

## RECOVERY ACTION PLAN (Version 3: 18 June 2021)

### Key to task owners:

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

### Table of acronyms used:

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

## INTRODUCTION

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

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

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

## SUPPORTING COMMUNITY RECOVERY - ACTION PLAN

Ref.	Key Action	Key task	Desired outcome	Target date	Owner
<b>LEADERSHIP WITHIN OUR COMMUNITIES</b>					
CR1	<p>a. Maintain visibility and engagement within our communities (including the voluntary sector and faith groups); capturing, embedding and further developing their energy and commitment, to support the delivery of services; and</p> <p>b. Ensure inclusion of all sections of our communities, including hard to reach groups.</p>	i. Build on COVID Champion programme to use as forum for promoting health topics and for relevant public consultation.	Engagement with 15-20 champions on a fortnightly/monthly basis	Autumn 2021	SLL
		ii. Build on the residents' association forum.	Establish regular meetings with at least 8 residents associations attending	Autumn 2021	Council Leader & SLL
		iii. Sustain and increase volunteer database in case of future emergency.	Volunteer database with number of volunteers established	Ongoing	SLL
CR2	Develop and implement a new Health and Wellbeing Strategy, taking into account lessons learnt from the impact of COVID-19.	New Health & Wellbeing Strategy produced.	Strategy launched and action plan adopted	Autumn 2021	MH
<b>SUPPORTING VULNERABLE PEOPLE TO HELP THEM TO STAY SAFE AND HEALTHY</b>					
CR3	Continue to support local food banks; working with the charity sector to increase capacity and resilience.	Relaunch food poverty group to share good practice and address local need	Quarterly meetings with food banks, family support and relevant community leads.	June 2021	SLL

Ref.	Key Action	Key task	Desired outcome	Target date	Owner
CR4	<p>a. Review our existing meals-on-wheels provision; and</p> <p>b. Explore options to expand provision to other vulnerable members of the community.</p>	Expand Meals on Wheels provision to include a fully staffed evening service	Now fully subscribed offering 25 evening meals.	Completed Spring 2021	SMC NR
CR5	Undertake a review to ensure the Community Centre offer provided by our Independent Living Team is appropriate and safe for all community groups.	Include the provision of more staff at community centres to cater for increased needs of those with a long-term condition	Have recruited a full complement of Care Support Workers and High Needs Level 5 Health and Social Care Managers.	Completed Spring 2021	SMC NR
CR6	<p>a. Enhance cross-agency working with health professionals and Surrey County Council to ensure a holistic approach is taken to improving the health and social wellbeing of the community; and</p> <p>b. including undertaking joint projects directed at specific vulnerable residents.</p>	<p>i. Provide two borough representatives embedded in the discharge functions of the hospital both acute and community setting.</p> <p>ii. Provide step down accommodation to ensure our residents can be discharged from hospital settings into independence focussed safe settings.</p> <p>iii. Expand our range of tech services to include more prevention-based tech.</p>	<p>Two Borough Discharge Coordinators recruited and inducted and funded by the ICP.</p> <p>Create the provision of 9 Step Down flats across North West Surrey ICS funded and Spelthorne led.</p> <p>Used DFG funding to broaden and update offer including a planned Dementia Suite.</p>	<p>Ongoing Summer 2021</p> <p>Ongoing Summer 2021</p> <p>Ongoing Summer 2021</p>	<p>SMC</p> <p>SMC</p> <p>SMC</p>

Ref.	Key Action	Key task	Desired outcome	Target date	Owner
CR7	Recognise and prepare to support the emotional needs caused by the pandemic on the community, with the assistance of partner organisations and all council services.	Centre managers are planning a COVID secure return to the centres which includes safe provision for the most vulnerable and to include extra emotional support to help residents cope with the long-term impacts of COVID 19.	Liaising with ASC to facilitate safe return and with H&S to ensure long term sustainability of COVID secure environment. Whilst maximising the number of clients who can attend the setting.	Autumn 2021	NR
<b>PREVENTING DEBT/FINANCIAL HARDSHIP</b>					
CR8	Analyse and evaluate the impact of the pandemic on the financial health of the community.	Increase the number of residents that receive advice on financial management and debt advice through Advice+ project delivered by A2 Dominion.	500 visits or phone calls over one year, measured monthly.	April 2021- March 2022	MI/KE
CR9	Promote/signpost our residents to appropriate government support/benefit schemes.	Deliver Project Breakthrough for tenancy support residents aged 18-30 including support with employment, skills and training to those Not in Employment, Education or Training (NEETs), those at risk of homelessness and those in need of welfare support. An under-30 specialist has been recruited to deliver wellbeing and life sessions.	100 young adults cope with the socio-economic effects of the pandemic with a priority of residents in Stanwell and Ashford North.	April 2021- March 2022	MI/KE
CR10	Support partner agencies to enable them to provide financial advice and assistance to the community.	Increase funding from annual grants for Citizens Advice to enable to meet higher demand due to COVID.	Monthly monitoring	Ongoing	SLL

Ref.	Key Action	Key task	Desired outcome	Target date	Owner
<b>PREVENTING HOMELESSNESS AND ROUGHSLEEPING</b>					
CR11	Maintain momentum of the Council's affordable housing development schemes.	<b>NOTE:</b> At present, apart from the White House, Harper House & the West Wing conversion into 25 affordable units, all the Council's current and proposed development schemes are either on hold as they need to be reviewed by the Sub Committee of the Corporate Policy and Resources Committee, or as a result of the moratorium on Council schemes in Staines-upon-Thames. Once the outcome is known the Action Plan will be updated.	44 affordable/key worker units at Benwell House (completed);  25 affordable units at West Wing  Delivery of Harper House.  Delivery of White House Hostel.	May 2021  July 2021  June/July 2021  End of July 2021	HM/RM  HM/RM  HM/RM  HM/RM
CR12	Provide appropriate resources to address the predicted increase in numbers and complexity of homelessness approaches.	20 additional emergency properties on a temporary basis arranged with A2 Dominion to house homeless households whilst seeking settled accommodation.	Home suitable households on a prompt basis minimising void period.	October 2021	MI/KE
CR13	Assist and support vulnerable families to stay in their existing homes.	Reduce evictions through commissioning A2D Advice services (listed above)	Listed above (see CR8)	April 2021- March 2022	MI/KE

Ref.	Key Action	Key task	Desired outcome	Target date	Owner
CR14	Facilitate and advise those in financial hardship, with direct support when appropriate.	Deliver a 50+ Tenancy sustainment service for people with multiple needs who are claiming universal credit. Over 50 specialists recruited to support with employment, training and skills, claiming benefits and money management.	150 individuals through tenancy sustainment intervention.	April 2021- March 2022	MI/KE
		Bid for rough sleeper initiative funding to sustain rough sleeper support worker to offer outreach service	KPI to be agreed if successful with funding.	March 2022 dependent on funding	MI/KE
		Bid to extend Housing First scheme by recruiting a second housing support worker in partnership with A2 Dominion. A service for entrenched rough sleepers which offers an intense wrap around support for people with multiple and complex needs.	50 interventions split between homelessness prevention and homelessness recovery.	March 2022 dependent on funding	MI/KE
		Homelessness Prevention Fund to support residents with rent in advice, rent deposit, mortgage/rental payment support or storage costs.	Administer fund as part of our prevention duty where needed through an eligible homelessness application.	Ongoing	KE

Ref.	Key Action	Key task	Desired outcome	Target date	Owner
<b>PROMOTING AND INCREASING LEISURE ACTIVITIES</b>					
CR15	Improve and develop a broad range of leisure activities and family-orientated leisure pursuits.	Restart Leisure activities including Walking for Health and Cycling for Health under COVID safe guidance.	At least 2 walks a week and 1 ride a week/fortnight offered in line with COVID restrictions.	April 2021	MH
		Communicate restarting of Leisure activities with residents to inform them of activity programme and COVID measures in place	Weekly social media posts on leisure activities.	May onwards	JM
		Deliver a free programme of holiday activities through the Club 4 programme for children on free school meals and those most in need (subject to funding)	15 young people to attend sessions including food for one week.	Summer 2021	LS
		To deliver a programme of activities in partnership with Active Surrey to deliver Specsavers Surrey Youth Games to meet local demand	Establish local need and identify relevant KPI.	Summer 2021/Autumn 2021	MH
		Work with home school link workers, family support, family centres and housing to refer families to utilise play scheme vouchers	150 families to be referred.	Summer 2021	LS

Ref.	Key Action	Key task	Desired outcome	Target date	Owner
CR16	Work in partnership with local art and sport clubs to provide a range of activities to promote mental health and fitness.	Work with local community organisations to deliver art and cultural activities in empty shopping units in the Elmsleigh Centre (subject to funding).	At least 2 organisations to deliver up to 6 weeks of activities in 2021.	Summer 2021 onwards	CL
		Develop a 10-week exercise programme for young clients aged 18-25 with mental health issues.	A course delivered with 10 people attending.	Summer 2022	MH
CR17	a. Continue to develop and improve our outdoor leisure facilities and options for all groups; and  b. Encourage use of our parks and open green spaces, developing these further by introducing new outside gyms.	Recognise the extensive use of the parks and open green spaces, developing these further by introducing 10 new outside gyms.	10 gyms installed in parks including in areas of high need.	March 2022	JT
CR18	Work with our partners Everyone Active, providing financial assistance and communications to enable them to continue to operate our leisure centres.	Work in partnership with Everyone Active to support the leisure centres to resume all activities (when restrictions allow) and with COVID measures in place.	Attendance figures to resume to pre-COVID numbers.	Target date to be confirmed after 21 June 2021	DA/CM/CS



## SUPPORTING ECONOMIC RECOVERY - ACTION PLAN

Ref.	Key Action	Key task	Desired outcome	Target date	Owner
<b>MINIMISING UNEMPLOYMENT</b>					
ER1	Continue to monitor, measure and understand how COVID has affected local businesses and adapt to respond to impacts.	Develop a Dashboard with key areas of impact.	Will enable informed and timely decisions regarding existing and future responses.	Monthly - starting June 2021	KM
ER2	Provision/signposting of advice and support and ensuring effective implementation of relevant government initiatives, including business rate relief, payment of business grants etc.	Ensure that the Council website contains updated information with regards to information for business. Utilise SBF, Staines-upon-Thames BID and social media to cascade information.	Business owners will be able to access support and help (including financial support) as soon as it becomes available and do not miss it.	Ongoing	TC/KM
ER3	Keep under review the Council's discretionary grant policy and ensure that the Council distributes the funds available to best support individual firms to survive and to assist the broader economic recovery of the borough.	To identify interventions linked to the Spelthorne economy, scan implementation of ARG elsewhere for ideas. Consultation carried out with businesses.  Generate policy on agreed spend areas for ARG and allocate fund by govt's target date.	Businesses will have a voice and influence on how the ARG is allocated; best value will be achieved with allocation of the fund.	Completed  Complete spend by March 2022	KM  KM

Ref.	Key Action	Key task	Desired outcome	Target date	Owner
<b>DEVELOPING SKILLS AND GETTING PEOPLE BACK IN WORK</b>					
ER4	Implement our new Economic Development Recovery Plan (including addressing Brexit impacts).	To ensure that the momentum is maintained in delivering the interventions identified.	That a broad range of actions help improve the economic vitality of the borough.	July 2021	KM
ER5	Continue to work with the newly developed Jobs and Recovery Task Group (including reps from SBC, DWP, Brooklands College, Heathrow Academy, JCP and A2D) to develop new opportunities for local residents.	To organise dates and support for the group to meet and develop an Action Plan for the Group	The information collected by a variety of critical sources will help inform better decision making dynamically as we navigate through the pandemic. Action Plan will outline opportunities for local residents.	July 2021  August 2021	KM  KM
ER6	Support/promote employment and training initiatives – including Virtual Jobs Fair, ‘Kickstart’ scheme, and ‘Job Fuse’ (working with EM3 LEP).	Work with Brooklands College / BUPA / DWP / Surrey Chambers of Commerce and others to promote job fairs / Kickstart and development of an APP by Brooklands to access jobs.	Development of App will bring businesses together to offer jobs that are available.  Upskill young people with App development that will result in a new way of promoting work opportunities.	July 2021  Ongoing	KM/TC  KM/TC
ER7	Work with partners to bid for funding for a Youth Hub in the borough focused on helping specific groups between the ages of 18 – 24 to access employment opportunities and assist with ‘work readiness’ and resilience.	Submit an application to the DWP for funding for a Youth Hub to support the 16 – 24-year-old unemployed youth into employment.	Local young people will be provided with better skills to apply for jobs.	Awaiting outcome of grant application	TC

Ref.	Key Action	Key task	Desired outcome	Target date	Owner
ER8	Set up pop-up-shop where budding entrepreneurs can test the market in advance of setting up a business.	Access empty shop premises for temporary use.	Encourage people made redundant / unemployed to set up new businesses.	Summer 2021	TC/KM
<b>ASSISTING FUTURE BUSINESS GROWTH AND ADAPTATION</b>					
ER9	Prepare and promote our new business incubator to help local fledgling businesses to rent collaborative desks/space and provide training and mentoring to ensure business sustainability.	To prepare the incubator for occupation, arrange for the operations of the incubator to be managed, launch the incubator, market opportunities for tenants and fill the building as far as CV-19 restrictions will allow and completely fill when lifted.	This will encourage and support / mentor new and recently incorporated businesses to become successful, grow, and create new jobs within the borough. To become a council flagship.	Officially opened 11 <sup>th</sup> June 2021	KM/TC
ER10	Promote opportunities in the Borough for the development of 'green' jobs.	Through targeting some of the ARG funds and Green Initiatives Fund to the green economy, strengthen the participation of businesses in this sector.	Increase new green jobs measured through feedback from those businesses that receive a grant.	Start review 01.06.21	KM/TC

Ref.	Key Action	Key task	Desired outcome	Target date	Owner
ER11	<p>a. Promote 'shop-local' to our residents and visitors; and</p> <p>b. Promote 'buy-local' procurement.</p>	<p>Exploring opportunities to develop a Buy Local App.</p>	<p>More people purchasing goods locally.</p>	<p>Existing baseline data collected: Aug 2021;</p> <p>App launched: Oct 2021;</p> <p>Uptake survey: Target date to be confirmed</p>	KM/TC
		<p>Internal SBC procurement rules amended to encourage local procurement.</p>	<p>SBC increases the amount of procurement of local goods &amp; services of a value under £5k.</p>	<p>2022</p>	HG/CI
ER12	<p>Provide additional frontline support for Ashford, Sunbury and Shepperton businesses and retailers through our new Town Centre Manager.</p>	<p>Recruit a Town Centre Manager for the 3 towns to help promote them and support businesses. Staines already has a Business Improvement District in place.</p>	<p>Business via feedback speak highly of the Town Centre Manager and each town has functioning business groups in place.</p>	<p>October 2020 Completed</p>	AW
ER13	<p>Work in collaboration with Staines-upon-Thames Business Improvement District to support businesses and retailers in the town.</p>	<p>Ensure that there is SBC representation on the SBF Board.</p>	<p>SBC is able to influence the direction and priorities of the BID and enhance Staines-upon-Thames as a destination.</p>	<p>Ongoing – re-ballot in Feb 2022</p>	KM

Ref.	Key Action	Key task	Desired outcome	Target date	Owner
<b>PLACEMAKING, REGENERATION AND DEVELOPING INFRASTRUCTURE</b>					
ER14	<p>a. Maintain momentum of the Council's regeneration schemes; and</p> <p>b. Deliver the Staines-upon-Thames Development Framework as part of the review of the Local Plan up to 2035.</p>	Funding and support is provided to develop the Development Framework	The Framework will provide a template for the future development of Staines-upon-Thames.	Ongoing, Framework not yet completed. Aiming for adoption 2023.	HM
ER15	Improve broadband speeds in the borough (fibre to the premises (FTTP) up to 1GB), starting with Sunbury and expanding to Staines-upon-Thames and Ashford.	Work closely with a broadband provider to commit to install FTTP starting in Sunbury and then other areas of the Borough.	This will give Spelthorne a competitive advantage by providing excellent broadband speeds throughout the Borough making it a more attractive destination for businesses.	Started June 2020 - rollout programme is determined by external providers	KM
ER16	Consider bids for future rounds of to the Government's Levelling Up Fund for smaller transport projects, town centre and high street regeneration and maintaining and expanding cultural and heritage assets.	Work with other services within the Council and develop a range of options for schemes which could secure funding (including liaison with SCC on transport projects).	Secure government funding under the Levelling Up Fund for specific projects to deliver the projects (monitored via Corporate Project Management).	Target date to be confirmed depending on future bid round deadlines	KM

Ref.	Key Action	Key task	Desired outcome	Target date	Owner
<b>ATTRACTING VISITORS BACK INTO THE BOROUGH</b>					
ER17	Continue to promote Spelthorne as a place to live, visit and do business through the Visitor Economy Forum (SBC and business).	Set up and maintain a representative group to highlight needs and help improve the business opportunities available.	Feedback from the group will show that there has been positive steps to help the visitor economy.	Completed September 2020	DG
ER18	Continue to monitor the implementation and effectiveness of guidance for the safe use of our town centres, open spaces and other areas; providing relevant information to businesses on operating safely under COVID restrictions.	Make full use of the 6m x 4m digital screen in the Elmsleigh Centre, use of social media via SBC Communications Team.  EH Team continue to advise safe use of business premises.	Low level of complaints to EH regarding potential breaches of COVID-19 restrictions.	Screen completed Feb 2021.  EH work ongoing whilst government restrictions in place.	KM
ER19	Utilise EM3 LEP funding and government support in opening-up town centres post-COVID (using, for example, the Welcome Back Fund).	Apply for funding to support initiatives to assist towns to open up safely. Make use of the allocated Welcome Back Fund.	Successful in bid to EM3 to install 9 cycle racks in the borough, a 6m x 4m digital information screen in Elmsleigh Centre to remind adherence to restrictions.	Completed Oct 2020	KM/TC/DG

## SUPPORTING A GREEN RECOVERY - ACTION PLAN

Ref.	Key Actions	Key task	Desired outcome	Target date	Owner
<b>CLIMATE CHANGE POLICY</b>					
GR1	To develop a strategy to deliver carbon neutrality for the Council in line with Government targets or sooner.	Prepare a draft strategy to deliver carbon neutrality for the Council and support actions to lower the wider-borough's carbon emissions.	Enabling policy/strategy to support delivery of a green recovery.	June 2021	SM
GR2	Explore and devise a future financial treasury management strategy that take into account environment, social governance and responsible investments.	To discuss with the Council's treasury management advisors how to progress a change in the Council's investments.	A Green Investment Strategy	2022	TCo/SM
GR3	Aim to develop a more environmentally sustainable economy post-COVID and Brexit.	To develop a green recovery strategy which includes measures to evolve a more sustainable and resilient economy.	A thriving community which minimises its impact on the environment measured through buildings meeting appropriate environmental standards (e.g. BREEAM) and well-being surveys.	2024	SM/KM/ AB
<b>REDUCE THE CARBON FOOTPRINT OF COUNCIL OPERATIONS</b>					
GR4	Use opportunities provided by agile working to enhance/accelerate climate change initiatives	Develop a policy to enable long term homeworking and office hot desking.	Reduced car travel, emissions (compared to pre-pandemic levels) and release offices for multi-use.	Dec 2021	SM

Ref.	Key Actions	Key task	Desired outcome	Target date	Owner
GR5	<p>a. Continue to develop our programme to use more electric vehicles by staff to reduce CO2 emissions</p> <p>b. Purchase electric fuelled equipment when existing liquid fuelled equipment reaches end of life.</p>	<p>Examine options for future purchase of electric cars &amp; bikes; introduce measures to enable staff to purchase/lease electric cars.</p> <p>Implement measures to reduce the Council's carbon footprint through purchase of a green fleet equipment for grounds maintenance.</p>	<p>Electric pool vehicles/bikes in use by staff for business purposes.</p> <p>10% of staff to own electric vehicles.</p> <p>Green Fleet and electric tools in use.</p>	<p>Completed</p> <p>2025</p> <p>2028</p>	<p>MR/HR</p> <p>MR/SM</p> <p>JT/ /DC</p>
GR6	<p>Improve all council-owned residential and municipal properties and facilities through better insulation, investment in alternative heating and ventilation and aim to reduce utilities costs where possible.</p>	<p>To undertake energy studies of Council properties to identify cost effective improvements and then to progress installation.</p>	<p>Council properties being less expensive to run</p>	<p>2021 for completion of study. Installation target to be set</p>	<p>SM/MR</p>
GR7	<p>Review and improve, where possible, our waste management strategy.</p>	<p>To undertake a review of waste strategy in line with Government changes proposed for 2023.</p>	<p>Increased recycling and reduced quantities of household rubbish.</p>	<p>2022</p>	<p>JT/DL</p>



Ref.	Key Actions	Key task	Desired outcome	Target date	Owner
<b>INCREASE USE OF CLEAN ENERGY</b>					
GR8	a. Work with businesses and communities to promote and support cleaner and greener living and working.	To work with economic development team to build in opportunities for providing a sustainable environment. Promote opportunities in the Borough for the development of 'green' jobs including training.	To have a Staines development plan which demonstrates leadership in developing sustainable communities.  10% Increase in "green" employment in the Borough, in roles that have a positive impact on the environment measured through sector analysis of local employment.	2023  Target to be confirmed	HM/AB/ SM/KM  KM/HM
	b. Develop opportunities for increased locally generated clean energy.	Work in partnership via the Economic Development team.	50% of local businesses to use clean energy.	2027	KM/HM/ MR/SM
GR9	Implement technologies to maximise clean energy usage.	Develop opportunities (and schemes) for increased locally generated clean energy on Council buildings and in new build.	Council owned offices and housing sites to have a minimum capacity of 10% renewable energy generation.	2024	RM/MR
<b>ENCOURAGE GREATER USE OF CYCLING AND WALKING</b>					
GR10	a. Undertaking a borough-wide feasibility study to identify potential walking and cycling routes in conjunction with Surrey CC; and  b. Increase opportunities for exercise through walking and cycling and improving air quality by reducing car dependency, working with the highways authority.	Undertake actions to encourage greater cycling and walking by the community and Council.	A Local Walking and Cycling Infrastructure Plan to allow future implementation of schemes in an appropriate way.	2022	SM/AB

Ref.	Key Actions	Key task	Desired outcome	Target date	Owner
<b>IMPROVE AND INCREASE PROVISION OF PUBLIC OPEN SPACES AND ENHANCEMENT OF BIODIVERSITY</b>					
GR11	a. Enhance our parks and open spaces to adapt to climate change.	To develop and implement park strategies which meet both the environmental and social needs required of our open spaces and meet future climate change (mitigation and adaptation) and educational needs (a, b, and c).	That parks have both environmental and social benefits for our residents, including reduced air emissions,	2023	JT/IS
	b. To seek ways of improving the environmental and social value of our parks and open spaces and consider opportunities to create and support carbon sink initiatives within the Borough including landscaping and more tree planting where possible.				
	c. Enhance our parks and open spaces to adapt to climate changes, providing clean, accessible, outdoor spaces with access to nature for education and well-being purposes; and	Map out opportunities, including rain gardens, to improve the landscape and adapt and mitigate climate change.	To develop a suite of enhancement opportunities	2023	MR/IS/SM
	d. Increase land management to provide greater biodiversity to encourage wildlife and insect populations.	Develop a biodiversity strategy	Actions from the strategy to enhance wildlife and measurable increases in populations of key species.	2022	IS

Ref.	Key Actions	Key task	Desired outcome	Target date	Owner
<b>IMPROVE ENERGY EFFICIENCY OF HOUSING STOCK</b>					
GR12	a. Promote residential development that is sustainably located and allows safe and easy access for residents to existing services and transport hubs; and	Develop as part of developments and the Local Plan opportunities for better accessible developments.	Local Plan	2023	AB
	b. Seek and support the retrofit of existing residential housing to enable alignment with more demanding energy efficiency standards.	Identify ways of making the housing stock more sustainable, including through better insulation, alternative heating and ventilation and aim to reduce utility costs where possible.	i. Ensure KGE housing stock meets highest viable environmental standards.	2026	RM
			ii. Participate in current and future opportunities for seeking funding, such as Green Jump, to enhance the energy efficiency of housing stock across the Borough.	2023	MR

## KEEPING PEOPLE INFORMED – ACTION PLAN

Ref.	Key Actions	Key task	Desired outcome	Target date	Owner
<b>COMMUNICATE REGULAR UPDATES USING A RANGE OF DIFFERENT MEDIA</b>					
K1	Lead the strategic briefing and dissemination sessions for community partners through the COVID Champions initiative.	Continue bi-weekly webinars to inform and educate Champions on latest national and Borough specific COVID updates, information, and regulations.	Champions will disseminate information into the wider community – in particular ‘harder to reach’ groups or not digitally connected residents. To use network as key stakeholders for engagement to share other ‘health/community/council’ updates.	Ongoing	JM
K2	Maintain welfare and information-sharing calls to vulnerable community members and prepare for new and, as yet unforeseen demands due to COVID.	Prepare for future comms issues e.g. roadmap changes and surge testing.	Information needs to be accessible to all members of the community through different comms channels.	Ongoing	JM
K3	Continue to update and maintain the accessibility of our website, responding to changes in national and local guidance.	Accessibility website tool has launched. Use tools and reports to monitor development – Sitemorse and google analytics	To be at the top of accessibility report for Surrey Boroughs and top 20% nationally.	Ongoing – in line with government regulations.	MB/JM
K4	Continue to use and develop our social media to ensure rapid communication of key messages.	To continue to grow social media platforms and audience we currently use – Facebook, Instagram, and Twitter. Facebook receives best engagement – grow followers by 60% in comparison to January 2020.	Launch Next-door. Look at how TikTok and WhatsApp could benefit organisation. Undertake relevant training for all team members.	Launch Next-door by end of 2021.	JM

Ref.	Key Actions	Key task	Desired outcome	Target date	Owner
K5	Continue to publish eNews publications and encourage residents to subscribe to the platform.	Produce monthly Newsletter and quarterly business editions.	To grow subscribers by 15%. To run subscription campaign across all channels. Launch community newsletter with Community wellbeing and Leisure team.	Subscribers – end of 2021. Campaign to start in July.	JM/LK
K6	Ensure residents and businesses can continue to contact the Council by phone, letter or digitally.	Created ‘Keep Connected’ visual. Continue to promote through branding and marketing. Use all platforms including digital screens in Staines.	New window signage at Knowle Green. Finalise customer charter document. Increase reputational standing for the Council as an authority that responds quickly and efficiently.	Ongoing	JM
K7	Work with the Surrey-wide Communications Group to share information and best practice.	Ensure SBC is represented on calls including MIG/ Surrey Comms Groups and relevant SAG and Public Health calls.	Learn from best practise and ensure messages are shared. To develop and implement comms strategies.	On-going	JM
K8	Work with other stakeholders including Councillors, Residents’ Associations, businesses, charities, and other voluntary organisations to disseminate information and utilise support from their outside communications.	Update shareholder matrix regularly to make sure contacts are correct. Use different tools to share information. Look at alternative ways to communicate.	To increase engagement.	On-going	JM

## DELIVERING KEY SERVICES – ACTION PLAN

Ref.	Key Actions	Key task	Desired outcome	Target date	Owner
<b>MORE RESILIENT SERVICES</b>					
WR1	Remodel services to adapt to new challenges and new ways of working using the experience of enforced remote working to develop future plans for more flexible working methods to further reduce costs and enable more efficient service delivery.	Develop hybrid working policy.	Staff have an appropriate office/home working mix. Reduced commuting and requirement for office space	Jan 2022	SM/HR
WR2	Continue to review and update the Council's Pandemic Plan – taking into account lessons learned to ensure greater resilience in future.	Update plans.	Updated and useable plans for future emergencies.	Dec 2021	SM/AR
WR3	Further develop our new telephony system, implementing additional useful functions to assist the customer and provide them with a better experience, linking this to Council's digital transformation.	To move forward digital transformation.	Increased percentage of customers using online services (TBC).	2022	DD/AC/ SN/SM
WR4	Take steps to ensure the Council maintains its financial sustainability.	Ensure all staff appropriately equipped to manage budgets effectively. Encourage innovative thinking in methodologies used.	Efficiencies achieved and savings recorded.	2021  Ongoing	CIP PT

Ref.	Key Actions	Key task	Desired outcome	Target date	Owner
<b>WORKFORCE DEVELOPMENT</b>					
WR5	Train and equip our staff to adapt to new ways of working and any future restrictions.	Ensure promotion of training and personal development through appraisals/performance management.	Hybrid home and office working policy in place.  Staff productive and fully feel part of the organisation and understand and embrace corporate objectives.	Dec 2021  Ongoing	HR
WR6	Ensure all staff understand the Council's focus of best working practices to tackle the climate emergency.	Implement training via on-line module and in transformation programme.	Understanding of the actions staff need to take to mitigate and adapt to climate change	June 2021	SM
<b>PROTECTING STAFF AND CLIENTS</b>					
WR7	Ensure continued use of strict COVID related Personal Protective Equipment & social distancing requirements for site/face-to-face visits & enhanced cleaning regimes	Providing equipment/social distancing requirements for site/face-to-face visits and enhanced cleaning regimes.	Staff and Councillors feel safe.	2021 & ongoing depending on government guidance	SM/H&S
WR8	Continue to offer ongoing health and wellbeing support to our staff.	Promote Carefirst part of our Employee Assistance Programme.	Staff are fully aware of and can use the services offered.	Carefirst delivered 2021 (completed)  Ongoing support offered	HR

Ref.	Key Actions	Key task	Desired outcome	Target date	Owner
<b>MAINTAINING MOBILE AND FLEXIBLE WORKING</b>					
WR9	Maintaining mobile and flexible working Use the experience of enforced remote working to develop future plans for more flexible working methods to further reduce costs and enable more efficient service delivery.	Develop the hybrid working policy and continue with the Continuous Improvement Programme to reduce costs and efficiency.	Workforce productivity maximised	Dec 2021	SM/HR
<b>NEW WAYS TO ACCESS SERVICES</b>					
WR10	a. New ways to access services Make it as easy as possible for customers to access our services remotely; and b. Deliver more services remotely (e.g. SPAN).	Part of continuous improvement programme and digital transformation.	Improved customer service and innovative methods of delivery.	Target dates to be set for individual service area improvements	DD/SMC/ ICT/SM
WR11	Implement a plan for the safe transition back to public meetings	To plan appropriate social distancing and then return to normal.	Safe meetings.	September 2021	SM/MB/ H&S