditure could be financed. Unless grant funding could be secured, this would be challenging and therefore the S151 Officer would caution that from a financial perspective Option 3 would be challenging. The Council could certainly explore with Places whether they might be willing to make a matched funding contribution, on the basis that a redesigned entrance might improve their footfall.

8. Monitoring Officer comments

- 8.1 The monitoring officer confirms that the relevant legal implications have been taken into account.

9. Procurement comments

- 9.1 There will be procurement considerations if either options 2 and 3 are progressed and a decision made to procure a contractor to carry out works. Any procurement exercise will be undertaken in accordance with the Procurement Act 2023 and the Council's Contract Standing Orders.

10. Equality and Diversity

- 10.1 The 'Eclipse' Leisure Centre is a public building. All members of the public should feel welcome and safe in this space and be able to view the activities at the centre without too much difficulty.
- 10.2 Removing the part of the contract whereby the operator offers free access to the showers at the leisure centres could be seen as discrimination against homeless people.

11. Sustainability/Climate Change Implications

- 11.1 Option 3 includes major layout changes in the foyer and cafe area. Any changes will have to comply with the Passivhaus standards.

12. Other considerations

There are no other considerations

13. Timetable for implementation

- 13.1 There is no timetable until a decision has been made.

14. Contact

**Lisa Stonehouse, Community Development Manager and Operational
Safeguarding Lead.**
01784 446431
l.stonehouse@spelthorne.gov.uk

Background papers:, There are none.

Appendices:

Appendix A Safeguarding and Child Protection Policy (Places Leisure)

Appendix B Safeguarding Adults Policy (Places Leisure)

Appendix C DBS Policy (Places Leisure)

Appendix D Places Leisure Reporting Process 2024

Appendix E Photography Policy

Appendix F Additional Questions asked by Spelthorne Safeguarding Board

**Appendix G Possible draft options for the `Eclipse' Leisure Centre entrance
(A4 and A3 size)**

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Appendix A

PLACES LEISURE

Safeguarding and Child Protection Policy

Policy Author: Olivia Barker	Policy Valid From: 28/10/2024
Policy Approved Date: 28/10/2024	Policy Review Date: 28/10/2025

Policy/Strategy Control Statement

1	Document Title	PLACES LEISURE Safeguarding and Child Protection Policy
2	Date of Document (Created Date)	28/10/24
3	Service Lead	Keith Evans
4	Author	Olivia Barker
5	Date Approved and approved by who i.e. Service Delivery Project Board, Executive, Group Board, etc.	Keith Evans – 28/10/24
6	Date last reviewed	28/10/24
7	Amendment record	
8	Next review date (Planned review Date)	28/10/25
9	Staff Consultation	Senior Safeguarding Team
10	Other Services Consultation	Keith Oddy, Independent Safeguarding Consultant
11	Customer Consultation	N/A
12	Equality Impact Assessment: insert priority as agreed with E/D team, Insert date copy of EIA sent to E/D team.	N/A
13	Confirm that document meets current legislative requirements	Yes
14	Further Information/Comments	N/A
15	Sign off of statement by Author and Service Lead (name and date):	Olivia Barker 28/10/24 Keith Evans 28/10/24

Policy Applicable To

Business Area: Health & Safety

Applicable to: Places Leisure

Amendment Sheet Record

Revision Date	Description of Changes	Approved By	Date Approved
28/10/2024	Reporting guidance removed from policy and added as appendix to policy.	Keith Evans	28/10/2024
28/10/2024	Section added regarding children with SEN or additional needs and how this is managed at sites.	Keith Evans	28/10/2024
28/10/2024	Date of Working together to safeguarding children amended to the latest version	Keith Evans	28/10/2024

Please summarise the current policy requirements and how this is changed in the new policy.

Annual review no significant changes

Please explain the reason for changes/improvements/new policy.

Annual review no significant change

Please explain any new actions required to put the policy changes into practice.

Annual review no significant change

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SAFEGUARDING AND CHILD PROTECTION POLICY



Introduction

The aim of these Child Safeguarding Policies and Procedures (CSPP) are to safeguard all children in line with current legislation, regulations and guidance and is for use within all Places Leisure settings where children are present. A child is anyone under the age of 18.

The CSPP consistently emphasises that the responsibility for child safeguarding in our organisations belongs with all those involved in our settings and is not the sole responsibility of any one person at local, regional, or national level. Places Leisure believe that all children involved in activity under its organisation have the right to stay safe and have fun.

Safeguarding children in our organisation is an integral part of daily activities and is about creating a culture that provides a safe and happy environment in which children can partake in leisure activities and help develop emotionally and physically to a level appropriate for their ability.

The Children Acts 1989 and 2004 as amended by the Children and Social Work Act 2017 and the Government document “Working Together to Safeguard Children 2023” are clear that safeguarding children is the responsibility of all, including those who are employed or volunteer with children in whatever capacity. It is the organisations’ responsibility, through safe recruitment practice, to ensure that those who are deemed to be unsuitable to work with children are not allowed to do so in our organisation.

The Disclosure and Barring Service (DBS) is an important, but not sole, part of safe recruitment. All staff must follow the guidance in these CSPP to safeguard children from harm, and act appropriately if a child is identified as being at risk of harm.

Working Together to Safeguard Children (23):

Working Together to Safeguard Children 2023 sets out how organisations should work together to safeguard and promote the welfare of children and young people in accordance with the Children Act 1989 and the Children Act 2004. The government document “What to do if you’re worried a child is being abused” (2015) is practice guidance that has been developed to assist anyone working with children and young people to work together to safeguard and promote children’s welfare and underpins the Places Leisure Safeguarding Manual.

1. **Safeguarding is everyone’s responsibility:** for services to be effective each practitioner and organisation should play their full part.

and

2. **A child-centred approach:** for services to be effective they should be based on a clear understanding of the needs and views of children.

No single person can have a full picture of a child's needs and circumstances and, if children and families are to receive the right help at the right time, everyone who comes into contact with them has a role to play in identifying concerns, sharing information, and taking prompt action.

In order that organisations and practitioners collaborate effectively, it is vital that every individual working with children and families is aware of the role that they have to play and the role of other practitioners. They should be aware of, and comply with, the published local arrangements as set out by the local safeguarding partners.

Effective safeguarding requires clear local arrangements for collaboration between practitioners and agencies, however, these procedures outline the expected route for acting on concerns coming to notice of any Places employee, nationally.

Key principles

- The welfare of the child is, and must always be, paramount.
- It is every child's right to be protected from abuse irrespective of their age, gender, faith or religion, culture, ethnicity, sexual orientation, background, economic position, disability, or level of ability.
- Allegations of abuse or concerns regarding children will be treated seriously and will be responded to swiftly and appropriately.
- Places Leisure recognises the responsibilities of the statutory agencies and is committed to complying with safeguarding partners and the statutory guidance [Working Together to Safeguard Children](#)
- Confidentiality will be maintained appropriately at all times and the child's safety and welfare must be the overriding consideration when making decisions on whether to share information about them.
- Places Leisure Safeguarding Team will support everyone involved in our settings to understand their roles and responsibilities with regards to safeguarding and protecting children from harm.

SAFEGUARDING AND CHILD PROTECTION POLICY



Safe Recruitment Policy

The company has a duty of care and is committed to safeguard all children and young people involved in their activities by providing:

- clear safeguarding procedures, accountability, and appropriate training for all staff.
- robust recruitment procedures to ensure there are no known reasons or information available that would prevent staff from working with children and young people.
- a comprehensive induction programme and probationary period for all new employees, including the dissemination of the safeguarding manual.
- a procedure for the reporting of safeguarding concerns through this, and the Whistle Blowing Policy and Procedure.
- awareness of good practice to ensure a safe and healthy environment amongst parents, guardians, and participants.
- monitoring the impact of the safeguarding manual and procedures to ensure compliance with legislation, and local Safeguarding Children Partnerships.
- ongoing support for staff through regular supervision and an annual appraisal programme.
- a process for dealing with allegations of abuse against members of staff.

All employees must have a clear understanding of their own role and responsibilities with regard to safeguarding children and young people but also the role of others in the organisation. All employees need to be clear on the recording and reporting of safeguarding concerns, how these concerns will be taken forward within a clear sharing information framework and the role of other agencies.

This manual refers primarily to children, but most principles and procedures also apply to the protection of adults at risk of harm. (Refer also to the separate Adults at Risk policy). The company recognises that the needs of vulnerable adults at risk may differ from those of children and young people and will endeavour to consider this where appropriate.

It is important to remember that everyone has a duty of care and all employees who either work directly or come in to contact with children and young people have a part to play in helping to keep children and young people safe and to promote their welfare.

All policies and procedures in the Safeguarding Manual cover Places for People Leisure Management Ltd and all its associated companies

SAFEGUARDING AND CHILD PROTECTION POLICY

Recruitment and selection of employees

Places Leisure (the company) will ensure the safety and protection of all children and young people up to the age of 18 years in its care through the Safeguarding Manual. Children and young people have a right to be safe and adults have a responsibility to protect them.

Rigorous procedures for the recruitment of employees is essential to protect children and young people. The company complies fully with the Disclosure and Barring Service (DBS) Code of Practice. A DBS disclosure will *only* be requested where the company is satisfied that it is legal, proportionate, and relevant to the position concerned and the check allows the company to make an informed decision regarding the suitability of the individual for the position they have applied for.

Screening

Staff employed by the company will have a rigorous screening programme. Checks will include:

- Proof of identification (passport, driving licence or similar)
- Verification of qualifications (originals)
- Receipt of two satisfactory written references, one of which should be from the individual's current / most recent employer.
- Completion of a 'Self Disclosure' Form for staff working in Ofsted registered provisions which will be completed annually as part of the appraisal process.
- A probationary period for all new staff and ongoing supervision

Staff will be made aware of the Company Safeguarding Manual in their induction.

Self-Disclosures

For staff working in Ofsted registered childcare provision, an annual self-disclosure form will be completed.

This self-disclosure form must be used to self-disclose incidents, factors, police records or any other information that may be relevant in determining your suitability to work within Places for People Leisure. Applicants should be aware that Places Leisure may also access information from referees, past employers, and police records.

All Self Disclosure Forms will be stored securely by the GM in their personnel files with access strictly limited to those who are entitled to see it. A record will be kept of the names

of people who have completed Self Disclosures, the date they completed the form and the decision made about their suitability for a role (but not details of any convictions etc.)

Information provided on a Self-Disclosure Form will only be disclosed to those who are involved in the assessment of the information. The information will only be used for the specific reason for which it was collected, and not passed on to any other organisations/individuals, except in the case of necessity to share to prevent risk of harm to children or young people.

Failure to adequately disclose relevant information may result in denial or termination of casual engagement, and/or termination of any offer of contract or permanent employment.

Training

The safeguarding process includes training after recruitment to help staff assess their own practice against established good practice, to ensure their practice is not likely to result in allegations being made;

- recognise their responsibilities and report any concerns about suspected poor practice or possible abuse.
- respond to concerns expressed by a child or young person.
- work safely and effectively with children and young people.

Appropriate training may be arranged to enable individuals to recognise their responsibilities with regard to good practice and reporting of suspected poor practice or concerns of potential abuse.

The company recognises that society is made up of people from very different racial, cultural, religious, and linguistic backgrounds. It is important that our staff understand this through the disability and equality policy and staff training and development.

Promoting Good Practice with Children Code

It is possible to reduce situations in which abuse can occur and help protect colleagues by promoting good practice. We expect all our colleagues and volunteers to follow the behaviours set out in this code. If any colleague or volunteer behaves in a way which contradicts any of the points set out above, we'll address the problem straight away and aim to resolve the issue.

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All colleagues and volunteers must:

- implement our safeguarding policies and procedures.
- always put the welfare of any child first.
- report concerns about or allegations of abuse or poor practice to the designated safeguarding lead.
- listen to any concerns that parents (carers or guardians included) or children / young people may have.
- consider your behaviour – do not engage in any behaviour that constitutes any form of abuse.
- respect your position of trust and maintain appropriate boundaries with children.
- understand engaging in certain sexual behaviours with any child under the age of 18 can be illegal.
- keep any coaching and safeguarding training up to date.
- keep children in your sessions safe by supervising appropriately, using safe methods and techniques and by putting children's safety first.
- make sure you've got appropriate staffing ratios of adults to participate before the session begins.
- ensure equipment is fit for purpose, safe to use and accessible.
- respect children's trust and rights whilst being open and honest with them.
- build balanced relationships based on mutual trust which empowers children to share in the decision-making process.
- champion everyone's right to take part and celebrate difference by not discriminating against anyone, regardless of gender, race, faith, beliefs, sexual orientation, or ability.
- stop play if an injury happens, administer appropriate minor first aid, and call for help when necessary.
- use constructive and positive methods of developing children's skills, without humiliating or harming them.
- behave appropriately online, including in any social media interaction.
- challenge and address instances of poor, negative, aggressive, or bullying behaviour amongst young people.
- lead by example when it comes to good sportsmanship, positive behaviour, and commitment to the sport. Be an excellent role model - this includes not smoking or drinking alcohol in the company of children.
- develop positive relationships with parents and catch up with them regularly about their child's development.
- if a child is dependent on an employee in a particular sport on a one-on-one coaching basis, the employee should talk with the child about what they are doing and give choices where possible. This is particularly the case if it involves any dressing or undressing of outer clothing or where there is physical contact, lifting or assisting a child to carry out particular activities, ideally to take place in an open, observed area.
- employees should avoid taking on the responsibility for tasks for which they are not appropriately trained.
- work in an open environment - avoid private or unobserved situations. (e.g., no secrets).

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- recognise the developmental needs and capacity of children.
- ensure that use of photographic and filming equipment is appropriate, and permission of parents has been sought;(see photography standard)
- ensure that high standards are maintained at all times.

All colleagues and volunteers must AVOID:

(Except in emergencies. If cases arise where these situations are unavoidable, they should only occur with the full knowledge and consent of the GM or the child's parent, guardian or carer).

- spend excessive time alone with children away from others.
- take children alone on car journeys, however short.
- take children to your home.

Employees should NEVER:

- Engage in rough, physical, or sexually provocative games, including horseplay.
- Share a room with a child.
- Allow or engage in any form of inappropriate touching.
- Allow children to use inappropriate language unchallenged.
- Make sexually suggestive comments to a child, even in fun.
- Allow allegations made, or concerns raised, by a child to go unacknowledged, unrecorded, or not acted upon.
- Do things of a personal nature for children that they can do for themselves.
- Invite or allow children to stay at their home.
- Constantly shout at and/or taunt a child to 'keep control.'
- Offer any inappropriate or inconsistent rewards to a child
- Develop any inappropriate concealed relationship or communication with a child, including online or via social media
- Take a child into their confidence, including the promise 'not to tell,' or allow the sharing of secrets

If an employee accidentally hurts a child, and the child seems distressed in any manner or appears to be sexually aroused, report any such incident as soon as possible to another colleague and make a written note of it. Parents or carers should be informed of the occurrence.

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Places Leisure Safeguarding Team:

The Designated Safeguarding Lead (DSL)

Each contract has a Designated Safeguarding Lead (DSL) to deal with safeguarding / child protection issues. If the designated person is informed of situations where they are unsure if the allegation is one of abuse or not, they will discuss with their Contract Manager, Area Manager or Senior Safeguarding Team.

The DSL will be required to:

- Be familiar with child protection procedures.
- Ensure there are effective internal procedures to handle concerns.
- Ensure that systems are in place for effective record keeping.
- Be the link with Children's Services on concerns that have been raised.
- Attend local training as appropriate

Duty of care

Section 11 of the Children Act 2004 places duties on a range of organisations and individuals to ensure their function and any services they contract out to others are discharged having regard to the need to safeguard and promote the welfare of children.

Places Leisure staff have a duty to be aware of their responsibilities for safeguarding and promoting the welfare of children, how they should respond to child protection concerns and make a referral to the local authority Children's Social Care, police, Local Authority Designated Officer (LADO) or other agencies if necessary.

Anyone involved in our organisation can contact the Places Leisure Safeguarding Team for advice or guidance. If these services are unavailable for any reason and *failure to act immediately may place a child at risk of harm* then immediate contact should be made with police, Children's Social Care, Multi Agency Safeguarding Hub (MASH), NSPCC Child Protection Helpline or other agencies as appropriate.

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Confidentiality and information sharing

Confidentiality must be maintained at all times when an allegation has been made and is being investigated. Organisations should only tell individuals who '*need to know*' and can help in managing the concerns. If parents/guardians are not implicated in the concern, ensure they are made aware at the earliest opportunity.

Consider the best method of communication to maintain confidentiality and be mindful of the environment.

Information sharing is essential for effective safeguarding and promoting the welfare of children. It is a key factor identified in many serious case reviews, where poor information sharing has resulted in missed opportunities to take action that keeps children safe.

Employees should consider how much information you need to release and consider the impact of disclosing information on the information subject and any third parties. Information must be proportionate to the need and level of risk. The most important consideration is whether sharing information is likely to support the safeguarding and protection of a child. There will be incidents where to share information with a person (or their parent/guardian) suspected of a criminal offence may compromise an investigation, and longer-term protection of children. Please seek advice from the Safeguarding Team in such cases.

The HM Government document entitled "Advice for practitioners providing safeguarding services to children, young people, parents and carers" July 2018

<https://www.gov.uk/government/publications/safeguarding-practitioners-informationsharing-advice> .

Which provides non-statutory advice to support practitioners in the decisions they take to share information, which reduces the risk of harm to children and young people and promotes their wellbeing. This outlines the seven golden rules to sharing information, which includes the GDPR / Data Protection Act not being a barrier to share to safeguard children, honesty around arrangements for sharing, we can share without consent in some circumstances, consider safety and wellbeing, and the necessity / proportionality of sharing, and recording of such sharing.

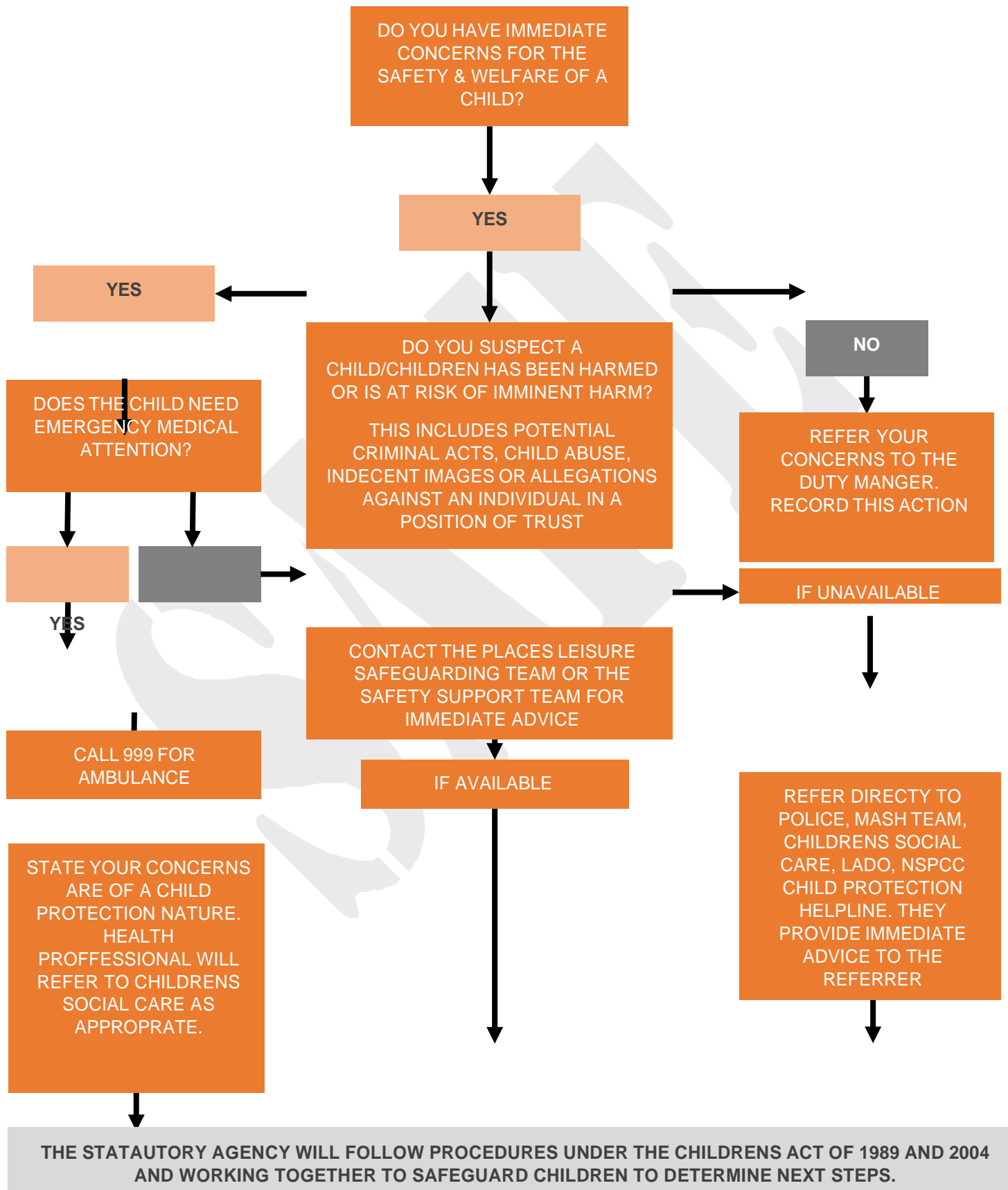
Reporting Guidance

Reporting guidance can be found as an appendix to this policy, all cases should be reported as soon as possible on EcoOnline with all relevant information which has been collected. Any colleague safeguarding or allegations against colleagues should also be reported using EcoOnline.

Where there have been allegations made against a Places Leisure employee this will be reviewed by our Serious Case Management Panel which includes representatives from Places Leisure's Safeguarding Team, People Services Team and an Independent Safeguarding Consultant.

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Concerns for a child reporting flowchart



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Definitions of Abuse & Neglect

Abuse	Definitions of the different types of abuse and some common indicators are detailed below
Child	A “child” is anyone who has not yet reached their 18th birthday
Child Protection	Child protection is part of safeguarding and promoting welfare. This refers to the activity undertaken to protect specific children who are suffering, or are at risk of suffering, significant harm as a result of maltreatment. Effective child protection is essential as part of the wider work to safeguard and promote the welfare of children. However, all agencies and individuals should be proactive in safeguarding and protecting the welfare of children so that the need for action to protect children from harm is reduced.
Children’s Social Care	This may also be known as Social Services or Children’s Social Care Team (the name may vary around the country)
Designated Officer / LADO	Also known as Local Authority Designated Officer. Supports organisations where concerns have arisen in relation to the behaviour towards children of someone in a position of trust.
Multi Agency Safeguarding Hub (MASH) Team	Usually, a secure co-located information hub of Children’s Social Care, police, health, probation, education, mental health, and other agencies who enable secure information to be shared between agencies to determine best outcomes, following any referral of concerns about a child.
Safeguarding and promoting the welfare of children	Protecting children from maltreatment preventing impairment of children’s health or development ensuring that children grow up in circumstances consistent with the provision of safe and effective care taking action to enable all children to have the best outcomes
Safeguarding partners	The Local Authority The Clinical Commissioning Group for any area which falls within the Local Authority area The Chief Police Officer for an area any part of which falls within the Local Authority area.

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What is abuse and maltreatment of children?

All incidents of abuse and neglect are forms of maltreatment of a child.

Abuse is:

- Any action by another person that causes harm / significant harm to a child.
- When someone fails to prevent harm to a child.

Who could abuse a child?

- The abuser may be a member of the child's family, a stranger, an acquaintance, or an institution.
- An adult or a child.
- Peer on peer abuse.
- A male or female.

Types of abuse

Types of abuse broadly fall into four categories, and in many cases, the circumstances of abuse may include more than one type;

Physical abuse

When a child is deliberately hurt. This can cause injuries such as cuts, bruises, burns and broken bones. It can involve hitting, kicking, shaking, throwing, poisoning, burning, or scalding, drowning or suffocating.

Physical harm may also be caused when a parent/guardian, carer or other adult fabricates the symptoms of, or deliberately induces, illness in a child.

Sexual abuse

Can include forcing or enticing a child to take part in sexual activities. It doesn't necessarily involve violence and the child may not be aware that what is happening is abuse.

There are two different types of child sexual abuse. These are called *contact abuse* and *non- contact abuse*.

Contact abuse happens when the abuser makes physical contact with the child and includes:

- Sexual touching of any part of the body whether the child is wearing clothes or not.
- Rape or penetration by putting an object or body part inside a child's mouth, vagina or anus.
- Forcing or encouraging a child to take part in sexual activity.
- Making a child take their clothes off, touch someone else's genitals or masturbate.

Non-contact abuse involves non-touching activities. It can happen online or in person and includes:

- Encouraging a child to watch or hear sexual acts.
- Not taking proper measures to prevent a child being exposed to sexual activities by others.
- Showing pornography to a child.
- Making, viewing, or distributing child abuse images. This can include taking images of a child when they are getting changed in the changing rooms.
- Allowing someone else to make, view or distribute child abuse images
- Meeting a child following face-to-face or online sexual grooming with the intent of abusing them.
- Sexually exploiting a child for money, power, or status (child exploitation).
- Persuading or forcing a child to send or post sexually explicit images of themselves. Sometimes referred to as "sexting".
- Persuading or forcing a child to take part in sexual activities via a webcam or smartphone.
- Having sexual conversations with a child by text or online. This can be a specific offence where an adult communicates with a child under 16 years old if the communication is sexual or intended to obtain from the child a communication which is sexual.

Emotional abuse

Ongoing emotional maltreatment of a child. Emotional abuse is persistent and, over time, can severely damage a child's emotional health and development. It may include:

- Repeatedly conveying to children that they are worthless or unloved, inadequate, or valued only insofar as they meet the needs of another person.
- Not giving the child opportunities to express their views, deliberately silencing them, or making fun of what they say or how they communicate.
- Age or developmentally inappropriate expectations being imposed on children e.g., interactions that are beyond the child's developmental capability, as well as overprotection and limitation of exploration and learning, or preventing the child participating in normal social interaction.
- Serious bullying, causing children frequently to feel frightened or in danger, or the exploitation or corruption of children.

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Neglect

Persistently failing to meet a child's basic physical and/or psychological needs usually resulting in serious damage to their health and development. Neglect may involve *failure to*:

- Provide adequate food, clothing, and shelter.
- Protect a child from physical and/or emotional harm or danger.
- Ensure adequate supervision (including leaving them with unsuitable carers).
- Make sure the child receives a suitable education.
- Meet or respond to a child's basic emotional needs or preventing appropriate medical treatment.

It is important to recognise that in some cases of abuse, it is not always an adult abusing a young person. It can occur that the abuser may be a young person, for example in the case of bullying.

Bullying can be defined as: "Persistent, offensive or intimidating behaviour arising from the deliberate intent to cause physical or psychological distress to others".

Bullying can include;

- Physical abuse (e.g. pushing, hitting, kicking, pinching,)
- Verbal abuse (e.g. name-calling, spreading rumours, constant teasing and sarcasm, both directly, or online - cyberbullying);
- Emotional abuse (e.g., tormenting, ridiculing, text messaging, humiliating, and ignoring)
- Racist abuse (e.g., taunts, graffiti, and gestures)
- Sexual abuse (e.g., unwanted physical contact or abusive comments).

There are a number of signs that may indicate that a young person is being bullied:

- Behavioural changes such as reduced concentration and/or becoming withdrawn, clingy, depressed, tearful, emotional.
- A drop off in level of performance.
- Physical signs such as stomach aches, headaches, scratching and bruising, damaged clothes, and bingeing on food.
- A shortage of money or frequent loss of possessions.

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Dealing with Suspected Bullying towards a Child

All signs of bullying should be treated seriously. If circumstances lead an employee to suspect that a child is being bullied, the following action should be taken:

- Investigate the circumstances and take action to ensure the victim is safe. Speak with the victim and the alleged bully/ies separately.
- Reassure the victim that you can be trusted and will help, but you cannot promise to tell no one else.
- Keep records of what happened, what was said by whom and when.
- Report concerns to the person in charge of the session.

Dealing with Suspected Bullying by a Child

If circumstances lead an employee to suspect that a child is bullying another child or person, the following action should be taken:

- Investigate the circumstances.
- Talk with the alleged bully, explain the situation, and try to get the alleged bully to understand the consequences of his or her behaviour. Seek an apology to the victim.
- Inform the alleged bully's parents.
- Provide support for victims of bullying.
- Impose appropriate sanctions if necessary.
- Encourage and support the alleged bully to change behaviour.
- Inform the designated person of action taken.
- Keep a written record of action taken.

Homophobic and Transphobic bullying

All bullying has the potential to cause significant harm to young people. Transphobic and homophobic bullying can be hard to spot as it may be happening out of view of adults.

Homophobia is having or showing a dislike or prejudice against homosexual people. Homosexuals are people that are attracted to people of their own sex.

Transphobia is having or showing a range of negative attitudes, feelings, or actions towards transgender or transsexual people or toward transsexuality (people who experience a gender identity that is not consistent with their assigned sex and that they want to permanently transition to the gender with which they identify, usually using some medical intervention).

Transphobia and homophobia are often driven by a lack of understanding which can strengthen stereotypes. It's important that all staff understand gender identity issues, not

only so they can recognise inappropriate language but also ensure that staff themselves don't use homophobic or transphobic language and know how to challenge negative behaviours.

Generally, transphobic, and homophobic bullying can look like other kinds of bullying. It may include:

- Verbal abuse- including spreading rumours that someone is gay, with its implications that this is somehow inferior
- Physical abuse –including hitting, kicking, sexual assault, threatening behaviour, and theft or destruction of property
- Cyberbullying – using online spaces to spread rumours about someone or exclude them; this can also include text messaging, including video and picture messaging
- Exclusion and isolation – for example, always being picked last for the team

Therefore, create an inclusive environment, keep track of any bullying, and escalate as with other safeguarding concerns. Raise awareness, provide support and signpost where appropriate.

Bullying and abuse because of a person's gender identity must be challenged with the same energy as other equality issues.

Self-harming

What is self-harm?

Self-harm, also sometimes referred to as self-injury, is a term used to describe a wide range of behaviours where individuals intentionally hurt themselves; it is often seen as a physical response to an emotional pain. There are lots of different forms of self-harming. Some individuals may use the same method of self-harm all the time, whilst other individuals may use different ways at different times. Ways of self-harming can include but are not limited to:

- cutting
- rubbing/scraping the skin with sharp objects
- scratching, picking, and pinching of skin
- biting yourself
- burning
- interfering with healing
- hair pulling (and then potentially hair eating)
- hitting objects, including punching and head banging
- abusing drugs and alcohol
- poisoning or overdosing
- eating disorders
- exercising excessively

The World Health Organisation state one in five young people will self-harm by the age of 25, and reports indicate girls may be more than twice as likely to self-harm.

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Talking about self-harm

Whether someone tells you directly, or you suspect that an individual is self-harming, it can be extremely difficult to know what to say and how best to approach the situation.

- Try not to panic or overreact. The way you respond will have an impact on how much they open up to you now and in the future.
- Try to be non-judgemental.
- Be supportive of the individual. It maybe they feel more secure while engaging in sport than other environments in their lives.

It can be difficult for sufferers because they may feel scared, ashamed, think they will get in to trouble and may have difficulty in explaining to others how they feel and why they are self-harming. Parents/guardians of sufferers may equally find it difficult to talk about and deal with the emotions of what is happening to their child.

What to do if you suspect someone is self-harming

If an individual has concerns, has noticed marks on an individual's body or has received a disclosure, it is important that these concerns are referred using the processes above, and advise the DSL.

In most cases the parents/guardians of the child would be informed of the concerns so the organisation can establish that the parents/guardians are aware, and the young person is receiving appropriate professional support. Occasionally parents/guardians may be aware but don't know where to turn for help. We can provide appropriate signposting to the professional help available as listed in Useful contacts on Page 22.

Supporting Children with Special Educational Needs (SEN)

At Places Leisure, we are committed to safeguarding all children, including those with Special Educational Needs (SEN), understanding that they may face additional vulnerabilities. Our approach aligns with government guidance to ensure the safety and inclusion of all children in our centres.

Key Safeguarding Considerations for Children with SEN:

- **Individual Needs:** We recognize that children with SEN may have unique needs that require specific adjustments. Our staff are aware of these differences and aim to ensure
- our safeguarding practices are inclusive and responsive. This aligns with guidance from

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the *Department for Education's SEND Code of Practice* to tailor support for children with SEN.

- **Communication Challenges:** Some children with SEN may find it difficult to communicate concerns or distress. Staff are trained to be vigilant for non-verbal cues and other signs of potential safeguarding issues, as recommended by the *Keeping Children Safe in Education* guidance.
- **Partnership with Parents:** We work closely with parents and carers to ensure that the individual needs and safeguarding requirements of children with SEN are understood and supported. This collaboration is crucial in line with *Working Together to Safeguard Children* guidelines, emphasising the importance of a multi-agency approach.
- **Inclusive and Safe Environment:** We are committed to fostering an environment free from bullying, discrimination, or exclusion, ensuring that children with SEN feel safe and valued. Our practices reflect the principles in the *Equality Act 2010*, which protects children from unfair treatment.

By following these key practices and government guidance, we aim to provide a safe, supportive environment where children with SEN can thrive and enjoy our services.

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Contextual Safeguarding

Contextual Safeguarding has been integrated into Working Together to Safeguard Children 2023 and Keeping Children Safe in Education. It also recognises situations involving 'Harm outside the home'.

It is an approach to understanding, and responding to, children's experiences of significant harm beyond their families. It recognises that the different relationships children form in their neighbourhoods, schools and online can feature violence and abuse.

It requires all who work with children to have consideration for their needs in the wider non-family context and an understanding that environmental factors around children and their activities including sporting and communication are highly relevant to ensuring children are kept safe.

Within our facilities we recognise there are certain environments or contexts where children may be vulnerable, and a need to ensure all staff and volunteers take action to prevent risk. In this context, specific risks are in changing rooms and villages, often around the use of cameras, phones, and devices capable of taking/sending images, and from unmonitored direct communication with children, be it from their peers or those in a position of trust.

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Other specific areas of concern;

Child sexual exploitation – the request/demand/performing of any sexual act of an under 18- year-old, in exchange for any type of reward including a threat not to carry out an action (sending pictures of the child to others).

“Faith” or “Belief” abuse – carried out on a child as a result, often, of a belief that it is a necessary act to perform on a child e.g., Witchcraft or Kindoki (predominant in central African countries) where a child might be physically harmed by cutting/beating/water treatments, to “release” the child from spirits.

Female genital mutilation – the mutilation of a child through a belief the harm is appropriate. www.gov.uk/government/publications/multiagency-statutory-guidance-on-female-genital-mutilation

Forced marriage – more common within Asian cultures, often involving children, subsequently being forced into non-consensual acts.

www.gov.uk/guidance/forced-marriage

Radicalisation – there is increasing evidence of children being swayed by others to follow a variety of radical beliefs and communities, often leading to the forced taking, or by their own instigation, of the children leaving the UK, to be recruited in terrorist organisations, potentially with extremist behaviour.

www.gov.uk/government/publications/protecting-children-from-radicalisation-the-prevent-duty

Gang/youth violence – the recruitment of children into organised gangs usually based in a street culture, involving serious violence/drugs and higher-level criminality.

www.nspcc.org.uk/what-is-child-abuse/types-of-abuse/gangs-criminal-exploitation/

Racist or homophobic abuse – commonly verbal, and ominous in its use.

Online contact and communication with children - When an adult communicates with children, they must do so in an appropriate and safe manner whether that is in person, by phone or text, online or via a social networking/messaging website. See Section 29 Young Persons at Work in Safety QMS.

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Policies, Procedures and Guidance

Changing Rooms

Establish a site-specific Changing Room standard – around engaging with hirers, clubs, and engage in systems / processes which would help make use of natural barriers, to help segregate children (not within the same family unit) aged 11 to 16 (who statistically are the most at risk of being subjected to sexual assaults or the taking of child abuse images) while changing, particularly in 'wet change' areas.

Joint supervision with clubs using facilities could be considered. A shared ownership of keeping children safe alongside hirers, clubs or users can be the most effective way of keeping children safe in more vulnerable areas.

Photography Guidance

Guidance on indecent/child abuse images of children

Many children and adults have tried and succeeded in taking images (video and still photographs) of children in the process of changing, in changing villages or under/over changing cubicles. Many have shared these indecent images with others and can be used to exploit them and in serious cases make demands of children to carry out acts against their wishes. Any use of these child abuse images, or indeed the threat of such, can have devastating consequences for any child.

This can lead to feelings of paranoia and isolation at a time when teenagers in particular need to build up their self-esteem during a crucial stage of their development. The evidence is consistent with earlier NSPCC research that girls are more adversely affected by the risks than boys.

Action to be taken;

It is a criminal offence to take, make, distribute (send), upload and/or possess any indecent image of a child (including those taken/possessed by other under 18-year-olds). It is also an offence to request a child to take, make, distribute, or upload such an image, or encourage another to commit an offence. Additionally, an offence of "voyeurism" is committed if a person for the purposes of their sexual gratification observes or films another without their consent.

In all cases where it is suspected a sexual offence on a child has taken place, report to police, MASH Team or Children's Social Care, seek advice from the DSL. Try to secure or obtain any device used. Do not confront the person suspected (or their parent/guardian) unless necessary to avoid immediate risk of harm to children. Do not view/request/share any such image, as to do so may be committing further offences. Do not investigate

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Prevention of incidents

There are several ways that an organisation can work to reduce the risk of an incident occurring, as detailed above and in the Changing Room Standard and Photography Standard. The basis of this being clubs should try to segregate between children that are most likely to be at risk of offending; statistically teenage squads using village changing facilities, where use of devices cannot be monitored or easily observed. Some sport National Governing Bodies are now barring *any* use of devices in changing areas while engaged in that NGB activity (eg. Swim England) Organisations will find excellent resources from the National Crime Agency's Child Exploitation and Online Protection Command (CEOP) (formerly the Child Exploitation and Online Protection Centre) and the NSPCC Share Aware Campaign. Further advice and presentations can be sought from the Places Leisure Safeguarding Team.

Missing Child Standard (Refer to EAP)

'Whistleblowing' Policy and Procedure (See Places Leisure 'People' QMS)

This procedure is designed to give employees a clear process to follow in order to bring matters of concern to attention if they genuinely believe something is wrong.

Disciplinary Procedure (see HR QMS)

Should an allegation of child abuse be made against an employee, the Disciplinary Procedures will be followed, and appropriate action taken. Failing to adhere to the Promoting Good Practice with Children Code will also be considered for action as appropriate under the Disciplinary Procedures.

Alongside the disciplinary process, the allegations will also be reviewed by the Serious Case Management Panel to ensure a collaborative approach between Places Leisure's People Services Team, Safeguarding Team and Independent Safeguarding Consultant.

It is acknowledged that the feelings generated by the allegation that a member of staff is, or may be, abusing or bullying a child will raise concerns amongst other staff. This includes the inherent difficulties in reporting such matters.

The company assures all staff that it will fully support and protect anyone, confidentially, who (Without malicious intent), reports his or her concerns about a colleague's practice or the possibility that a child may be being abused or bullied.

Equality and Diversity Policy - please refer to in the People QMS

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Useful contacts

This is not an exhaustive list, families can also speak to their GP and child's school to enquire about local advice and help services that may be available.

YoungMinds - is the UK's leading charity committed to improving the emotional wellbeing and mental health of children and young people.

Parent/guardian helpline: 0808 802 5544

www.youngminds.org.uk

SelfharmUK - is a project dedicated to supporting young people impacted by selfharm, providing a safe space to talk, ask any questions and be honest about what's going on in your life. SelfharmUK is a registered UK charity that's been working to support young people aged 11 to 19. www.selfharm.co.uk

Harmless - established at the beginning of October 2007. It is a national voluntary organisation for people who self-harm, their friends, families and professionals.

www.harmless.org.uk

Childline - a private and confidential service for children and young people up to 19 years of age. Contact can be made with a Childline counsellor about anything.

Calls are free on: 0800 1111

www.childline.org.uk/info-advice/yourfeelings/self-harm

NSPCC - Calls can be made to the NSPCC Helpline on 0808 800 5000.

Trained counsellors are used to dealing with the effects of self-harm and calls can be made anonymously.

www.nspcc.org.uk/keeping-children-safe/childrens-mental-health/self-harm

Kooth.com - Free online support for young people. Kooth is a service from Xenzone, leaders of online counselling.

www.kooth.com

Mind - Provide advice and support to empower anyone experiencing a mental health problem. They campaign to improve services, raise awareness, and promote understanding.

0300 123 3393

www.mind.org.uk

Samaritans - Confidential support for people experiencing feelings of distress or despair. 116 123 (24-hour helpline)

www.samaritans.org.uk

NHS Information on Self-Harm

www.nhs.uk/conditions/self-harm

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Safeguarding Adults Policy

Policy Author: Olivia Barker	Policy Valid From: 15/07/2024
Policy Approved Date: 15/07/2024	Policy Review Date: 15/07/2025

Policy/Strategy Control Statement

1	Document Title	Safeguarding Adults Policy
2	Date of Document (Created Date)	15/07/2024
3	Service Lead	Keith Evans
4	Author	Olivia Barker
5	Date Approved and approved by who i.e. Service Delivery Project Board, Executive, Group Board, etc.	15/07/2024 – Keith Evans
6	Date last reviewed	15/07/2024
7	Amendment record	
8	Next review date (Planned review Date)	15/07/2025
9	Staff Consultation	Safety Leads
10	Other Services Consultation	Independent safeguarding consultant – Keith Oddy
11	Customer Consultation	N/A
12	Equality Impact Assessment: insert priority as agreed with E/D team, Insert date copy of EIA sent to E/D team.	N/A
13	Confirm that document meets current legislative requirements	Yes
14	Further Information/Comments	N/A
15	Sign off of statement by Author and Service Lead (name and date):	Olivia Barker 11/07/2024 Keith Evans 11/07/2024

Policy Applicable To

Business Area: Health & Safety

Applicable to: Places Leisure

Amendment Sheet Record

Revision Date	Description of Changes	Approved By	Date Approved

Please summarise the current policy requirements and how this is changed in the new policy.

Annual review no significant changes

Please explain the reason for changes/improvements/new policy.

Annual review no significant change

Please explain any new actions required to put the policy changes into practice.

Annual review no significant change

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PLACES LEISURE SAFEGUARDING ADULTS POLICY

Introduction

The aim of this policy and procedure is to safeguard adults at risk from potential abuse or neglect. The policy also aims to protect staff, volunteers and other adults in positions of responsibility from allegations of abuse.

Sports and physical activity organisations have a duty to ensure that adults are able to take part in activities fully, free from abuse and neglect. That includes working to prevent abuse from occurring within sport and physical activity and responding proportionately if abuse or neglect has occurred. PfP will encourage and support partner organisations clubs to adopt and demonstrate their commitment to the principles and practice of equality as set out in this safeguarding adults policy and procedures.

The Care Act 2014 put the safeguarding of adults onto a statutory footing and states clearly that safeguarding adults is everybody's business within communities.

Sports and activity organisations have a duty to respond if they feel that an adult is suffering, or likely to suffer, harm inside or outside of the sport or physical activity. The leisure sector has regular contact with many people and has a crucial role to play in supporting, identifying and reporting of adults who may be at risk of harm.

This document will be reviewed on a yearly basis except in the event of significant organisational change or legislation, or in the event of a serious incident.

Guidance and Legislation

The practices and procedures within this policy are based on the principles contained within the UK and legislation and Government Guidance and have been developed to take the following into consideration:

- Data Protection Act 2018
- The Care Act 2014
- The Protection of Freedoms Act 2012
- Domestic Violence, Crime and Victims (Amendment) Act 2012
- The Equality Act 2010
- The Safeguarding Vulnerable Groups Act 2006
- Mental Capacity Act 2005
- Sexual Offences Act 2003
- Freedom of Information Act 2000
- The Human Rights Act 1998

Definitions

To assist working through and understanding this policy a number of key definitions need to be explained:

Adult at Risk is a person aged 18 or over who

- Has needs for care and support (whether or not the local authority is meeting any of those needs) and;
- Is experiencing, or is at risk of, abuse or neglect; and;
- As a result of those care and support needs is unable to protect themselves from either the risk of, or the experience of, abuse or neglect.

There has been a marked shift away from using the term ‘vulnerable’ to describe adults potentially at risk from harm or abuse.

Abuse is a violation of an individual's human and civil rights by another person or persons. For information on types of abuse see page 9.

Adult safeguarding is protecting a person's right to live in safety, free from abuse and neglect.

Capacity refers to the ability to make a decision at a particular time, for example when under considerable stress. The starting assumption must always be that a person has the capacity to make a decision unless it can be established that they lack capacity (MCA 2005).

Adult in need of care and support is determined by a range of factors including personal characteristics, factors associated with their situation or environment and social factors. Naturally, a person's disability or frailty does not mean that they will inevitably experience harm or abuse. In the context of safeguarding adults, the likelihood of an adult in need of care and support experiencing harm or abuse should be determined by considering a range of social, environmental and clinical factors, not merely because they may be defined by one or more of the above descriptors.

Principles

The guidance given in the policy and procedures is based on the following principles: the rights, dignity and worth of all adults will always be respected

- all adults, regardless of age, ability or disability, gender, race, religion, ethnic origin, sexual orientation, marital or gender status have the right to be protected from abuse and poor practice and to participate in an enjoyable and safe environment.
- all incidents of suspected poor practice and allegations of abuse will be taken seriously and responded to swiftly and appropriately
- Places Leisure (PL) will seek to ensure that our activities are inclusive and make reasonable adjustments for any ability, disability or impairment, we will also commit to continuous development, monitoring and review.
- we recognise that ability and disability can change over time, such that some adults may be additionally vulnerable to abuse, for example those who have a dependency on others or have different communication needs.
- we recognise that a disabled adult may or may not identify themselves or be identified as an adult with care and support needs or an adult 'at risk'
- confidentiality should be upheld in line with the Data Protection Act (2018), and the Freedom of Information Act (2004)
- this policy will be promoted to all staff and volunteers, partners and customers, and will be available on the PL website
- all PL staff, volunteers and partnering organisations have a role to play in ensuring that the responsibilities/commitments to safeguarding set out in this policy are upheld and at the forefront of everything they do.

The Care Act 2014 sets out the following six principles that should underpin safeguarding of adults

Empowerment - People being supported and encouraged to make their own decisions and informed consent. "I am asked what I want as the outcomes from the safeguarding process and these directly inform what happens."

Prevention – It is better to take action before harm occurs. "I receive clear and simple information about what abuse is, how to recognise the signs and what I can do to seek help

Proportionality – The least intrusive response appropriate to the risk presented. "I am sure that the professionals will work in my interest, as I see them and they will only get involved as much as needed."

Protection – Support and representation for those in greatest need. “I get help and support to report abuse and neglect. I get help so that I am able to take part in the safeguarding process to the extent to which I want.”

Partnership – Local solutions through services working with their communities. Communities have a part to play in preventing, detecting and reporting neglect and abuse. “I know that staff treat any personal and sensitive information in confidence, only sharing what is helpful and necessary. I am confident that professionals will work together and with me to get the best result for me.”

Accountability – Accountability and transparency in delivering safeguarding. “I understand the role of everyone involved in my life and so do they.”

Making Safeguarding personal

‘Making safeguarding personal’ means that adult safeguarding should be person led and outcome focussed. It engages the person in a conversation about how best to respond to their safeguarding situation in a way that enhances involvement, choice and control. As well as improving quality of life, well-being and safety. Wherever possible discuss safeguarding concerns with the adult to get their view of what they would like to happen and keep them involved in the safeguarding process, seeking their consent to share information outside of the organisation where necessary.

Wellbeing Principle

The concept of wellbeing is threaded throughout the Care Act and it is one that is relevant to adult safeguarding in sport and activity. Wellbeing is different for each of us however the Act sets out broad categories that contribute to our sense of wellbeing. By keeping these themes in mind, we can all ensure that adult participants can take part in sport fully.

- Personal dignity (including treatment of the individual with respect)
- Physical and mental health and emotional wellbeing
- Protection from abuse and neglect
- Control by the individual over their day-to-day life (including over care and support provided and the way they are provided)
- Participation in work, education, training or recreation
- Social and economic wellbeing
- Domestic, family and personal domains
- Suitability of the individual’s living accommodation
- The individual’s contribution to society.

Responsibilities

As PL run sites on behalf of local authorities and other partner funded programmes, there are two main areas of responsibility that need to be outlined when looking at safeguarding adults as depending on the situation/programme concerned different levels of responsibility may occur.

These are:

- **Operational** – this is in relation to PL employed staff and volunteers who run projects and groups where PfP are directly responsible for the safety of adults in our care
- **Strategic** – involves work with partners who hire premises to run private clubs / activities where PL cannot take overall responsibility but has a commitment to safeguarding and plays a pivotal role in advising and supporting its partners

Operational Responsibilities

PL is committed to having the following in place:

- a Designated Safeguarding Lead to produce and disseminate guidance and resources to support the policy and procedures
- a clear line of accountability within the organisation for work on promoting the welfare of all adults.
- a constructive approach to safeguarding adults, accepting the moral and legal responsibility to provide a duty of care to protect and safeguard the wellbeing of adults engaged in any activity over which it has supervision and control
- an acknowledgement that everyone in sport has a shared responsibility to ensure the safety of adults
- an organisational culture of openness that ensures all are listened to and respected recruitment procedures that include arrangements for appropriate checks on new staff and volunteers, in accordance with PL recruitment practice
- training and supervision for its employees and volunteers to adopt best practice to safeguard and protect adults from abuse, and reduce the likelihood of allegations of abuse against themselves
- clear procedures for adults, staff and volunteers to voice their concerns or lodge complaints if they feel unsure or unhappy about anything
- a commitment to maintain confidentiality and ensure information is shared as appropriate with other agencies in all cases involving safeguarding, in line with current legislation
- a response process for any allegations and concerns and implement the appropriate disciplinary and appeals procedures, in accordance with PL disciplinary procedures

- processes to improve the safety and wellbeing of all adults who play sport

Strategic Responsibilities

PL is committed to increasing awareness around the importance of safeguarding adults in sport and will promote this policy to its partners to ensure best practice is adopted throughout the organisation.

Partners of PL can be defined as:

- organisations who make funding contributions
- organisations with whom PL has a Service Level Agreement or other agreement
- organisations whom PL commissions to provide a service
- Local Authority agreements
- Sports clubs
- Schools
- Training providers

As part of its commitment to safeguarding adults PL will:

- ensure partner organisations have adequate policies and procedures in respect of safeguarding
- expect partners to respond to any allegations appropriately and implement their own procedures
- ensure that the inclusion of adequate safeguarding arrangements is a key element of all commissioning, funding and partnership agreements

Types of Abuse and Neglect

This is not intended to be an exhaustive list but an illustrative guide as to the sort of behaviour or issue which could give rise to a safeguarding concern. These definitions have been taken from the Care Act 2014.

Self-neglect – this covers a wide range of behaviour: neglecting to care for one's personal hygiene, health or surroundings and includes behaviour such as hoarding. This could be a player whose appearance becomes unkempt, does not wear suitable sports kit and deterioration in hygiene.

Modern Slavery – encompasses slavery, human trafficking, forced labour and domestic servitude. Traffickers and slave masters use whatever means they have at their disposal to coerce, deceive and force individuals into a life of abuse, servitude and inhumane treatment. You may notice that a participant in a team has been missing from practice sessions and is not responding to reminders from team members or coaches.

Domestic Abuse – including psychological, physical, sexual, financial and emotional abuse. It also includes so called 'honour' based violence. Sport may notice a power imbalance between a participant and a family member. For example a participant with Downs Syndrome may be looking quiet and withdrawn when their brother comes to collect them from sessions, in contrast to their personal assistant whom they greet with a smile.

Discriminatory – discrimination is abuse which centres on a difference or perceived difference particularly with respect to race, gender or disability or any of the protected characteristics of the Equality Act. This could be the harassing of a club member because they are or are perceived to be transgender.

Organisational Abuse – including neglect and poor care practice within an institution or specific care setting such as a hospital or care home, for example, or in relation to care provided in one's own home. This may range from one off incidents to on-going ill-treatment. It can be through neglect or poor professional practice as a result of the structure, policies, processes and practices within an organisation. This could be training without a necessary break.

Physical Abuse – includes hitting, slapping, pushing, kicking, misuse of medication, restraint or inappropriate sanctions. This could be a coach intentionally striking an athlete.

Sexual Abuse - including rape, indecent exposure, sexual harassment, inappropriate looking or touching, sexual teasing or innuendo, sexual photography, subjection to pornography or witnessing sexual acts, indecent exposure and sexual assault or sexual acts to which the adult has not consented or was pressured into consenting. This could be a fellow athlete who sends unwanted sexually explicit text messages to a learning disabled adult they are training alongside.

Financial or Material Abuse – including theft, fraud, internet scamming, coercion in relation to an adult's financial affairs or arrangements, including in connection with wills, property, inheritance or financial transactions, or the misuse or misappropriation of property, possessions or benefits. This could be someone taking equipment from an athlete with dementia.

Neglect – including ignoring medical or physical care needs, failure to provide access to appropriate health social care or educational services, the withholding of the necessities of life, such as medication, adequate nutrition and heating. This could be a coach not ensuring athletes have access to water.

Emotional or Psychological Abuse – this includes threats of harm or abandonment, deprivation of contact, humiliation, blaming, controlling, intimidation, coercion, harassment, verbal abuse, isolation or withdrawal from services or supportive networks. This could be an athlete threatening another athlete with physical harm and persistently blaming them for poor performance.

The following are not included within the Care Act 2014, but are relevant:

Cyber Bullying - cyber bullying occurs when someone repeatedly makes fun of another person online or repeatedly picks on another person through emails or text messages, or uses online forums with the intention of harming, damaging, humiliating or isolating another person. It can be used to carry out many different types of bullying (such as racist bullying, homophobic bullying, or bullying related to special educational needs and disabilities) but instead of the perpetrator carrying out the bullying face-to-face, they use technology as a means to do it.

Forced Marriage - forced marriage is a term used to describe a marriage in which one or both of the parties are married without their consent or against their will. A forced marriage differs from an arranged marriage, in which both parties consent to the assistance of a third party in identifying a spouse. The Antisocial Behaviour, Crime and Policing Act 2014 make it a criminal offence to force someone to marry.

Mate Crime/Cuckooing - a 'mate crime' as defined by the Safety Net Project is 'when vulnerable people are befriended by members of the community who go on to exploit and take advantage of them. It may not be an illegal act but still has a negative effect on the individual.' Mate Crime is carried out by someone the adult knows and often happens in private. In recent years there have been a number of Serious Case Reviews relating to people with a learning disability who were murdered or seriously harmed by people who purported to be their friend.

Radicalisation - the aim of radicalisation is to attract people to their reasoning, inspire new recruits and embed their extreme views and persuade vulnerable individuals of the legitimacy of their cause. This may be direct through a relationship, or through social media.

Honour based abuse: Honour'-based abuse (HBA) is abuse motivated by the belief that someone in the family has brought shame or dishonour to the family or community, and the abuse is committed to protect or defend the honour of the family or community. Abuse may be verbal, sexual, economic or physical and can encompass various criminal offences such as forced marriage, sexual assault, stalking and harassment, rape, coercive control, physical assault, forced suicide or murder.

Recognising abuse

Factors described below are frequently found in cases of abuse and/or neglect. Their presence is not proof abuse has occurred but must be regarded as indicators of possible significant harm. Such indications justify the need for careful assessment and discussion with the designated safeguarding officer and may require consultation with and/or referral to Local Adult Social Services.

Abuse can take place in any context and by all manner of perpetrator. Abuse may be inflicted by anyone in the club who an athlete comes into contact with. Or club members, workers, volunteers or coaches may suspect that an athlete is being abused or neglected outside of the club setting. There are many signs and indicators that may suggest someone is being abused or neglected, these include but are not limited to:

- they may have a fear of a particular group or individual
- unexplained or suspicious injuries such as bruising, cuts or burns, particularly if situated on a part of the body not normally prone to such injuries
- they may self-harm
- an injury for which the explanation seems inconsistent
- unexplained changes in behaviour
- person has belongings or money going missing
- inappropriate sexual awareness
- engaging in sexually explicit behaviour
- distrust of adults, particularly those with whom a close relationship would normally be expected
- has difficulty in making friends
- is prevented from socialising with other adults
- displays variations in eating patterns including overeating or loss of appetite
- losing or gaining weight / an unkempt appearance
- person is not attending/ no longer enjoying their sessions
- they may tell you / another person they are being abused – i.e. a disclosure.

Abuse can also occur through social media and this is often harder to detect. It is important to remember that the type of abuse that can occur through social media always includes emotional and psychological abuse and can include sexual and financial abuse. Social media includes (but is not limited to): networking sites such as Facebook, Twitter and LinkedIn, email, text messages, Skype and instant messaging services.

Some examples of abuse that can occur through social media include:

- Unwanted sexual text messages (sexual abuse)
- Unwanted communication or stalking/harassment (emotional abuse)

- Inappropriate messaging; with kisses attached (emotional and sexual abuse)
- Requests for money (financial abuse)
- Intimidation (emotional abuse)
- Sexual coercion (sexual abuse)
- Cyber-bullying (emotional abuse)

It is not the responsibility of those working in sport to decide that abuse to an adult is occurring but it is their responsibility to act on any concerns

Good Practice, Poor Practice and Abuse

It can be difficult to distinguish poor practice from abuse, whether intentional or accidental. It is not the responsibility of any individual involved in sport or activity to make judgements regarding whether or not abuse is taking place, however, everyone has the responsibility to recognise and identify poor practice and potential abuse, and act on this if they have concerns.

Everyone should:

- Aim to make the experience of sport and activity fun and enjoyable.
- Be aware of the safeguarding adults policy and procedures and know what to do if they have a concern
- Follow relevant codes of conduct, for example coaches, participants and spectators
- Promote fairness and play by the rules.
- Not tolerate the use of prohibited or illegal substances.
- Treat all adults equally and preserve their dignity; this includes giving more and less talented members of a group similar attention, time and respect.

Capacity – Making Decisions

We make decisions every day, often without even realising, and may take this for granted. Some people are able to make every decision about their own lives. Some people are able to make some decisions and a small number of people cannot make any decisions. Being unable to make a decision is called “lacking capacity”.

The Mental Capacity Act 2005 (MCA) states that every individual has the right to make their own decisions and provides the framework for this to happen. In sport and physical activity we do not have to be an expert in assessing capacity however we will follow the 5 principles:

1. Assume that people are able to make decisions, unless it is shown that they are not – if you have concerns about a person’s level of understanding attending one of your events you should check this with them and if applicable people supporting them.
2. Give people as much support as they need to make decisions - you may be involved in this, you might need to think about the way you communicate or provide information, you may be asked your opinion.
3. The right to make unwise decisions as long as you understand the implications – a person may want to play a contact sport even though they are unsteady on their feet. If they understand the implications then consider how risks can be minimised so they do not miss out, for example by using protective sports equipment.
4. Best Interests - If someone is not able to make a decision, then the people helping them must only make decisions in their ‘best interests’. This means that the decision must be what is best for the person, not for anyone else. If someone was making a decision on your behalf, you would want it to reflect the decision you would make if you were able to.
5. Find the least restrictive way of doing what needs to be done.

Confidentiality and Information Sharing

The sharing of information in adult safeguarding situations can be confusing. Here are some key messages to assist when considering information sharing.

- If someone knows that abuse or neglect is happening they must act upon that knowledge, not wait to be asked for information.
- The six safeguarding principles should underpin all safeguarding practice, including information- sharing. (found on pages 6 and 7 of this document)
- The Data Protection Act enables the lawful sharing of information.
- Decisions on sharing information must be justifiable and proportionate, based on the potential or actual harm to adults or children at risk, against the right of confidentiality for the individual concerned. The rationale for any decisions made should always be recorded.
- When sharing information between agencies about adults at risk it should only be shared: If relevant and necessary (not simply all the information held about the person); With the relevant people who need all or some of the information; When there is a specific need for the information to be shared at that time.
- Workers and volunteers within sports and physical activity organisations should always share safeguarding concerns in line with their organisation's policy, usually with their safeguarding lead or welfare officer in the first instance, except in emergency situations.
- As long as it does not increase the risk to the adult at risk, the worker or volunteer should explain to them that it is their duty to share their concern with their designated safeguarding lead.
- The designated safeguarding lead will then consider the situation and plan the actions that need to be taken, in conjunction with the adult at risk and in line with the organisation's policy and procedures and Local Safeguarding Adults Board (LSAB) policy and procedures.
- A conversation can be had with the local safeguarding adult's team without disclosing the identity of the person in the first instance.
- If it is thought that a referral needs to be made to the local safeguarding adult's team, consent should be sought from the adult at risk.
- Individuals may not give their consent to the sharing of safeguarding information with the local safeguarding adult's team for a number of reasons. Reassurance, appropriate support and revisiting the issues at another time may help to change their view on whether it is best to share information.
- If they still do not consent then their wishes should usually be respected. However there are circumstances where information can be shared without consent such as when the adult does not have the capacity to consent, it is in the

public interest because it may affect other people or a serious crime has been committed. This should always be discussed with the safeguarding adult's team.

- It is inappropriate for agencies to give assurances of absolute confidentiality in cases where there are concerns about abuse, particularly in situations when people may be at risk.

List of Support Organisations

Addiction

Alcoholics Anonymous – a fellowship of men and woman who share their experiences to recover from alcoholism 0845 7697555 www.alcoholics-anonymous.org.uk

Gamcare – offers free, impartial and confidential advice and support about a gambling problem 0808 8020133 www.gamcare.org.uk

Bereavement

Childhood Bereavement Network 0207 843 6309 www.childbereavementnetwork.org.uk

Child Death Helpline 0800 282 986 www.childdeathhelpline.org.uk

Cruse Bereavement Care 0808 808 1677 www.cruse.org.uk

Grief Encounter 0208 371 8455 www.griefencounter.org.uk

Hope Again 0808 808 1677 www.hopeagain.org.uk

Survivors of Bereavement by Suicide 0300 111 5065 www.uksobs.org

Winston's Wish 0808 802 0021 www.winstonswish.org

Bullying

Anti-bullying alliance www.anti-bullyingalliance.org.uk

Bullying UK 0808 800 2222 www.bullying.co.uk

Ditch The Label www.ditchthelabel.org

Cancer

Macmillan Cancer Support 0808 808 00 00

Counselling

British Association for Counselling and Psychotherapy www.bacp.co.uk

Kooth www.kooth.com

Crime

Crime Stoppers 0800 555 111 www.crimestoppers-uk.org

Victim support 0808 1689111 www.victimsupport.org.uk

Domestic Abuse

Galop (LGBT) 0800 999 5428 www.galop.org.uk

National Domestic Violence Helpline 0800 970 2070 www.ncdv.org.uk NCDV provides a free, fast and emergency injunction service to survivors of domestic violence regardless of their financial circumstances, race, gender or sexual orientation

Refuge 0808 2000 247 www.refuge.org.uk

Womens Aid – freephone 24 hour National Domestic Violence Helpline 0808 2000 247
National charity for women and children working to end domestic abuse
www.womensaid.org.uk

Mens Advice Line – men's 24 hour advice line, for men experiencing domestic violence and abuse 0808 801 0327 info@mensadvice.org.uk

Broken Rainbow - for lesbian, gay and transsexual people experiencing domestic violence or abuse 0300 999 5428 www.brokenrainbow.org.uk

Drugs

Talk to Frank – information and advice on drugs, how to find support, worried about a friend and general advice 0300 123 6600 www.talktofrank.com

Lifeline Project – a team with experience of managing drug and alcohol services & criminal justice expertise 0161 200 5486 www.lifeline.org.uk

FGM (Female Genital Mutilation)

Africans Unite Against Child Abuse www.afruca.org

Forward UK 0208 960 4000

FGM Unit – based at the Home Office, co-ordinates work on FGM across government and offers outreach support to local areas fgmenquiries@homeoffice.gsi.gov.uk

Forced Marriage

Karma Nirvana 0800 599 9247 www.karmanirvana.org.uk

Runaway Helpline 116 000 www.runawayhelpline.org.uk

Housing

Shelter 0808 800 4444 www.shelter.org.uk

National Homelessness Advice Service www.nhas.org.uk

LGBT (Lesbian, Gay, Bi-sexual and Transgender)

Stonewall 0207 593 1850 www.stonewall.org.uk

LGBT Foundation 0345 330 3030 www.lgbt.foundation

LGBT Kroma 0300 008 0867 www.kromalgbt.org.uk

Mental Health

Anna Freud National Centre for Children & Families www.annafreud.org

Anxiety UK 03444 775 774 www.anxietyuk.org.uk

Beat eating disorders 0808 801 0711 www.beateatingdisorders.org.uk

Bipolar UK 0333 323 3880 www.bipolaruk.org

CALM (Campaign Against Living Miserably) 0800 58 58 58 www.thecalmzone.net

Charlie Waller Memorial Trust www.cwmt.org.uk

HeadMeds www.headmeds.org.uk

Heads Together www.headstogether.org.uk

Mind – a mental health charity, Offering information and advice on a huge range of mental health topics. Tel – 0300 123 3393 www.mind.org.uk Text – 86463 Email – info@mind.org.uk

National Self Harm Network www.nshn.co.uk

OCD Action 0845 390 6232 www.ocdaction.org.uk

OCD-UK www.ocduk.org

Papyrus (Suicide support) 0800 068 4141 www.papyrus-uk.org

Rethink Mental Illness 0300 5000 927 www.rethink.org

Samaritans UK – a national charity, available 24 hours a day, 365 days a year. People talk to the Samaritans anytime they like, in their own way, and off the record – about whatever's getting to them. You don't have to be suicidal 08457 909090 www.samaritans.org email -jo@samaritans.org

Sane 0300 304 7000

Selfharm UK www.selfharm.co.uk

The Mix 0808 808 4994 www.themix.org.uk

The Site – worried about your mental health or someone else's? Information and advice available includes sex and relationships, your body, drink and drugs, money and more, aimed at the 16 to 25 age group, online support available through online form, forums and chat rooms www.thesite.org

Online Safety

National Professionals Online Safety Helpline 0344 381 4772 www.saferinternet.org.uk

Net-Aware www.net-aware.org.uk

Safer Internet www.saferinternet.org.uk

Think U Know www.thinkuknow.co.uk

Parent Support

Family Lives 0808 800 2222 www.familylives.org.uk

Citizens Advice – helps people resolve their legal, money and other problems by providing free, independent and confidential advice. Find advice online or get details of your local Citizens Advice Bureau 0344 4111 444 www.citizensadvice.org.uk

National Autistic Society - NAS – providing information, support and pioneering services and campaign for a better world for people with Autism 0808 8004104 www.nas.org.uk

Self-Harm

Harmless www.harmless.org.uk

National Self Harm Network www.nshn.co.uk

Sexual Abuse

MOSAC (Mothers of Sexually Abused Children) 0800 980 1958 www.mosac.net

Stop It Now 0808 1000 900 www.stopitnow.org.uk

The Lucy Faithfull Foundation 01527 591922

Lifecentre – supporting survivors of rape and sexual abuse. Services are for women and men, girls and boys of all ages and backgrounds, offering a helpline and email counselling Tel – adults – 0844 847 7879 www.lifecentre.uk.com

Sexual Health

Check Your Bits (Chlamydia Testing) www.checkyourbits.org.uk

Getting It On www.gettingiton.org.uk

Sexual Health Helpline 0300 123 7123

Brook www.brook.org.uk

Rape crisis 0808 802 9999 www.rapecrisis.org.uk

Victim support 0808 168 9111 www.victimsupport.org.uk

Rape and sexual abuse support Centre (RASAC) 0808 802 9999 www.rasac.org.uk

Survivors UK Male rape and sexual abuse support www.survivorsuk.org

Transgender

Gires www.gires.org.uk

Mermaids UK 0808 801 0400 www.mermaidsuk.org.uk

All about Trans www.allabouttrans.org.uk

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Disclosure & Barring Service Policy

The Disclosure and Barring Service (DBS) was established in December 2012 under the Protection of Freedoms Act 2012 to undertake disclosure and barring functions. Principally, it is a service to help employers to assess the suitability of applicants for certain posts by checking information about them held on police records.

In using DBS, the Company undertakes to treat all job applicants fairly and not to discriminate unfairly against any job applicant on the basis of conviction or other information received.

Places Leisure complies fully with the DBS Code of Practice regarding the correct handling, use, storage, retention and disposal of disclosure information, and also with its obligations under GDPR and other relevant legislation.

DBS checks represent one element of the Company's thorough recruitment and selection processes. A DBS Disclosure will only be requested where the Company is satisfied that it is legal, proportionate and relevant to the position concerned, and the check allows the Company to make an informed decision regarding the suitability of an individual for the position they have applied for.

Further information can be found within the DBS Employer Guide - <https://www.gov.uk/guidance/dbs-check-requests-guidance-for-employers>

The company uses uCheck to process all full DBS checks online.

DBS Update Service

For an annual subscription of £13, applicants can have their DBS Certificate kept up-to-date and take it with them from role to role. If applicants are a member of the Update Service, we can request that they share their check code with us and this can be used to check their current DBS status.

The GM will need to:

- Obtain the check code from the individual;
- Check that their original DBS was for the appropriate level, i.e. enhanced with Children’s Barred List check,
- Check the persons identity;
- Check the name on the DBS Certificate matches this identity;
- Ensure the individual understands we will be carrying out a check on their DBS status;
- Take a note of the DBS Certificate reference number and the persons name and date of birth;
- Log on to <https://secure.crbonline.gov.uk/crsc/check?execution=e1s1> to check the status.

The DBS carry out weekly conviction checks and at 9 month intervals, they check for non-conviction information and update the status immediately. Therefore the information you view is current.

Through the update service we can also check whether the individual has been added to a barred list, since the original DBS was carried out. This is under a separate status check through the same update service, with no additional cost.

The colleague can reclaim the £13 annual subscription through the DBS Update Service claim form. This form can be found on People Knowledge and needs to be sent to the People Team once the Manager has signed the form.

Levels of Disclosure

There are essentially three types of DBS disclosure:

Eligibility for such disclosures is now set out in the following legislation;

- **Standard disclosures** – to be eligible for a standard level DBS certificate, the position must be included in the Rehabilitation of Offenders Act (ROA) 1974 (Exceptions) Order 1975.
- **Enhanced disclosures** – to be eligible for an enhanced level DBS certificate, the position must be included in both the ROA Exceptions Order and in the Police Act 1997 (Criminal Records) regulations.
- **Enhanced checks with children’s and/or adults’ barred list check(s)** – to be eligible to request a check of the barred lists (Children, Adults or both), the position must be eligible for an enhanced level DBS certificate as above (be specifically listed in the Police Act 1997 (Criminal Records) regulations) and meet the definition of regulated activity as being eligible to check the appropriate barred list(s).

Eligibility

The minimum age for a DBS check is 16 years old. This means you cannot request a check for someone who is under 16 years of age.

We employ 14 and 15 year olds in sports helper roles, these individuals are classed as children for the purposes of DBS and their direct Line Manager or Supervisor must be DBS checked. It is likely they will require an enhanced DBS check with children’s barred list.

Please note that a number of roles within the company will require a DBS check. The level of check required will depend upon the work undertaken by the individual. It is likely that the enhanced check will be required for Assistant Coaching/Teaching/Instructing roles where they are carrying out work supervised at all times. For example, a Swim Teacher is always supervising an Assistant Swimming Teacher, the Assistant Swimming Teacher would require an enhanced check and the Swimming Teacher would require the enhanced check with Children’s barred list.

It is likely that the enhanced check with children’s barred list will be required for any teaching/coaching/instructing positions where the work is unsupervised. A table is provided later in the policy to outline the level of check generally required for each role.

It is unlikely that a Group Workout Instructor would require a DBS check unless they are teaching classes which are specifically for under 16s only (for example teen indoor cycling sessions).

In the eyes of the DBS, a child is someone who has not yet reached the age of 18 and is still in education. If the individual is 16 and 17 but has left full time education, they are viewed as an adult by the DBS.

The classification of a child is in relation to the regulated activity that our employee is undertaking and not the age of the employee themselves. So as above, the GWOI would require a check if they are teaching classes for under 16s or 16/17 year olds in education.

For our employees, we can DBS check anyone who carries out that type of work and is 16 years or older. The Line Manager or Supervisor (whose duties include the day-to-day management) of someone who has had an enhanced DBS check (with children's barred list for being in regulated activity with children) will also require the same level of check.

Not all roles that share the same job title will be eligible for an Enhanced Disclosure (or a children's barred list check) and each role must be assessed individually by the General Manager (GM). If you are unsure whether a role is eligible to be DBS checked or what level of check can be conducted, please use the DBS eligibility tool in the first instance (<https://www.gov.uk/find-out-dbs-check>). If you are still unsure please seek guidance from the People Team or Safety Team.

To determine the level of disclosure that may be required, managers should follow the following steps;

STEP 1 – Determine the context of the role – who will the post holder work with? Children, vulnerable adults, or both?

STEP 2 - Initially consult Appendix A to establish if the position comes under the definition of regulated activity and is therefore entitled to an enhanced DBS check (including a check for the barring list).

STEP 3 - If the position does not come under this definition then managers should consult Appendix B to establish if the position comes under the definition of regulated activity and is therefore entitled to an Enhanced DBS check (but not including a barring list check).

STEP 4 - If a post does not come under either of the above definitions then it is not entitled to an Enhanced DBS check or

an Enhanced DBS check for regulated activity. *Please note it is an offence under the Police Act 1997 to submit a DBS application for a post holder when the role is not eligible for a DBS check.

Role	Level of check required
Lifeguard	Enhanced check with Children's barred list
Duty Manager	Enhanced with Children's barred list
Swimming Teacher	Enhanced with Children's barred list
Junior Activities Instructor	Enhanced with Children's barred list
Gymnastics/Trampoline Coaches	Enhanced with Children's barred list
Sports Coaches	Enhanced with Children's barred list
Fitness Instructor carrying out supervised teen gym sessions	Enhanced with Children's barred list
Group Workout Instructor teaching designated teen sessions	Enhanced with Children's barred list
Assistant Teacher/Assistant Instructor	Enhanced check
Crèche Assistant	Enhanced with Children's barred list
Crèche Supervisor	Enhanced with Children's barred list
Manager of 14/15 year old	Enhanced with Children's barred list

Manager of employee who has an Enhanced check with Children's barred list	Enhanced with Children's barred list
Central Support Functions and Finance	Basic DBS

Procedure

The following procedure is completed by the line manager with the prospective employee.

1. *The line manager will check whether the new starter is a member of the DBS Update Service.* If they are, see the DBS Update Service section above. If the new starter does already have a DBS certificate, the number for this should be shared with the People Team to update the Resourcelink record.
2. If the applicant does not have a DBS Certificate already, they should be provided with information about the DBS identification checking requirements and the types of identification documentation (ID) they must produce to enable the DBS check to be processed. All of the information relating to the DBS process can be found on the People Knowledge area under the Recruitment tile. DBS (sharepoint.com)
3. Applicant brings proof of ID to Centre. The line manager will verify the applicants ID and complete the DBS check request form.
4. The completed DBS check request form is sent to peopleteam@pfpleisure.org (The People Team) together with an explanation of the role, the activity and whether the role will work with children, vulnerable adults or both.
5. The People Team will initially check the form, confirm whether it is ok to proceed with the DBS check, and if so confirm that an email has been sent from uCheck to the applicant for them to complete their personal details.
6. The People Team will be informed by uCheck once the individual has completed their personal details. The People Team will verify the information entered by the applicant with the information submitted on the DBS check request form. If all the information matches up the application will be submitted and sent to the DBS for processing via

uCheck. If there are any queries or questions with the information entered by the applicant the People Team will contact the GM to resolve with the applicant.

7. The People Team will input the DBS e-form reference number on ResourceLink and the date of when the check is submitted to the DBS.
8. Once the applicants DBS check is complete the People Team will be informed by uCheck and will then inform the GM:
 - a. When completed DBS checks are clear the People Team will inform the GM. The GM can then confirm the appointment and start date of the employee (assuming all other pre-employment checks are complete). The People Team will be able to view a copy of the DBS certificate on the uCheck portal.
 - b. When completed DBS checks have a positive disclosure the People Team will inform the GM. The GM will request to see the individuals DBS certificate. The positive disclosures section (below) must then be followed. The People Team will not be able to view a copy of the DBS certificate on the uCheck portal.
9. The People Team will update Resourcelink with the Disclosure Certificate reference number, issue number and the date of when the GM is informed of the results by the People Team.
10. The applicant keeps the Disclosure Certificate. The Company must not keep a copy.
11. The People Team carry out a monthly audit to check whether all of those individuals in a DBS required role have a DBS recorded on the system. Any anomalies will be communicated to the GM on a monthly basis.
12. No applicant's offer of employment will be confirmed in the eligible role until the DBS Disclosure Certificate is received and accepted. They must not start work in an eligible role until the GM has signed off the Certificate or received confirmation from the People Team that the DBS check is clear. Please see section below on New Starters for any exceptions.

Volunteers

The DBS have a clear definition for a volunteer – the applicant must be undertaking unpaid voluntary work which is not for work experience or as part of any educational course or programme. The volunteer must only be in receipt of expenses and no other remuneration or benefits. The GM must make the People Team aware if a DBS check is being requested for a volunteer.

New Starters

Anyone starting a role requiring a DBS must wait for the DBS check to be returned before they commence work. However, there may be times where this would cause operational disruption or impact our ability to properly provide our services. In these cases, the role can commence with the appropriate risk assessment and control measures in place to reduce the risk. For example, the new starter would be supervised all of the time, they only carry out training or carry out alternative work until the DBS is returned. A copy of the risk assessment must be sent to the Safety team prior to the start date of the individual via incidentreports@pfpleisure.org

To support the Hiring Manager, the People Team will email them at the point the offer is being processed, prompting them that the role requires a DBS check and sharing the link to the DBS application.

At the end of each month the People Team will carry out an audit of new starters first shift against the date their DBS was returned and seek the appropriate risk assessment confirmation where the shift was worked prior to the DBS return.

If an individual has transferred from another company within Places for People, or has transferred into a DBS role, they will need to have a check undertaken as if they were a new starter (i.e. before they undertake the duties of their new role).

Tracking

Managers and/or applicants are able to track the progress of their DBS application online using the DBS tracking service. You will need the form reference number and applicant's date of birth.

<https://secure.crbonline.gov.uk/enquiry/enquirySearch.do>

Positive disclosures

Should the DBS return a positive disclosure, the People Business Partner or Advisor will be in touch with the GM.

The GM will discuss the disclosed details with the applicant before any recruitment decision is made.

During the discussion the GM will complete the Positive Disclosure Assessment of Suitability form Assessment of Suitability Form.doc (sharepoint.com) to obtain relevant information in order to make an informed decision regarding the applicant's

suitability for the position applied for.

The GM will consult with the People Team before the final recruitment decision is made, to ensure a consistent approach is being adopted across the Company.

Rechecking

There is no legal requirement to recheck employees, unless specifically required for Ofsted or other Governing Bodies (for example, British Gymnastics, Lawn Tennis Association or Amateur Swimming Association). However, not re-checking the DBS carries risk as the status of the original DBS may have changed and as an Employer we would not automatically know about this. As such, re-checking is being introduced from the 1st April 2023. All DBS checks will be re-checked at a 3 yearly interval. Once the existing DBS check reaches 3 years, the check will be carried out in full and then the individual will be asked to sign up to the update service going forward. The People Team will let the GM know in advance of the expiry that the DBS process needs to commence for that individual.

The original DBS certificate must be dated within 30 days for the individual to be able to sign up to the update service. Please see section on 'Update Service' for further information.

DBS information

Information type ▾

Title ↑

DBS Update Service Claim Form	⋮
DBS Check Request Form	⋮
Assessment of Suitability Form	⋮
Appendix - Definition of regulated...	⋮
Appendix - Definition of regulated...	⋮

Reporting process

Reacting, recording, and reporting concerns

The protection and safeguarding of children is paramount and should be based on prevention and best practice.

Effective Safeguarding has minimised and will continue to minimise the opportunity for acts of child abuse or harm to children to take place. We recognise, however, that all risk cannot be removed, and child safeguarding concerns will be raised both as part of activity taking place linked to, or recognised by, our organisation.

We have therefore created the following **three stages of action** to be taken for any person involved in our organisation who may have a concern, observe a concern, or have concerns raised to them about a child's wellbeing.

Stage 1 – React to the concern, disclosure, suspicion, or allegation in a timely and appropriate manner.

Stage 2 – Record the relevant information.

Stage 3 – Report the information to the appropriate person(s) and/or organisation(s).

You do not have to decide that a concern or incident is or is not child abuse or a failure to safeguard a child. You do have to refer that concern to seek advice from the appropriate agency so they can make that decision.

In an emergency

The Manager or their representative will contact the relevant authority if they are unable to get support from either the Safeguarding Support Team or the Safety Support Team.

When you believe a child has been harmed or may be at immediate risk of harm and you are unable to contact the Safeguarding Team then immediate contact should be made with police, Children's Social Care, Multi Agency Safeguarding Hub (MASH), NSPCC Child Protection Helpline or other agencies as appropriate.

Take the name and contact details of the person you have spoken to and the incident/referral reference number (if applicable) so you have a record and report this to the Safeguarding Team as soon as possible e.g. next working day.

If the child requires emergency medical assistance call 999 for an ambulance

Parents and guardians of the child should be advised of the actions taken **only if they are not implicated/involved in the concern.**

When should you act?

There are several reasons why you might take action, which may include but are not limited to:

- Something a child has said or disclosed.
- Signs or suspicions of abuse
- Significant and/or unexplained changes in a child's demeanour or behaviour, including self-harm.
- Allegations made against staff or a volunteer (whether against a person as a member, or non-member of Places Leisure staff).
- Allegations made about a parent/guardian, carer or someone not involved in our organisation.
- Concerns about inappropriate behaviour toward a child.
- Allegations or observations of bullying.

Stage 1 – React

If a child or adult shares a concern or allegation with you:

- Stay calm.
- Reassure the person reporting their concerns that they have done the right thing in telling you.
- Listen carefully to what is being said.
- Ensure you don't show upset, disgust, or disbelief at what is being said.
- Be honest and explain that you cannot keep what they are saying a secret and never promise to do so.
- Keep an open mind and don't make assumptions or judgements.
- Ask open questions only if you need to clarify what is being said.
- Reassure the person you take their concerns seriously and tell them the actions that you will or will not be taking.
- Write down what has been said as soon as possible after or during the conversation as appropriate. The Places Leisure Referral Form can be used to record the information.
- Sign and date the referral form and any other paperwork referring to the concern as this could be used at a later date in criminal or care proceedings.
- Report the concern to the Places Leisure Safeguarding Team.

Never;

- Confront the alleged abuser.
- Make promises you cannot keep.
- Ask leading* questions or make comments or suggestions.
- Take sole responsibility for dealing with the concern.
- Delay in reporting the concerns to the Places Safeguarding Team.

*A leading question is one which may prompt the respondent to answer in a particular way. They can lead to false or distorted information. They also create an opportunity for bias as the question will be suggestive of what answer should be given. Try and ask questions objectively to encourage a more accurate response: e.g., Has this happened before? Is anyone else involved? Where did this take place?

SAFEGUARDING AND CHILD PROTECTION POLICY

Stage 2 – Record

EcoOnline should be used as the reporting system for ALL safeguarding incidents, further guidance on how to use EcoOnline to report safeguarding incidents can be found [here](#).

Your report should ideally include:

- Name, address, and date of birth of the child.
- Name, address, and contact details of the parent/guardian.
- Is the parent/guardian aware of the referral?
- Full details of the referral. Ensure the referral details are recorded verbatim i.e. always use the referrer's own words.
- Details of who the allegation is about. If possible, their full name, date of birth, address, relationship with the child concerned and their relationship or position with the organisation (if any).
- Details of any injuries, marks or bruising on the child that are visible to you. A body map template is provided for you to use
- Details of any witnesses.

Some of the above information may not be known or available to you or the organisation. You can only refer the information you have. Referrals should not be delayed to allow for searches for missing information that you may or may not be able to find. It is vitally important that all information is captured and recorded accurately as it was said to you as soon as possible.

Stage 3 – Report

It is the duty of everyone involved in our organisation to report potential child safeguarding concerns in order to protect children, but it is only for the professionals to decide whether or not abuse has taken place. We do not attempt to investigate allegations of potential criminal offences. In all cases where it is alleged that indecent images have been taken of a child or are in possession of someone, specific guidance as page 16 must be followed.

A parent/guardian cannot make the decision as to whether a safeguarding concern is disclosed to a statutory agency. If you are not satisfied with the response of a statutory agency when making a referral, please contact the Places Leisure Safeguarding Team. The team will support you to follow up or escalate your concerns with the agency concerned.

If the child is not considered to be at immediate risk of harm contact should be made with the Places Leisure Safeguarding Team with full details of the concern as soon as possible e.g., that, or the next, working day. The Places Leisure Safeguarding Team must always be informed of an incident or concern, regardless of the situation.

Any allegations made against a colleague of Places Leisure will be reviewed by Places Leisure's Serious Case Management Panel, which includes

representatives from our People Services Team, Safeguarding Team and Independent Safeguarding Consultant.

Places Leisure Photography Policy

Introduction

The purpose of this policy is to ensure the safety, privacy, and welfare of all individuals utilising Places Leisure facilities. This policy outlines guidelines for photography and video recording within the premises to maintain a safe and respectful environment for all.

Definition

The term “**photography**” in this guidance refers to both still images and video recording on any device.

General Guidance

Places Leisure operates a common sense approach to the use of photographic equipment:

- Casual photography of family and friends is allowed **without written permission**, provided it does not compromise the privacy of others.
- Photography **is not permitted** in changing areas, toilets, showers, health suites, or any other areas designated for personal privacy.

(Mobile phones and/or devices in these areas should not be used, unless required in an emergency).

- Photography for professional, commercial, or promotional purposes is not allowed **without prior written permission** from the center management team.

Any suspicious behavior should be politely challenged, and where necessary, reported to the police.

Signage

Public information signage may be displayed at the discretion of the GM through prior approval from the Marketing and Safety Teams.

Action

The Centre Management Team must:

1. ensure that the photography policy is effectively communicated to all staff.
2. provide information, instruction, and training, detailing the purpose of the policy, how to enforce the policy, how to identify breaches, and the appropriate steps to take when addressing customer concerns or non-compliance.
3. ensure that anyone wishing to take photographs and/or videos for professional, commercial, or promotional purposes has obtained prior written approval from the management team and has completed a [Record of Registration](#) form.
4. in the event of any incidents or breaches of the photography policy, oversee the appropriate response and follow-up actions. This may include investigating the incident, addressing any concerns raised, and implementing measures to prevent future occurrences.

All colleagues must:

1. regularly monitor public areas to ensure that photography is being conducted in accordance with the policy. If any suspicious behavior or unauthorised photography is observed, they should politely intervene and address the situation in line with their training.
2. assist customers who have questions or concerns about the policy. Providing clear explanations of the guidelines and helping to resolve any issues that may arise.

Guidance for colleagues (FAQ's)

(Q) Do we approach all customer taking photos/videos?

(A) Not unless they were acting suspiciously or breaching our common sense policy.

(Q) If we need to approach a customer what would we say?

(A) Politely ask if they are taking photos of people they know (friends and family).

(Q) What if they were taking photos of others outside of their group?

(A) Politely ask them to show you any photos/videos they have taken, and where required, ask that the images/videos are deleted in front of you.

(Q) What if they refuse to show me the images/video they have potentially taken?

(A) Politely inform them you may need to contact the Police if you are unable to ascertain this information.

(Q) What do we do if someone complains that another customer is taking photos?

(A) Find out what the complaint relates to and if photos are being taken suspiciously or inappropriately e.g. not of people that are known to them (friends or family). If appropriate, kindly ask the individual to stop taking photographs. Explain to the complainant what our common sense policy is so this helps with their understanding of how we have managed their complaint.

(Q) When receiving an official request to take images, what ID do we ask for?

(A) Initially ask for photographic ID – this will be either a driving license or passport.

(Q) What happens if they don't have a photographic ID?

(A) A request is made for another form of ID such as a Credit Card with their name on it or a utility bill with their name and address on it

(Q) What happens if they have no ID?

(A) If no ID can be shown, do not allow the request for photographs to be granted.

(Q) What happens if someone does not obey our common sense approach?

(A) We would follow the same process as for any other request for a customer to follow company policy and guidance that ultimately may require a call to the police

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Appendix F

Questions from Spelthorne Strategic Safeguarding Board

- 1. Requested copies of policies and all procedures
This was sent**

- 2. Who is the Designated Safeguarding Lead for Eclipse and Sunbury?**

Duncan Mackay is the designated Contract lead for Eclipse and Sunbury Leisure centres

- 3. List of local 'Places' sites where the viewing areas can be seen from reception without having an access card.**

Xcel Leisure Centre, Walton (Operated by Places Leisure)
Camberley Leisure Centre (Operated by Places Leisure)
Wokingham Leisure Centre (Operated by Places Leisure)
Eastleigh Leisure Centre (Operated by Places Leisure)
Malden Centre, New Malden (Operated by Places Leisure)
Loddon Valley Leisure Centre, Earley, Reading (Operated by Places Leisure)

- 4. An example of what is covered in level 1, level 2 and level 3 staff safeguarding training**

Level 1 - basic overview of abuse types, how to report and some support agencies

Level 2 - More in-depth information on abuse types, Places Leisure safeguarding policies and procedures, information on working with support agencies and overview of key policies which impact safeguarding e.g. working together to safeguard children. This level - also includes Sports Lower Level concern reporting, Adult Safeguarding principles and relevant key legislation, and highlights prevention in vulnerable areas, policy around dealing with Registered Sex Offenders.

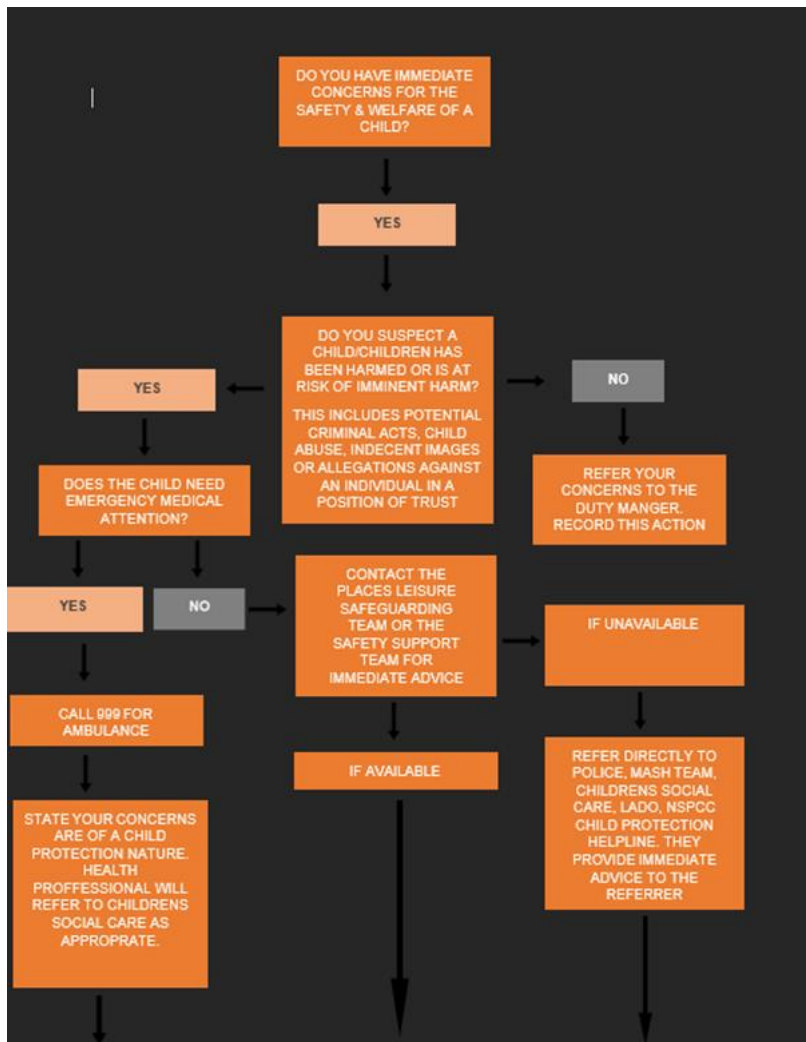
Level 3 – Being developed.

- 5. A blank template of the 42 point risk assessment for Registered Sex offenders.**

The SportRisk 15 Risk Assessment model is specifically sport / leisure (UK leading model) based and deals with assessing violent and sexual offenders, developed across multi sport National Governing Bodies, based on professional expertise and judged against worldwide and best-established risk factors identified, for example, across the UK, Sweden, Australia, Canada and the US research. Sport / leisure, as opposed to family specific.

Our Independent Safeguarding Support Consultant to Places Leisure, Keith Oddy, is unable to share the methodology as a restricted document used across multi agencies which, if published, may lead to targeted answering of interview questions. Keith Oddy is happy to discuss with counterparts though.

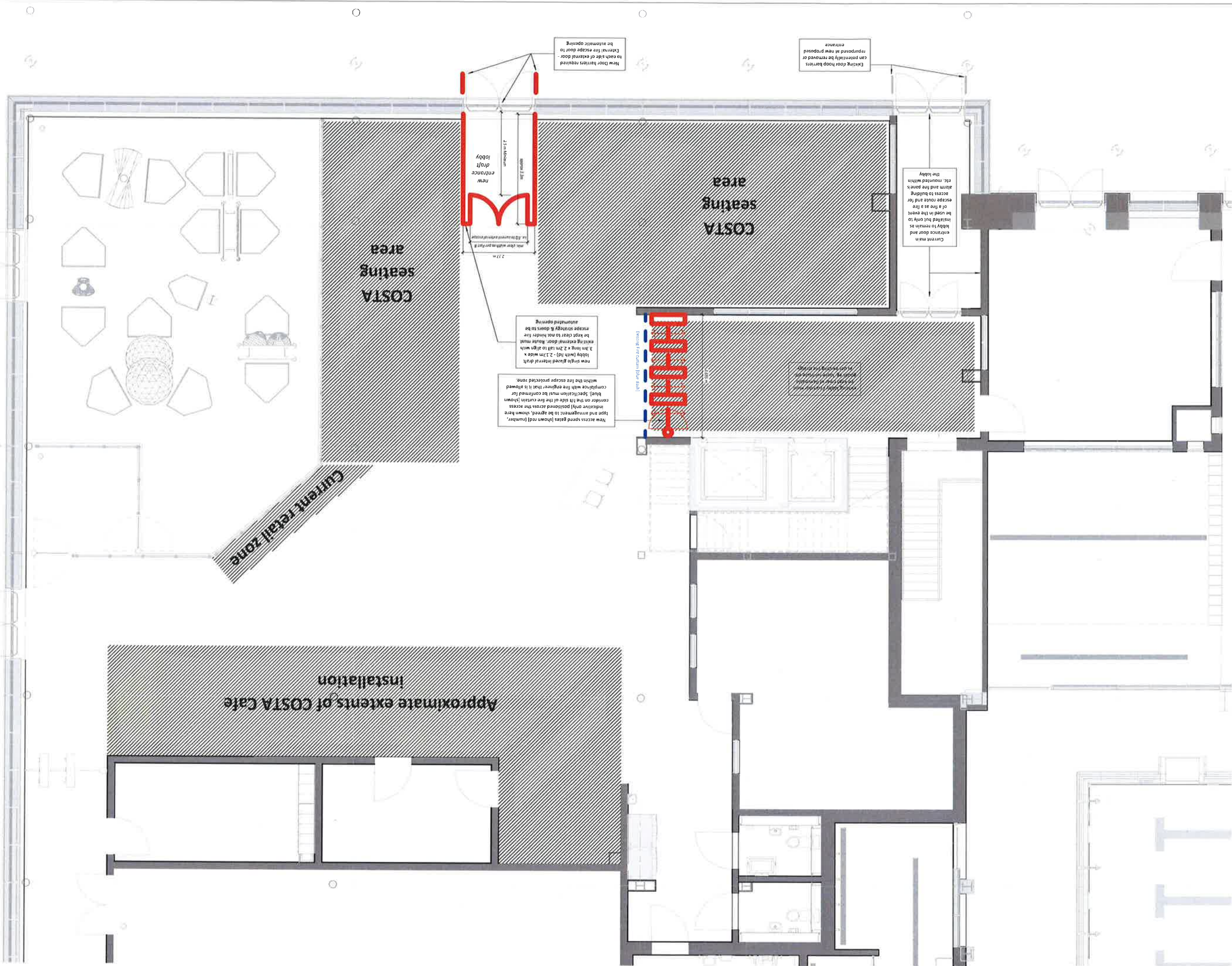
- 6. Could we have a copy of the reporting flow chart**



7. Could you forward the DBS, Through Care and photography policies

Shared

Update 12/02/2025: All colleagues are required to hold a Basic DBS Check as a minimum for their roles within Places Leisure. This process is essential for maintaining a safe and compliant working environment. There maybe other occasions where an enhanced or enhanced (with barred list check) is required, further details are provided in this paragraph.



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**URGENT ACTION TO APPROVE****Fordbridge Community Centre Alterations**

Property	Site known as Fordbridge Community Centre, Clarendon Road, Ashford.
Parties	Spelthorne Borough Council , Friends of Fordbridge and Surrey County Council

Background

In accordance with Council's decision making and approval process, the Community Wellbeing & Housing Committee would normally consider reports relating to all property matters pertinent to the Spelthorne Borough Council Community Centre portfolio, including requests that have no material budget implications through being totally externally funded.

The next scheduled Community Wellbeing & Housing Committee meeting is on 30th September 2025, where officers would have taken the report pertaining to these alterations. Your Fund Surrey have requested that funds need to be released as soon as possible from their allocated Councillor funds, in order for them to focus on the next grants round. A decision at the end of September 2025 could potentially lead to additional workload and complications for the Your Fund Surrey team.

Proposal

In order to release the funding for works Your Fund Surrey require a letter of intent from Spelthorne Borough Council to give permission for the works to commence on Council property and an undertaking not to evict 'Friends of Fordbridge' for 5 years after the grant is awarded.

We are now seeking approval by way of an urgent action report to trigger both the letter of intent and the undertaking not to evict.

There are no budget implications, bar the project being added to the capital program. The approximate value of the works is £42,000 plus VAT.

Recommendation

It is recommended that approval is given via this Urgent Action request to enable officers to draft the letter of intent and the not to evict undertaking.

Under Part 3(a) of the Council's Scheme of Delegations... "In order to enable an urgent decision to be made, the Chief Executive has delegated power to take any decision which is so urgent that it cannot wait until the next scheduled meeting of the Council or relevant Committee and where the decision is not in contravention of established policies. In following this procedure, the Chief Executive is required to consult with the relevant Committee Chair and Vice-Chair. The use of such urgent action must be reported to the next relevant Committee meeting".

If you are minded to authorise this action, the Group Head of Community Wellbeing & Housing will ensure that the action taken is noted on the following Community Wellbeing & Housing Committee agenda.



I confirm that I give my delegated authority to take this urgent action in respect of the letter of intent and not to evict notice. I can confirm that I have consulted with the Chair and Vice Chair of the relevant Committee and they are in full agreement.

Chief Executive

Date

MAT

22nd April 2025

Title	Fordbridge Community Centre Alterations
Purpose of the report	To agree alterations to Fordbridge Community Centre
Report Author	Niky Rentall
Ward(s) Affected	All Wards
Exempt	No
Exemption Reason	
Corporate Priority	Community Service delivery
Recommendations	<p>MAT is asked to:</p> <ol style="list-style-type: none"> 1. To endorse the Council's approach of improving the flexible use of space in the Fordbridge Community Centre by means of internal reconfiguration. 2. To endorse the use of external funding to fully fund the alterations.

1. Summary of the report

What is the situation	Why we want to do something
<ul style="list-style-type: none"> Centre Manager at Fordbridge was approached by a Councillor after the alternations were completed at Greeno and asked if there was any works were required at Fordbridge as there would be funding available in the same way as it was for Greeno. A requested 	<ul style="list-style-type: none"> To improve space, flexibility for members and potentially improve food margin.

was made for updating the main hall, T-bar and new extension area	
This is what we want to do about it	These are the next steps
<ul style="list-style-type: none"> A new internal reconfiguration of the main hall, including the T-bar & new extension. 	<ul style="list-style-type: none"> An application has been made and agreed by Your Fund Surrey with the support of Cllr Sexton and if this report is approved then the works can start.

2. Key Issues

- 2.1 The clerk of works has received an indicative alteration cost in the region of £42,208.00 plus VAT with the associated architect's fees and including a contingency.
- 2.2 The suggested timeline is in the region of three weeks.
- 2.3 There shouldn't be too much impact on the centre, as the heavy work will be carried out during out of hours. This work will require a detailed risk assessment, this will be carried out by the Manager at the centre along with the senior building manager.
- 2.4 Fordbridge is a busy centre and to help accommodate ever increasing footfall during covid an extension was put in extending the hall on the lower floor, it has increased in numbers, a busy day used to be 86 members, now it can be up to 150 members. The alteration will improve flexibility and member circulation in the Centre
- 2.5 Service managers alongside our Health and Safety colleagues will need to assess the changes to fire risk and fire suppression considering the new configuration.
- 2.6 The reconfiguration will allow the staff at Fordbridge to offer more flexible space, and enable the manager to show case the fresh cakes, fruit, sandwiches and drinks that are available to our members to take home to eat in the evenings, we will also be able to offer hot breakfast items.
- 2.7 There will need to be a building regulations application made to Spelthorne Borough Council whilst also checking that planning permission is not required.

3. Options analysis and proposal

3.1 Option 1

Do nothing.

Option 2 (preferred option)

Endorse the proposed alteration considering this will be fully externally funded, by Your Fund Surrey – Small Projects Funding from Surrey County Council, sponsored by leader Joanne Sexton.

Option 3

4. Financial implications

- 4.1 The capital cost of this project will be fully externally funded in consultation with the aforementioned Councillor. The gross cost must be reflected in the Capital Programme as a fully funded item.

5. Risk considerations

- 5.1 Centre managers often compete for external, funding there is a corporate risk that we have similar approach from Staines Community Centre.
- 5.2 Building works have some inherent risks and there is a small risk we take the centre out of action if we encounter any delays in work.
- 5.3 Income generation may be impacted but only short term.

6. Legal considerations

- 6.1 Only in relation to Building Regulations.

7. Procurement considerations

- 7.1 There are procurement considerations as, although we have an indicative price, we have three quotes for the work.

8. Other considerations

9. Equality and Diversity

10. Sustainability/Climate Change Implications

- 10.1 The proposed project will require materials and energy that would otherwise would not be used if we do nothing.

11. Timetable for implementation

- 11.1 Financial Year 2025-26. Dependent on Your Fund Application.

12. Contact

- 12.1 Niky Rentall 01784 446343

Background papers: *There are none.*

Appendices:

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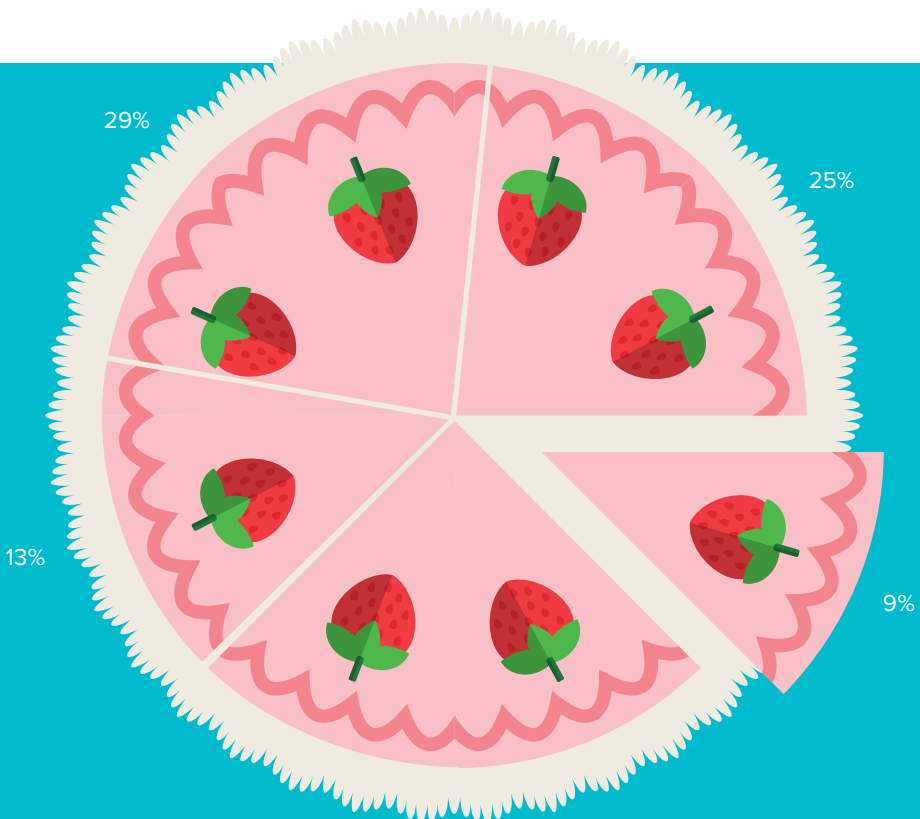
power to
change

business in
community
hands



NATIONAL
LOTTERY FUNDED

The community business success guide to cafés



24%

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1. Introduction

Community businesses are businesses that are run by local people to bring many benefits to their local areas. There are many types of community businesses. They can be shops, farms, pubs or leisure centres, among many other types of business.

It's not always easy for community businesses to get their hands on the kind of detailed financial data that helps build a business case, and get an important local service up and running. Unlike businesses in the private sector, local groups often only have minimal access to information, advice and financial data on income generation to support their planning and goal setting. This often means starting from scratch, using good judgment, and peer advice where they can get it.

This set of Success Guides intends to support that hard work with some concrete data can help you run a more sustainable community business. This doesn't replace peer advice, good local knowledge, or

community engagement, but it does give a bit of useful scaffolding for the development and growth of trading income.

This guide explores how community businesses earn money from cafés. The guide is based on a benchmark analysis of the Profit & Loss data of 56 community businesses across England. These businesses either received grant funding from Power to Change, the independent trust supporting community businesses in England, or have applied to one of their grant making programmes, or are a non-profit where one element of their business model (in this case cafés) offers useful insight into growth, sustainability and success.



1.1 Twelve things you can learn from this guide

Cafés run in all shapes and sizes!
Ensuring your community businesses sets up the right café is vital to its success.
Have a look at these elements and see which apply to your organisation.



Cafés can be run for social or commercial purposes and the choice you make affects the customers you target, the pricing and the profitability

[See pages 14, 16, 22](#)



Where your café building is matters; and this can have a big influence on the types of customers you can attract, the price you can charge and the scale of café you can run

[See page 21](#)

Where the café is located within your building matters; and has a big effect on how casual customers will find your facilities

[See pages 16, 22](#)



There are differences between running a café open to the public and one that serves a user-base that is coming to a building for other reasons

[See pages 10, 14](#)



There is a limit to the size and scale of café operations you can run with an entirely voluntary workforce

[See page 19](#)



A café designed to make a financial profit really needs to turn over at least £65k per annum

[See pages 11, 12](#)



























































































































































































































































































































































































1.2 What is benchmarking and comparative data analysis?

Before going further into our detailed insights around cafés, we want to explain what benchmarking is and how it can be useful to you.

Benchmarking and other forms of comparative analysis are simply a means of measuring the relative performance of an organisation. This usually entails using an agreed set of definitions or criteria across the comparison set. For example, the league table of countries and their tally of Olympic medals is a simple form of benchmark where the agreed definitions are the gold, silver and bronze medals. The importance of the agreed definitions is that it means that you know you are comparing apples to apples – vital if the comparison is to be meaningful!



1.3 Why is benchmarking useful?

Simply put, benchmarking helps you define what 'good' and 'best' mean in a particular field of activity, so that you can work out how you stack up against the 'best in class' and make informed decisions about what improvements you could make.

Without a benchmark, it is likely that when planning the next year's budget or estimating the audience figures when building your forward plan, you will work on the basis of 'like last year but plus/minus a bit'.

Having some comparative data can help give that planning a steer. This can be particularly useful when thinking about a new income stream. Learning from what other people have done gives you a concrete sense of what is achievable. Knowing how that stacks up financially gives you the best chance of reaching an income goal.

Benchmarking is useful when considering new activities – it helps you work out whether by hitting the 'average' you'll be achieving a suitable return on the investment or whether it only works for you if you become best in class at it.

1.4 The importance of benchmarking against a peer group

So what makes a good comparison?

It matters who you compare yourself to. If you are running a community business that doesn't have a public space it is unlikely to be wildly useful to compare yourself to a community hub, as the differences will vastly outweigh the similarities. So how do you choose?

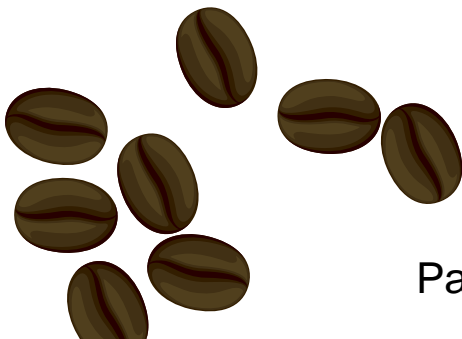
It is worth thinking about who you consider your peers to be. You are aiming for a list of 10-20 organisations who are roughly similar to you in what they do, how big they are, whether they are located in an urban or rural setting and whether they are in a big city or not. Think of this as your 'home group'. You can then keep an eye on how your 'home group' varies by comparison to the national average.

The Power to Change financial dataset should give you a good starting point for identifying a 'home group'.

1.5 How can you start benchmarking?

In order to start benchmarking you need to answer three key questions:

- What comparisons would be the most useful to your organisation now?
- What data do you have to hand?
- What data can you get hold of to compare yourself against?



1.6 What should you consider benchmarking?

You need to know how your business model stacks up compared to your peers. You also need to know how you compare when it comes to your largest sources of income and customers. On that basis, we recommend benchmarking your business model first in order to set a baseline for a more detailed comparison of your key income sources, and your online and offline customers.

If you have specific plans for either a cost-cutting exercise or a new income stream, add this to your benchmarking shopping list.

1.7 What data from your organisation can help you with benchmarking?

You need to locate your organisation's data. There is a fair chance that you will have one or more of the following types of data in your organisation:

- End of year report and accounts
- Data you've submitted to grant funding organisations

- Audience and/or user data
- Online and social media data

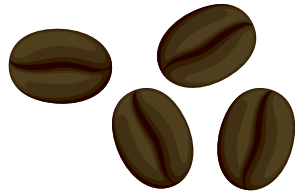
It is worth working out what period to look at. For accounts information, annual data is the place to start, but you might want to look at monthly or quarterly data for customers.

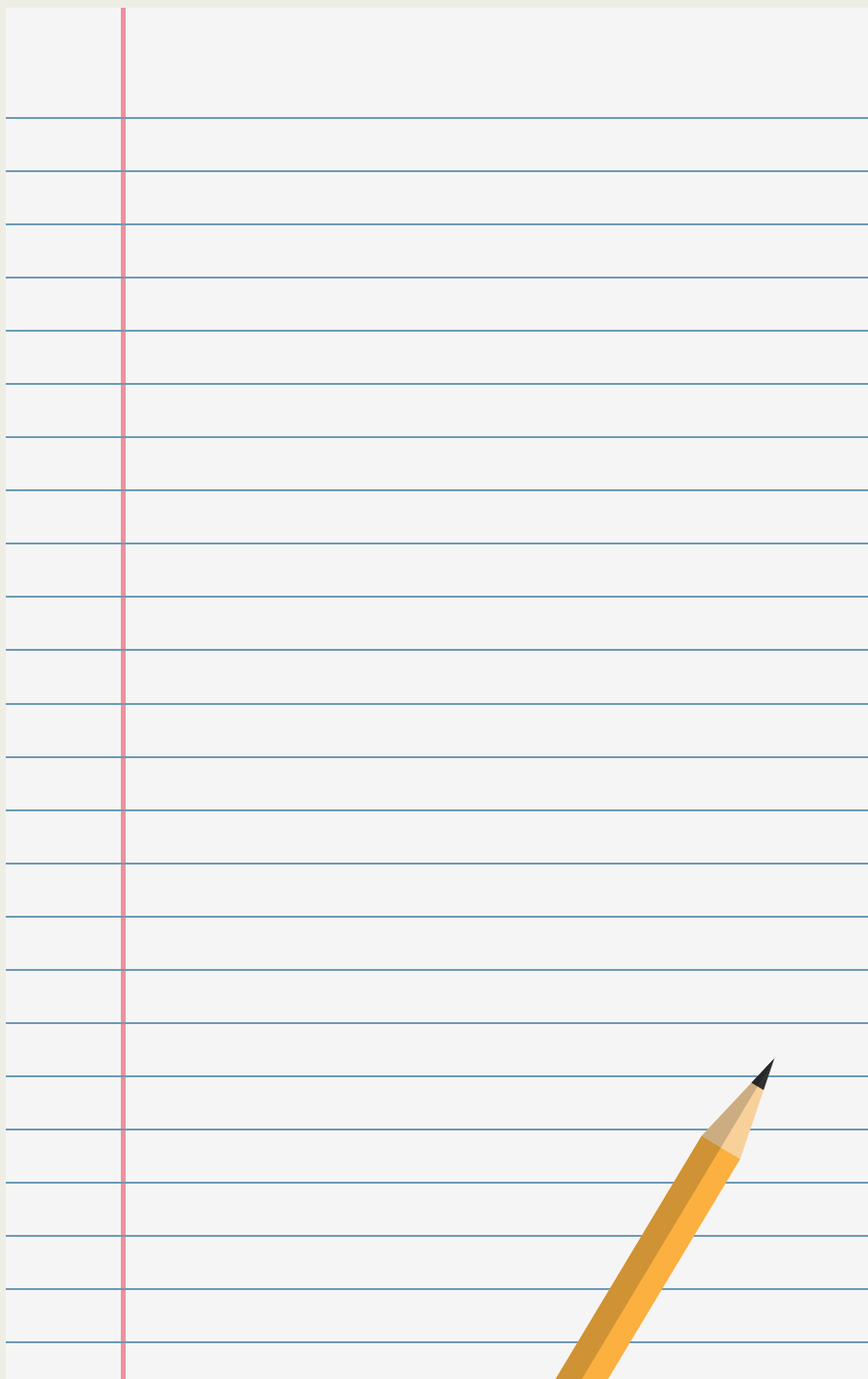
1.8 What are the benefits of benchmarking?

Organisations and clusters who are already benchmarking are accruing the following benefits:

- Goal-setting becomes more pragmatic and realistic as it is informed by better data. This is particularly valuable in areas like donations and sponsorship
- Greater clarity within the organisation on how business models tend to change as the turnover increases or decreases
- More detailed understanding of how the 'best in class' achieve their successes

- Access to a succinct, fact-based summary of the organisation's greatest strengths and weaknesses
- Greater familiarity within the senior management team of the key ratios and comparison points for the organisation and more regular checking of progress
- Greater visibility with and respect from funders
- Greater visibility as leaders who are using all the resources available to them to continue to develop their organisation in a tough economic climate





2. What does the data indicate to us?

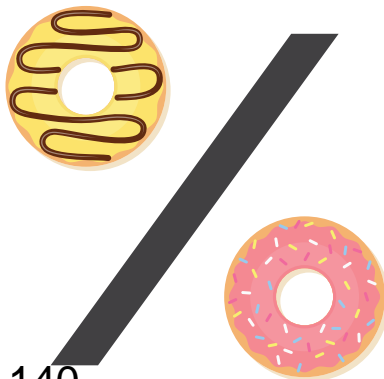
The dataset we're looking at here is based on the organisations who have applied to one of Power to Change's grant funding programmes. We've added to this with extra data drawn from the Charity Commission, the Mutuals' Register and Companies House. We have in particular searched for and included organisations who include 'café' within the text that summarises their charitable aims. We have also included some larger organisations within the arts, museum and charitable sector with café income, as we are looking at what community-led organisations can learn about the finances of other non-profit organisations. Whilst this won't pick up every non-profit organisation which achieves some of its income from a café or catering activities, it does give us a much wider picture than we've been able to develop previously. We have checked that the balance of revenue and costs are similar to the community-led organisations like yours, and those that Power to Change supports.

Based on an analysis of turnover figures and details of café revenue we can see that organisations fall into three groups:

- **Those with a café income of under £5k per annum** – there have been quite a few dementia, wellbeing and other mental health-oriented cafés that have come and gone over the last five years. The fact that many don't last 5 years is our top finding for this group.
- **Those with café income of £5-35k per annum** – these are a mixture of organisations where the café is their main or only source of income versus those where it is one of several revenue streams for a larger organisation.
- **Those with a café income of more than £65k per annum** – again these are a mix of the café providing the main stream of revenue or and a more mixed-income model.

What we learned from the 'under £5k turnover' cafés is that although a café is a well-known type of trading activity requiring relatively little in the way of specialist skills or equipment, it is by no means an easy win. We also learned that the café can be the main way the organisation delivers their social purpose often to disadvantaged groups, so frequently both the pricing is low or subsidised and the purpose of the organisation is linked to the place and the people, not the food and drink served there.

In this guide, we focus on the latter two types: cafés with annual income between £5-35k (referred to as Small Cafés) those with more than £65k of café income a year (referred to as Large Cafés), as we think that this is where both the risks and the opportunities are. What we want to look at is how we can separate out those who are successful from those whose café is a financial drain, and what we can learn from each. We are not simply defining



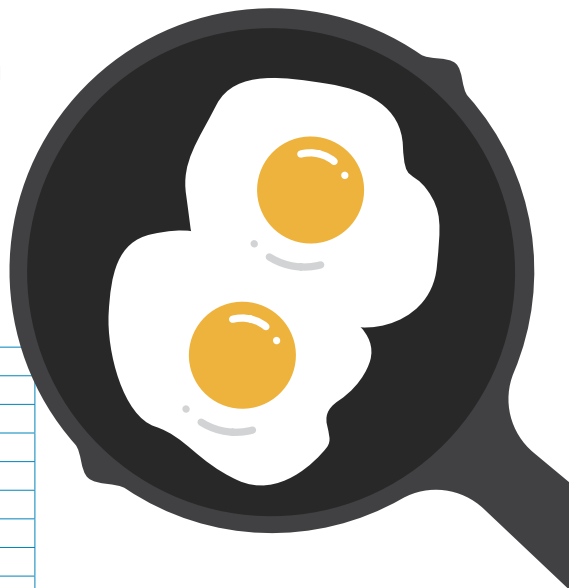


The profits from St Sidwell's Community Café in Exeter are reinvested to run their inclusive training and work experience programme in the café.

success as size but are instead interested in profitability and the extent to which the operation of a café supports the delivery of the social purpose of the organisation (either directly through the café or indirectly by making a profit in the café which is used to fund other activities).

The set of 56 organisations with café income are comprised of:

Arts Centre	4%
Community Café	10%
Community Hub or Centre	2%
Employment training or Support	42%
Leisure Facility	4%
Food Catering or Production	6%
Physical Health or Wellbeing	2%
Sports Facility	6%
Unknown	6%
Sports Facility	2%
Unknown	15%



2.1 What does the world of cafés look like across the breadth of community businesses in the cohort?

We have defined café to include any food or catering served and consumed on the premises e.g. those who are running a café which has allocated physical space and some form of staff (volunteers or paid) but not a tuckshop or a vending machine.

	2015 All orgs with cafe income	2015 Full data set	2015 Small Cafés	2015 Large Cafés
Sample Details: Sample size Median turnover	56 £359k	286 £230k	26 £197k	26 £634k
Income by type as a % of turnover				
Grant Income:				
Trusts & Foundations	12.9	20.0	16.2	*
Local Authorities	14.3	11.3	19.2	*
Lottery Funds	9.3	12.5	*	*
Other Gov't grants	2.9	4.3	*	*
Other revenue grants	8.0	12.9	17.8	3.8
Total revenue grants	25.4	41.5	54.1	24.7

In the table above, there is a clear and distinct separation between the organisations with large versus small café income in terms of the levels of grant funding they receive. Overall, Large Cafés receive much less grant funding (24.7% in total) and receive it from a wider variety of sources than Small Cafés. Small Cafés however, receive 54.1% of their income from grants,

predominantly trusts and foundations (16.2%) and local authorities (19.2%), indeed their local authority support remains high, and is almost twice as much as the full Power to Change data set (in the 2nd column). Lottery funding is not prevalent in organisations with cafés nor are government grants, but they can be found in some examples.



2.2 Looking at revenue from the venue

Small Cafés generate much less revenue from their venue than their Large Café peers, 26.9% vs 45.0%.

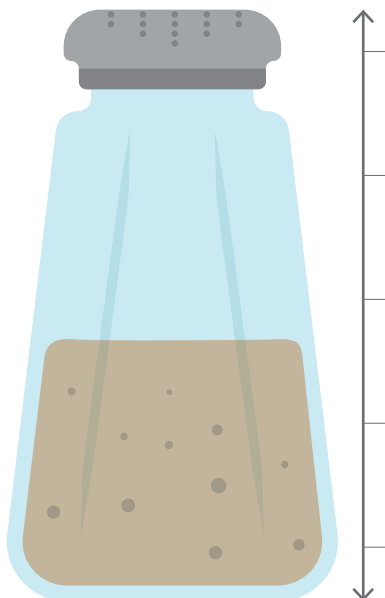
	2015 All orgs with cafe income	2015 Full data set	2015 Small Cafés	2015 Large Cafés
Sample Details: Sample size Median turnover	56 £359k	286 £230k	26 £197k	26 £634k
Venue based income:				
One off service purchase e.g. cinema ticket	14.6	21.9	15.0	*
Ongoing service purchase e.g. series of workshops	6.1	18.1	*	4.3
Shop & Retail	3.1	10.5	*	2.1
Café	11.6	9.1	5.2	29.6
Space hire – Letting	6.8	17.5	7.0	*
Space Hire – Room Hire	7.0	7.0	7.9	5.6
Total Venue based income	44.4	42.7	26.9	45.0

The first thing we notice in this profile of venue-based revenue is that there is a distinct difference both in the size of revenue of the organisation and the percentage of revenue that comes from a café. As the organisation grows, so does its capacity to generate a larger proportion of that revenue from the café. A large organisation appears able to generate a greater proportion of its revenue from its café.

or pulls in its own customers. The overall size of the organisation and whether there is a dedicated team for the café is also important. We can't be absolutely sure whether it is the café that lies behind the differences between café and non-café models, or whether it is a response to other venue-based sources of income increasing or decreasing.

The mix of other venue-based revenue also alters with the size of café income. Small Cafés have a mix of ticketed events, room hire and letting, whereas Large Cafés have a wider mix, with a shop, room hire and the provision of various services.

Drilling deeper in the data, it shows that the financial impact of having a café is a mixed bag, dependent on whether the café delivers the social purpose of the organisation, services an existing audience



Left: Glamis Hall offers elderly residents a freshly cooked three-course lunch every day of the year, not just at Christmas.

There are some clear patterns in the data:

- Almost none of the Large Café organisations run ticketed events, except the theatres and arts centres.
- Small Café organisations tend to achieve lower levels of revenue from ticketed events than the full Power to Change group (15.0% vs. 21.9%).
- If an organisation provides workshops, classes or other service provision e.g. old age pensioner (OAP) lunch clubs, the café serves this audience as well as creating its own customer base.
- When the café produces more than £65k revenue and the percentage of revenue which originates from the café is less than 30% of the total income, our interviews reveal that the café management describes the café as “struggling”.
- When the café produces more than £65k revenue and provides more than 30%

of the overall revenue the organisation management described running a café as “tough but rewarding”.

- We were quite surprised to see that organisations with a café seem to achieve much less of their income from long-term lettings – a median value of 7.0% in Small Cafés vs. a Power to Change group Median of 17.5%. We were expecting that these two activities would be synergistic. One place that does succeed in creating such synergy is Southmead Development Trust.
- Small Cafés have slightly higher room hire revenue compared to the general Power to Change dataset (7.9% vs 7.0%), and Large Cafés generate slightly less (5.6%).
- Small Cafés generate significantly less revenue from their venue (26.9%) than Large Cafés (45.0%) or the other Power to Change organisations (42.7%)

2.3 Looking at non-venue-based revenue

Small Cafés achieve less non-venue-based revenue than other Power to Change organisations, 14.9% vs 19.1%.

	2015 All orgs with café income	2015 Full data set	2015 Small Cafés	2015 Large Cafés
Sample size	56	286	26	26
Median turnover	£359k	£230k	£197k	£634k
Total Donations and sponsorship	5.7	3.7	10.7	2.5
Corporate Sponsorship	*	3.2	*	*
Private Donations	2.3	2.4	3.7	1.4
Gift Aid	*	1.0	*	*
Legacies	*	2.5	*	*
Other sponsorship & donations	13.9	4.5	11.5	*
B2B - Product sales	*	3.8	*	*
B2B - Services & consultancy	4.4	17.2	5.7	2.6
B2C - Events	2.2	2.4	1.2	*
B2C - Subscriptions & membership	2.8	1.8	*	*
B2B - Delivery Contracts	*	13.4	*	*
Total non-Venue based income	20.0	19.1	14.9	22.7

When we start looking at the ways in which organisations achieve income from their intangible assets, it looks as though the operation of a café also has an effect on these:

- Organisations who run a café at any level achieve almost no income from corporate sponsorship. What we can't tell from the data is whether the presence of a café causes them to be less attractive to sponsors or whether setting up a café is, in part, a response to the lack of success in achieving private donations, sponsorship & grants from trusts and foundations. We believe sponsors prefer to put their name to something e.g. a hall or an event, and this doesn't appear to be possible with the type of organisation with cafés that we interviewed.
- When we look at the detail of the data (i.e. more detail than we are publishing here as aggregates), we also see that private donations do not rise at the same rate as revenue amongst organisations who run a café. Whilst other sponsorship or donations are up to twice the general median (11.5%) for Small Cafés, this sponsorship is in the form of specialist equipment for the organisation e.g. for a skate park or a music venue, and not related to the café function of the organisation.
- Some cafés such as Southmead Development Trust run membership schemes which encourage attendance (e.g. 10% off prices as an element of community membership). Size is not an indicator of a membership scheme.

2.4 Looking at costs

Larger cafés generate higher profits, and smaller cafés are more typically staffed by volunteers.

	2015 All orgs with cafe income	2015 Full data set	2015 Small Cafés	2015 Large Cafés
Sample size	56	286	26	26
Median turnover	£359k	£230k	£197k	£634k
Production Costs & Materials	4.7	4.1	4.1	6.7
Education & Participation	5.2	7.7	*	*
Project Staff Costs	*	5.1	*	*
Freelancers	*	4.6	*	*
Café, shop & similar	8.9	3.2	3.6	15.9
Retail stock	*	9.7	*	*
Total Direct Costs	24.0	15.8	19.1	29.0
Total Salaries Costs (ex NIC & Pensions)	45.6	46.9	40.5	47.8
Pensions (ex NIC)	0.7	1.0	*	0.9
Rent & Rates	2.7	4.5	2.8	2.4
Marketing	0.8	0.7	0.8	1.2
Professional fees	1.3	1.5	1.3	1.4
Depreciation	2.8	2.6	2.3	3.2
Buildings maintenance	2.9	3.2	2.1	2.9
Total Revenue Expenditure	99.7	96.7	96.4	104.7





Attaching a café to your business can make it more of a destination, like Café Bowes has done for The Bowes Museum in Teesdale.

Whilst staffing costs of Large Cafés (47.8%) are roughly in line with the norm of 46.9%, many of the Smaller Cafés work with volunteers, so the 40.5% costs are not necessarily the whole cost of staffing a café.

If we look at the direct costs of the café against the revenue generated, we see that the smaller cafés are generally returning a 29.0% gross profit on their café costs, whereas the Larger Cafés extract a 54.0% gross profit.

This leads us to ask the question of whether the core purpose of the café is to generate a surplus or to achieve social impact. We'll return to this later in the key points that came out of the interviews as we cannot tell from the financial data alone.

Other points of note arising from the cost data include:

- Small Cafés tend to have lower salary costs (40.5%) than the median in the wider cluster (46.9%). The staffing costs are for

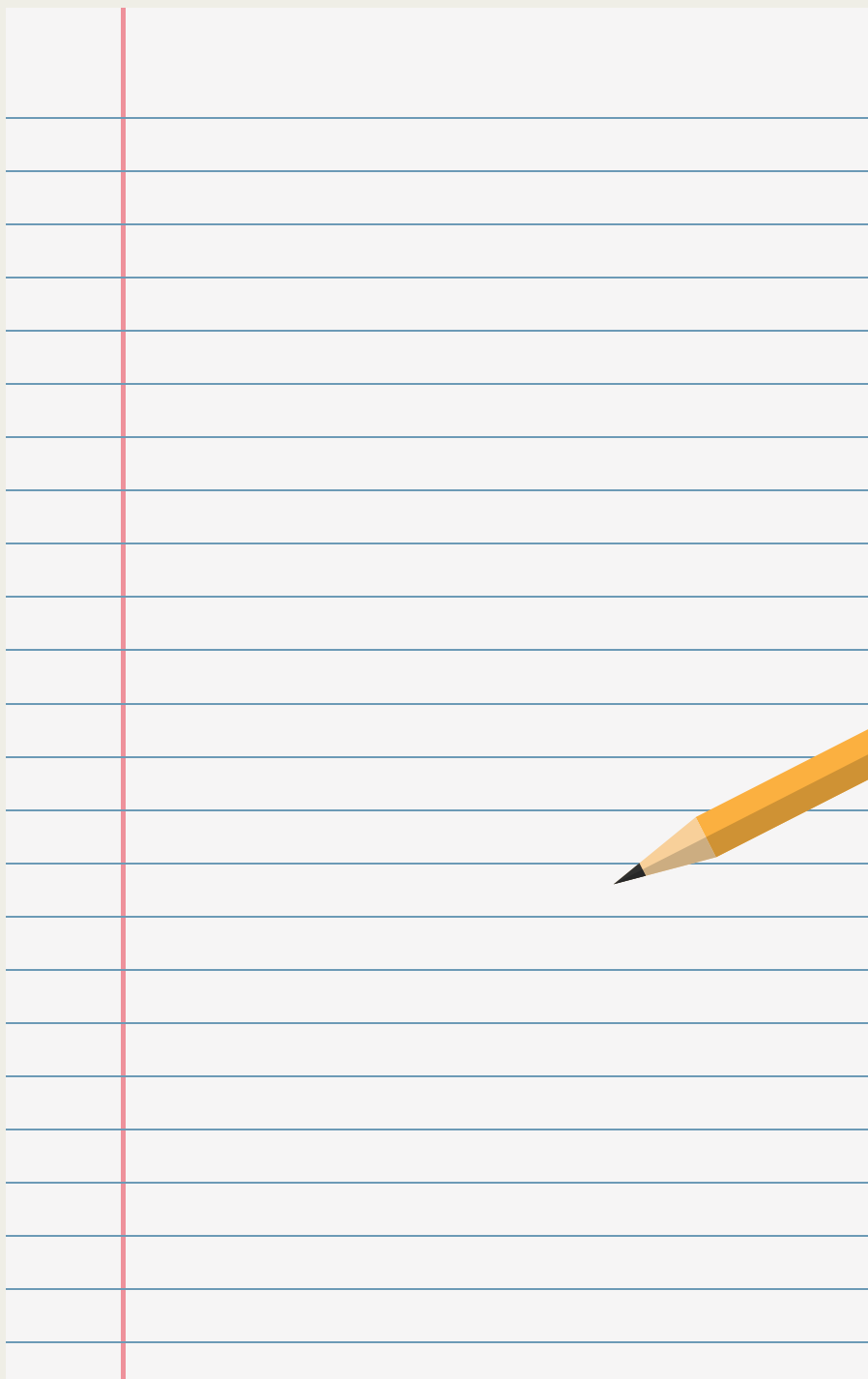
the whole organisation, but one reason for this may be the that many small cafés rely on volunteers for much of their activity.

- Interestingly organisations with cafés have a lower spend on rent and rates for both Small Cafés (2.1%) and Large Cafés (2.9%) vs. the wider median of 3.2%.

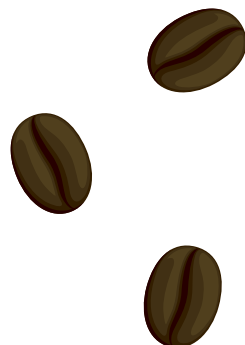
- Marketing spend for organisations with cafés would seem to be lower than that seen in the wider cluster. We suspect this is because the organisations are hyper-local in their reach and thus marketing spend is a low priority as it is assumed that everyone knows who they are and what they are up to.

- Almost all of the large café organisations are overspending their income and the median value is 104.7%, we are surprised by just how common this is.





3. What can we learn from organisations who run cafes?



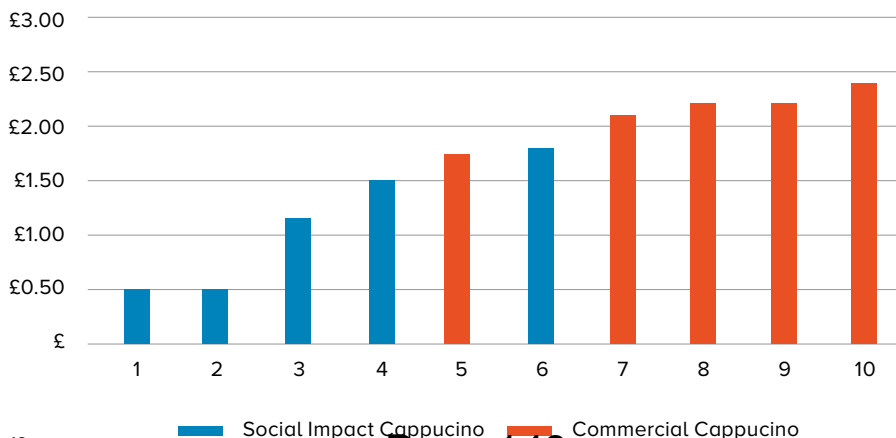
The first thing to say is that if you are going to run a café you need to be very clear on what the purpose of it is. Is the café delivering part of the social impact of your organisation or is it simply about generating a profit from the café to recycle into funding your core social purpose? Your answers to this will undoubtedly impact your price list which will in turn affect what costs you can afford to incur.

You might also be providing food to a target audience or set of visitors to your building, providing training or employment opportunities for a local population, the café might be a social hub or you might be catering for an audience already within the building as they are hiring rooms/having meetings/ running a conference or attending a wedding.

While researching this guide we spoke to a wide variety of cafés – large and small, sole income to the organisation vs. mixed income, urban vs. rural etc. To explore how variable the pricing is, we took the example of the price of a cappuccino so that we could map price against social purpose vs. commercial focus of the café. The blue bars are social purpose cappuccinos; the red are commercially-run cappuccino suppliers!

“The first thing to say is that if you are going to run a café you need to be very clear on what the purpose of it is.”

The Cappucino Index



The average cost of a cappuccino was £1.62. This was also the point at which social purpose and commercial focus overlapped (numbers 5 and 6 on the above). We suggest that it is interesting to see just how different the pricing is between social and commercial operations – from 50p to £2.40. Clearly this is going to have an impact on how the costs of delivering at the 50p end will be met.

As we have also seen in the data, there is a connection between organisations running successful cafés and lower levels of grant funding. We suggest it is worth thinking about whether you are putting any of your existing income streams at risk if you were to start a café? Would you be perceived differently by funders, sponsors or customers? Would this be positive or negative?

One of the ways in which social impact coffee purveyors achieve their low prices is to use a largely volunteer workforce. Many of the organisations we spoke to offer volunteering opportunities to vulnerable people, long-term unemployed, people with learning difficulties or mental health issues. However good or reliable your group of volunteers is, the interviewees generally insisted that professional staff are still

required in some capacity. This could be trained professionals delivering short courses to volunteers all the way through to professional and paid shift managers.

Without going into the details of how you train, motivate and run a cohort of volunteers, there seems to be a difference between volunteers actively involved in selling a product or service versus those whose activities are not clearly connected to the source of income for the organisation. That is, the closer to commercial your café operation is, the harder it is to maintain a volunteer workforce, as it becomes comparable work to employment in another coffee shop (probably rightly so!).



Your product offering must, first and foremost, meet the needs of your customer base. This means undertaking some market research before you commit capital to the set-up of a café. Is your customer base going to be similar to the other audiences/customers that your organisation is already interacting with? Would your café be more productive and/or profitable if it attracted different customer segments to those you know and serve now?

Are you trying to provide healthy and filling meals to customers who struggle to afford to eat well, or are you serving coffee and cakes to young mums with a disposable income? In both cases, you want to find ways to ask your customers what they'd like to see on the menu so that you can keep refreshing your offer.

Whether providing local children breakfast, offering lunch to people who hire out rooms for workshops or classes, or generating extra income from catering children's parties, The Donnington Community Hub in Telford is making the most of their café.



Once you have a kitchen in place, catering to events (in your building or delivered further afield) has the potential to be lucrative. This works best financially when you are either extending the number of people you can serve in a single shift (because you're no longer just serving the tables you have but are delivering to meeting rooms etc.) or you are extending the number of hours the kitchen is working for (better use of capacity). Of course, what doesn't work is to have staff, raw materials and space only serving a few people in any one day as this incurs high fixed costs (especially with paid staff), has high wastage rates and is an opportunity cost in that you could be doing something else with the space if it wasn't a café.

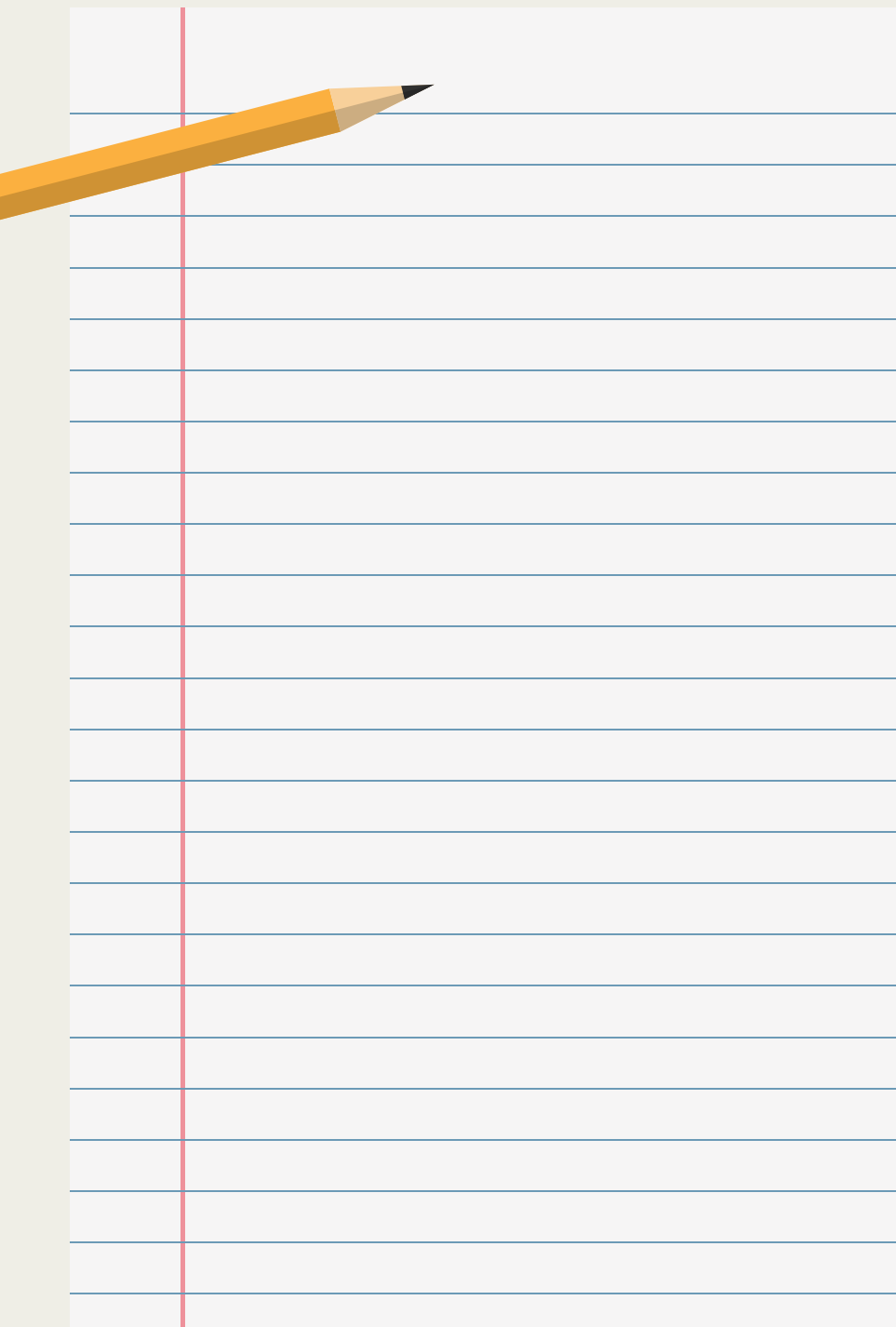
Some cafés manage to keep their raw materials costs lower than a commercial café by sourcing ingredients through Fareshare or other food networks. However, the security of this raw materials supply is highly variable and cannot be guaranteed. This means that it is not really a scalable source of ingredients if you want to grow your café turnover.

The cafés that are flourishing both in terms of their social and financial health tend to have separate management and employ professionally-trained staff. When you consider that replacing staff in the kitchen (especially the head chef or manager) can take four to six months, the shift from volunteer to professional café comes with risks that need planning and research into the likely potential for growth to an income level that can afford professional staff.

The cafés that have full-time staff are able to afford this because they are servicing a set of customers who are coming to the building anyway – it is a destination for one or more other reasons. Gallery and museum cafés such as the Bowes Museum in Yorkshire are great examples of meeting visitor needs, and then extending this to create a food and beverage-based service which becomes a separate attraction. This however is very rare and often linked to the location of your building.

“Some cafés manage to keep their raw materials costs lower than a commercial café by sourcing ingredients through Fareshare or other food networks.”





4. Who can we learn from?

Here are two other guides for organisations opening a café as part of their business model.

From the MyCommunity website:
<https://mycommunity.org.uk/help-centre/resources/getting-started/tips-community-cafes/>

From the Association of Independent Museums: <https://www.aim-museums.co.uk/wp-content/uploads/2017/03/Successful-Museum-Caf%C3%A9s-2017.pdf>

Some of the organisations we interviewed provide good examples of cafés that are profitable and delivering a social purpose. We have split them into three types below:

Type 1 – small café, small audience numbers

Stepney City Farm is a three-acre working farm in the heart of Tower Hamlets, an inner-city borough in London. They are an educational charity and over 4,000 children and young people benefitted from classes, tours and projects. Their award-winning café serves up a seasonal menu including items grown on site. It attracts its own clientele as well as providing a welcome cup of tea and a bite to eat for visitors and volunteers.

Glamis Hall is a community centre on an estate in Wellingborough. The centre hosts a day centre for the elderly which serves a freshly cooked three-course lunch. It is also home to numerous other youth and sports groups as well as having a number of rooms to hire.

Type 2 – a safe haven

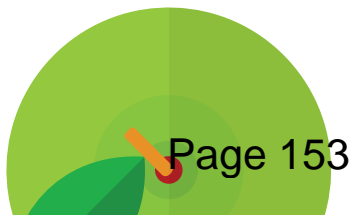
St Sidwell's Community Centre provides a safe haven and warm welcome for local people regardless of their background, ability or circumstances. Central to this is Sid's Café serving affordable, nutritious food. St Sidwell's also has a community garden and rooms to hire, which are used to provide educational workshops and classes on a variety of topics.

Donnington Community Hub is a multi-agency and community partnership. It provides a range of facilities for the local community in Telford, and the café provides children's breakfasts and lunch for educational workshops and classes taking part. They also provide children's party catering too.

Type 3 – a proper business

Southmead Development Trust is run by and for the residents of Southmead in Bristol. They run a healthy living hub, The Greenaway Centre and Café which has a gym and spaces for hire where catering for conferences and meetings provides a key revenue stream for the Trust.

The Bowes Museum has a nationally renowned art collection and is situated in the town of Barnard Castle, Teesdale, County Durham. It is also home to Café Bowes which serves high quality fare featuring locally sourced ingredients both for visitors to the museum and also as a destination in its own right. They have a newsletter keeping people updated with special events and offers.



4.1 Three (fictional) model businesses who run cafés

We have created three fictional businesses who run cafés, to explain the pros and cons of the different models. The businesses are called Tiddlers & Toddlers, Safely Social and Let Them Eat Cake.

2015 figures in £	Tiddlers & Toddlers	Safely Social	Let Them Eat Cake
Grant Income		£150,000	£215,300
Workshops & Courses			£103,000
Café	£26,400	£30,050	£150,500
Letting		£4,600	£279,300
Room Hire	£50,600		
Donations, Events & Sponsorship	£48,000	£300	£23,400
Services	£22,100	£1,200	
Public Sector Contracts		£12,000	
Total Revenue Income:	£147,100	£198,150	£771,500

Direct Costs – Services & Projects	£22,200	£7,300	£156,500
Direct Costs - Café	£28,000	£17,900	£132,600
Staffing	£68,000	£59,200	£289,900
Rent, Rates & Buildings Maintenance	£6,300	£800	£17,700
Utilities, insurance, telephony etc	£5,300	£8,800	£4,300
Marketing	£2,200	£600	£18,500
Other	£16,300		£120,000
Total Costs:	£148,300	£179,000	£738,500
Contribution to Reserves:	(£1,200)	£19,150	£33,000

4.1.1 Tiddlers & Toddlers

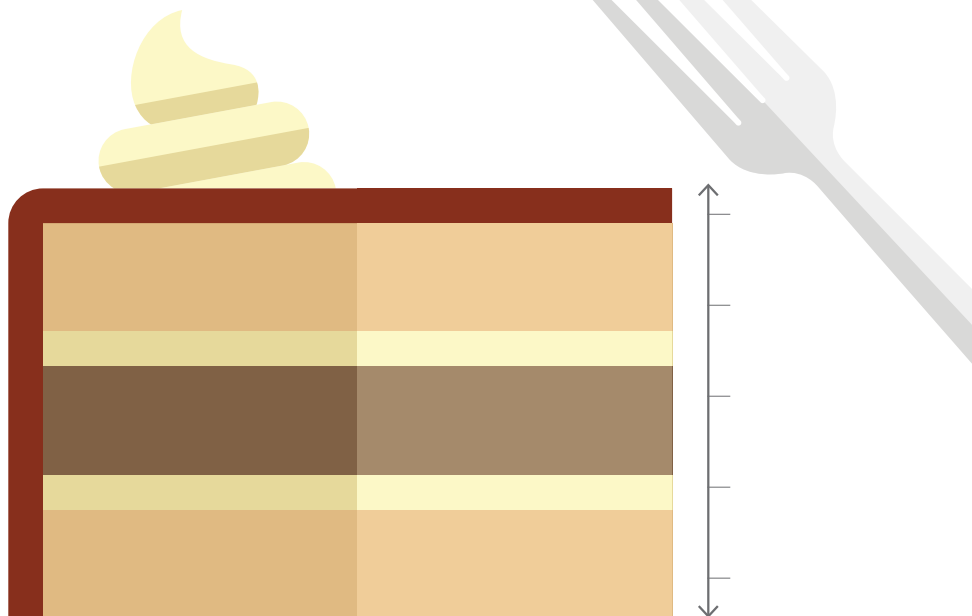
Tiddlers & Toddlers is a small café that provides tea and coffee, sandwiches and cakes for people who come to the community centre. The café has always been a central part of the small hub and was started by volunteers. Five years on, it now employs a part-time manager. The café is busy when the centre is busy, but very quiet when there are no events, classes or groups at the hub. This is a problem, as the income can't be relied on. At one point, Tiddlers & Toddlers tried employing a dedicated albeit part-time chef with the intention of creating more of a destination that would bring people in even if they were not regular users of the centre. In truth, the location

didn't really suit this and they've gone back to a simpler food offer. Whilst some other community hubs have the problem that the café is in the wrong place for a café (away from the main entrance, tucked away in the depths of the building or just in an ugly building in an area of town that no-one wants to stay in) Tiddlers and Toddlers are lucky. It's actually a lovely building and whilst audiences are limited and variable it's a well-loved place. The café makes as much use of Fareshare to source out of date fresh food but it's not always reliable enough to provide enough for all their raw ingredients needs.

4.1.2 Safely Social

Safely Social is a small café that provides services to support their underprivileged community. They provide a warm welcome to mums and toddlers, people waiting for or coming from their exercise classes, and are a social hub for the local elderly population with volunteers collecting and taking home some of their physically less able customers. Safely Social also provide cooking lessons to teenagers which has the added benefit of the participants being able to take home a hot and hearty meal to the rest of their family after the lesson. The volunteer run IT support sessions are also pretty vital to their customers as they receive help filling out forms and decoding other letters etc. Safely Social is very much community-led, providing whatever the community says it needs. A café is essential; it is volunteer-run too. It provides what for some customers is the only freshly cooked meal of the week. They also provide cheap/free breakfasts for local school children many of whom

would otherwise often go hungry. This has the added benefit of the kids being better able to focus on learning at school rather than worrying about whether they'll eat that day or not. Prices are as low as possible so food can be simple but it is home cooked. The customers remember the person who came and trained the large volunteer group and hope to bring them back next year to help develop the menu further. Volunteers are dedicated to the community, and quite a few have mental health issues, or learning difficulties. This means that very few will ever have been in paid employment so the hub leader and other paid staff know they need patience to help their volunteers achieve the satisfaction of a job well done that they are all seeking. Of course, no one volunteer works all the days that the café is open so running the volunteering roster is a significant task in itself ... one that's done by the paid café manager.



4.1.3 Let Them Eat Cake

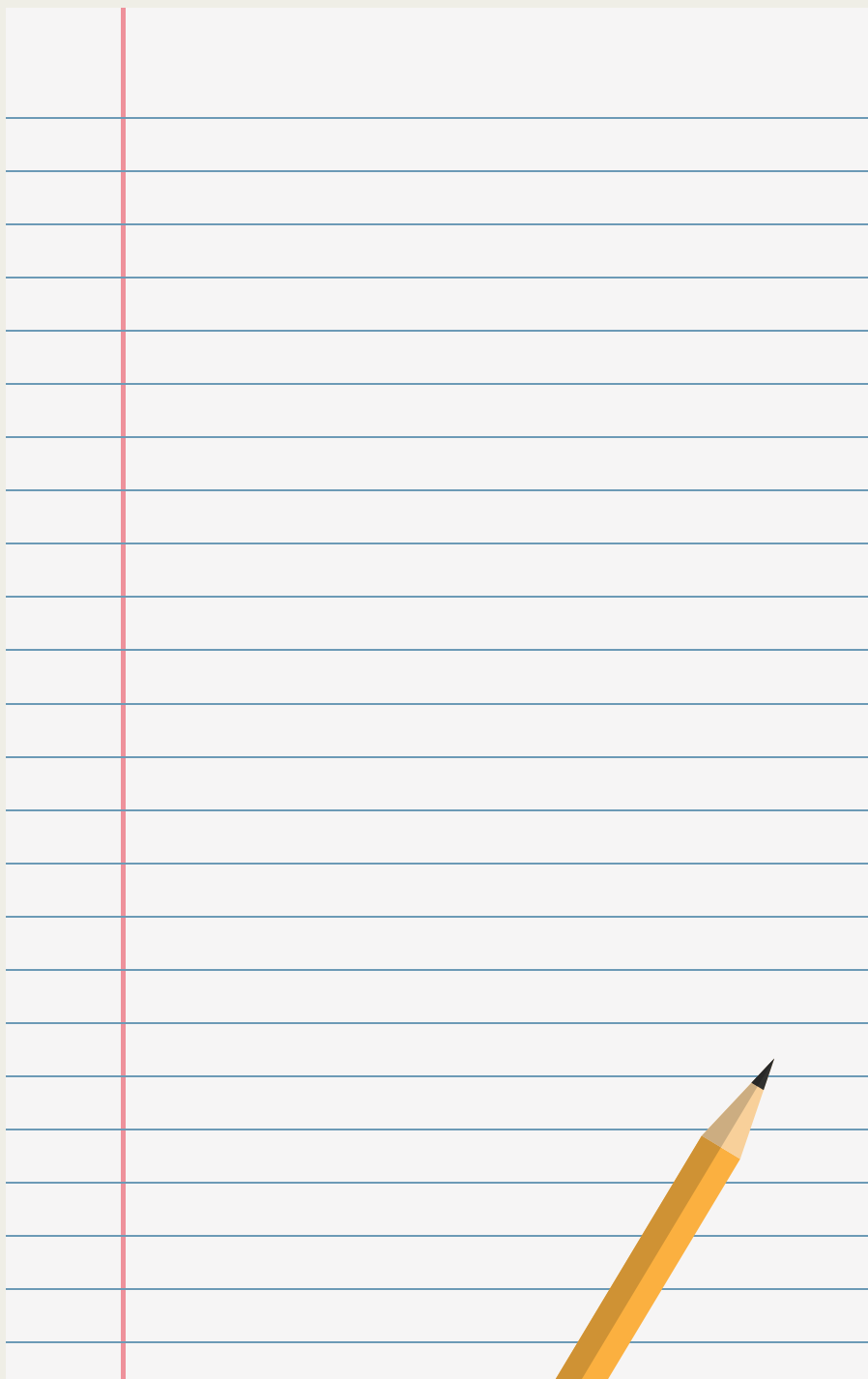
The Association of Independent Museums recommends a minimum annual revenue of £80k for a sustainable café, but getting to the point of over £65,000 is tough. Let Them Eat Cake has learnt this lesson the hard way! What was tough for this team is that getting to this level means developing a customer base that is separate from the rest of the organisation, people who come just for the café without ever needing to know what the rest of the building gets up to. Even though the building they are based in runs all sorts of events and does so regularly (more than three a week) it is not really enough to serve these audiences alone. Running a full-time café means a minimum paid staff base of four. Think of the staffing bill for that. The management structure for the café is necessarily separate from the rest of the organisation. The team have developed a set of regular offers (a weekend brunch, a toddlers club and a one day per week OAP specials) which are important for keeping

customer levels high in the quieter moments in the week. The team have discovered that a good chef/catering manager can take 6 – 8 months to recruit and agency replacements are expensive. This is an ongoing risk because if they lost a chef at short notice they would probably turn a healthy profit into a notable loss for several of the months that an agency chef would have to cover.

As the café is a significant source of income for the wider organisation, it matters that things like building refurbishments take into account the potential for a drop-in turnover during a refit. The team have also discovered that if you lose regular customers by being closed for a while you may not get them all back ... those regulars want a regular food/ beverage offer and if forced to go elsewhere may stick with what they find as alternatives. Of course, there's always the re-launch and opening party to tempt new people to try them out!

Stepney City Farm's on site community café sells fresh produce from the farm, creates a space for local people to socialise, and is big enough to accommodate teams on corporate away days.





5. TOP TIPS FOR A SUCCESSFUL CAFE

1. DON'T UNDERESTIMATE THE TIME AND EFFORT REQUIRED TO RUN A VOLUNTEER PROGRAMME AND GROUP
2. ENGAGE WITH YOUR LOCAL SURPLUS FOOD NETWORK
3. EMBRACE VOLUNTEERS, BECAUSE THEY WILL GROW IN CONFIDENCE AND REWARD YOU WITH WARMTH AND GRATITUDE
4. ASK YOUR CUSTOMERS WHAT THEY WANT AND BE PREPARED TO EXPLAIN AND CHANGE YOUR MENU
5. TRY NOT TO RELY TOO HEAVILY ON VOLUNTEERS TO COPE WITH THE EVERYDAY PRESSURES OF RUNNING A CAFE
6. PRICE YOUR OFFER AT YOUR EXISTING CUSTOMER BASE, WITH ASPIRATIONAL 'SPECIAL' OFFERINGS
7. GET A PROFESSIONAL IN TO COOK (SHORT-TERM/FULL-TIME/PART-TIME) AND TO PASS SKILLS ONTO YOUR STAFF



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business in
community
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London SE1 6FE

020 3857 7270

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powertochange.org.uk



@peoplesbiz

Registered charity no. 1159982

Design: supplestudio.com

Spelthorne Community Centres

Summary of Responses

Summary	Table of Responses	Respondents	Non-Respondents
Search Responses	Cross-Tabulate	Export	

1

Which community centre do you attend most often?

Fordbridge Centre	43
Greeno Centre	39
Staines Community Centre	1
Other (please specify)	0

[View Responses](#) [Quick Report](#)

2

Why do you choose this centre in particular?

This question has been answered 83 times.

[View Responses](#) [Quick Report](#)

3

How did you originally hear about the Community Centres?

Internet (Google etc)	2
Recommended by a friend or colleague	35
Recommended by a family member	10
Recommended by a professional (e.g. doctor)	7
Social media	1
Newsletter, blog, magazine etc.	1

Other

27

[View Responses](#) [Quick Report](#)

4

What would you like to see improved within your centre?

This question has been answered 83 times.

[View Responses](#) [Quick Report](#)

5

What days will you regularly attend the community centre?

Monday	28
Tuesday	35
Wednesday	47
Thursday	42
Friday	40
Saturday	15

[View Responses](#) [Quick Report](#)

6

How do you normally travel to our Community Centres?

Car	35
Bus	5
Spelride	17
Taxi	3
Bicycle	0
Walking	20

Train	0
Other (please specify)	7
View Responses	Quick Report

7

On a normal day, how easy do you find it to attend the centre?

Very Easy	55
Easy	20
Neither easy, nor difficult	4
Hard	4
Very Hard	0

[View Responses](#)

[Quick Report](#)

8

Do you eat at the centre?

Yes	59
No	24

[View Responses](#)

[Quick Report](#)

9

How often do you stay for the food when doing an activity?

Always	28
Usually	8
Sometimes	10
Rarely	9

Never 5

[View Responses](#) [Quick Report](#)

10

How would you rate the food out of ten?

1	0
2	0
3	0
4	0
5	1
6	0
7	4
8	11
9	8
10	36

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11

Would you enjoy seeing more variety in foods?

I want to see much more variety	6
I want to see some more variety	13
There is already enough variety	43
Other	21

[View Responses](#) [Quick Report](#)

12

Would you like to see more themed food days?

Definitely agree	15
Somewhat agree	26
Somewhat disagree	28
Definitely disagree	14

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13

How does the food offer compare to other local alternatives in relation to quality and price?

Much better	42
Better	24
About the same	17
Worse	0
Much worse	0

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14

Where else would you eat if you didn't eat at the centre?

This question has been answered 83 times.

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15

What might encourage anyone you know to attend?

This question has been answered 66 times.

[View Responses](#)[Quick Report](#)

16

Do you feel comfortable and at ease at the centre?

Strongly agree	72
Somewhat agree	8
Indifferent	3
Somewhat disagree	0
Strongly disagree	0

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17

Would you go to the centre to watch a special event (e.g. Armistice Day commemorations, Wimbledon Tennis etc)?

Yes	51
No	32

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18

Would you like to see other activities such as a film club, current affairs discussions etc?

This question has been answered 83 times.

[View Responses](#)[Quick Report](#)

19

Do you regularly have to care for a child or a dependent?

Yes	8
No	75

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20

Would you like to receive more help with banking and using technology, hearing aid maintenance etc? Please specify your wishes in the text box

This question has been answered 83 times.

[View Responses](#) [Quick Report](#)

21

Are there any other services you would like to see?

This question has been answered 83 times.

[View Responses](#) [Quick Report](#)

22

What gender do you identify as?

Male	19
Female	62
Non Binary	0
Prefer not to say	2

[View Responses](#)[Quick Report](#)

23

What is your ethnicity?

Bangladeshi	0
Black African	0
Black Caribbean	0
Chinese	0
Indian	1
Middle Eastern	0
Mixed	0
Pakistani	0
White	80
Other	0
Prefer not to say	2

[View Responses](#)[Quick Report](#)

24

What is your age range?

35-44	0
45-54	0
55-64	5
65-74	13
75-84	38
85-94	25
95 +	1
Prefer not to say	1

[View Responses](#)

[Quick Report](#)

25

What is the first half of your postcode (e.g. TW18)

This question has been answered 80 times.

[View Responses](#)

[Quick Report](#)

26

Do you consider yourself to be a disabled person?

Yes	30
No	45
Prefer not to say	8

[View Responses](#)

[Quick Report](#)

27

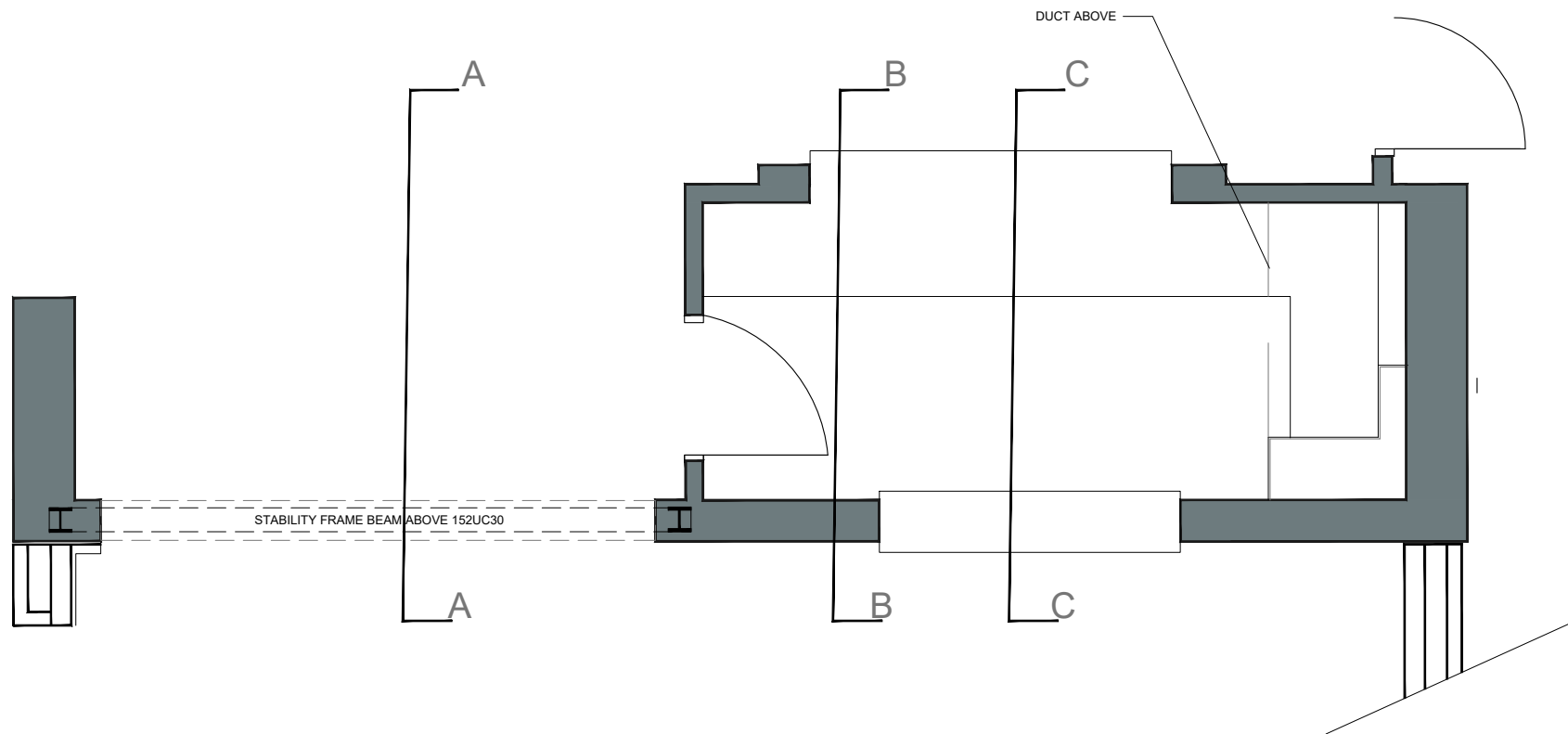
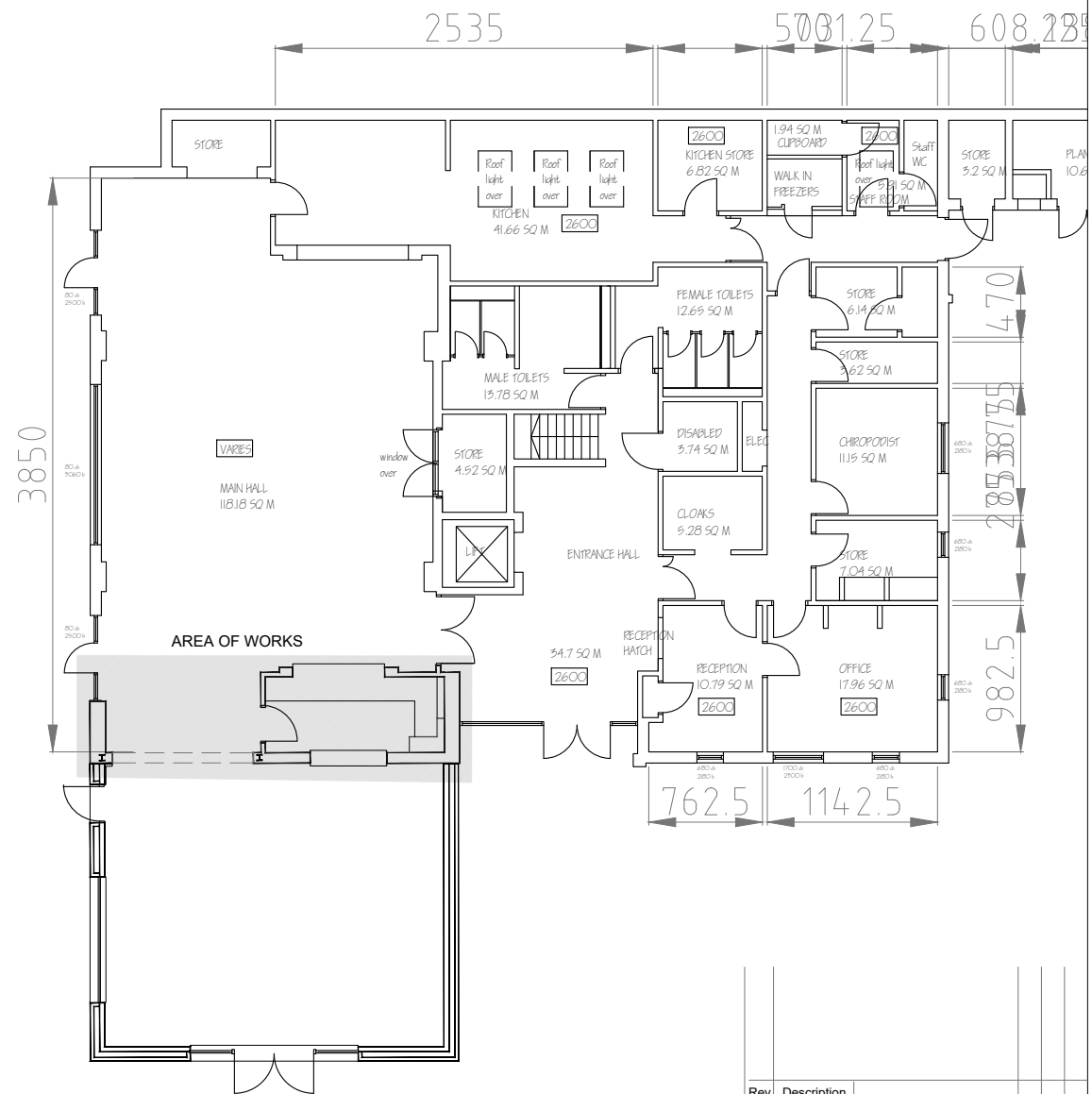
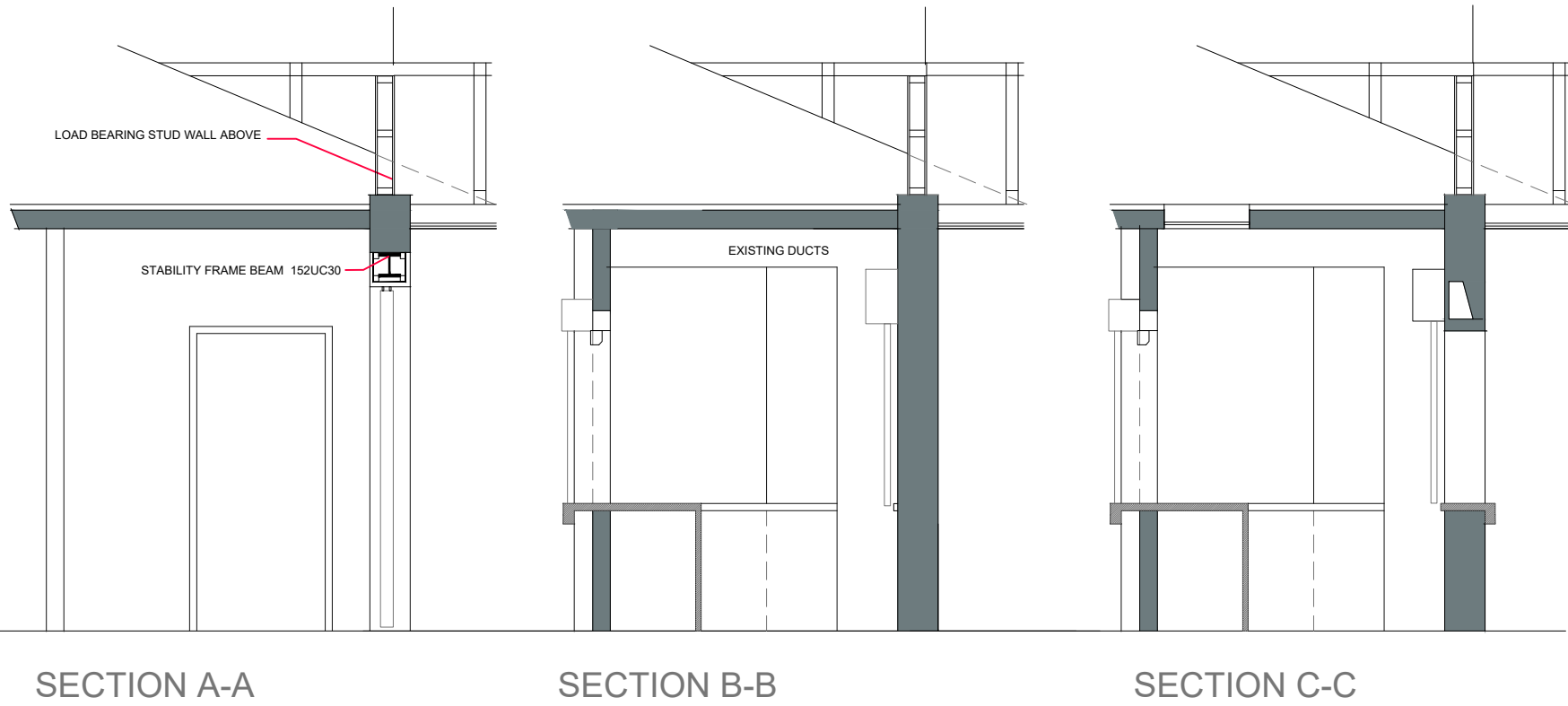
Is there anything else you would like to add about our services?


This question has been answered 42 times.

[View Responses](#)

[Quick Report](#)

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Rev	Description	Drawn	Check	Date
Revisions				
Fielding Architecture				
41 CHOBHAM ROAD, WOKING, SURREY. GU21 6JD Tel : 01483 764407 email : mail@bbf-fielding.co.uk				
CLIENT TOM WALSH SPELTHORNE BOROUGH COUNCIL				
PROJECT FORDBRIDGE CENTRE SERVERY CLARENDON ROAD ASHFORD, TW15 2PU				
DRAWING TITLE PLAN AND SECTIONS AS EXISTING				
SCALE 1:50 & 1:200@ A3				
DATE	JANUARY /25	DRN.	DK	CHK. NBO
JOB / DRAWING No. 24342/ S01		REV.	-	

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Spelthorne Borough Council Services Committees Forward Plan

This Forward Plan sets out the decisions which the Service Committees expect to take over the forthcoming months, and identifies those which are **Key Decisions**.

Please direct any enquiries about this Plan to CommitteeServices@spelthorne.gov.uk.

Spelthorne Borough Council

Service Committees Forward Plan and Key Decisions for 1 July 2025 to February 2026

Anticipated earliest (or next) date of decision and decision maker	Matter for consideration	Key or non-Key Decision	Decision to be taken in Public or Private	Lead Officer
Community Wellbeing and Housing Committee 30 09 2025 Council 23 10 2025	Fordbridge Community Centre Alterations - Urgent Action	Non-Key Decision	Public	Niky Rentall, Senior Operations Manager, Independent Living, Stephen Mortimer-Cleevely, Strategic Lead, Independent Living
Community Wellbeing and Housing Committee 30 09 2025	Eclipse Leisure Centre Safeguarding Follow-up	Non-Key Decision	Public	Lisa Stonehouse, Community Development Manager
Community Wellbeing and Housing Committee 30 09 2025 Council 23 10 2025	Additional Annual Grant Application 2025/26	Key Decision	Public	Lisa Stonehouse, Community Development Manager
Community Wellbeing and Housing Committee 30 09 2025	Review of Training in Parks	Key Decision	Public	Mary Holdaway, Leisure Development Manager
Community Wellbeing and Housing Committee 30 09 2025	Drug, Alcohol and Gambling Referrals	Non-Key Decision	Public	Karen Sinclair, Group Head - Community Wellbeing

Date of decision and decision maker	Matter for consideration	Key or non-Key Decision	Decision to be taken in Public or Private	Lead Officer
Community Wellbeing and Housing Committee 18 11 2025	Q and A with Borough Commander	Non-Key Decision	Public	Jackie Taylor, Group Head - Neighbourhood Services
Community Wellbeing and Housing Committee 18 11 2025	Review of Community Safety	Non-Key Decision	Public	Will Jack, Community Safety Manager
Community Wellbeing and Housing Committee 18 11 2025	Service Plans	Non-Key Decision	Public	Karen Sinclair, Group Head - Community Wellbeing
Community Wellbeing and Housing Committee 18 11 2025	Budget Report	Non-Key Decision	Public	Ola Owolabi, Interim Chief Accountant
Community Wellbeing and Housing Committee 18 11 2025	Fees and Charges	Non-Key Decision	Public	Ola Owolabi, Interim Chief Accountant
Community Wellbeing and Housing Committee 13 01 2026 Council 26 02 2026	Annual Grant Awards 2026/27	Non-Key Decision	Part public/part private	Lisa Stonehouse, Community Development Manager