

RECOVERY ACTION PLAN (Version

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Table of acronyms used:

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

INTRODUCTION

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

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

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

SUPPORTING COMMUNITY RECOVERY - ACTION PLAN

LEADERSHIP WITHIN OUR COMMUNITIES

<p>CR1 Action: a. Maintain visibility and engagement within our communities (including the voluntary sector and faith groups); capturing, embedding and further developing their energy and commitment, to</p>	<p>Task (and owner): i. Build on COVID Champion programme to use as forum for promoting health topics and for relevant public consultation. (SLL)</p>	<p>Desired outcome: Engagement with 15-20 champions on a fortnightly /monthly basis</p>	<p>Target date & progress notes: Autumn 2021 COMPLETED</p>
	<p>ii. Build on the residents' association forum. (Council Leader/SLL)</p>	<p>Establish regular meetings with at least 8 residents associations attending</p>	<p>Autumn 2021 COMPLETED</p>

<p>support the delivery of services; and</p> <p>b. Ensure inclusion of all sections of our communities, including hard to reach groups.</p>	<p>iii. Sustain and increase volunteer database in case of future emergency. (SLL)</p>	<p>Volunteer database with number of volunteers established</p>	<p>Ongoing: In October SLL supported Ed Walker, Applied Resilience contacting local sports clubs to establish a volunteer database. No organisations responded to the initial appeal and on 17 Nov. VSNS were approached to assist.</p> <p>Update February 2022</p> <p>Leisure have been approached to hold and maintain the database of emergency volunteers. After consideration it was deemed that this function would sit best centrally with the Emergency Response Team. A further public appeal for volunteers has been planned and is due to go out this week.</p> <p>April 2022</p> <p>A SLRF Sustainable Volunteer Working Day took place on 27 January. Included among the five distinct groups of volunteers identified, they noted that the Council of Voluntary Service (CVS) (VSNS in the case of Spelthorne) should be key partners and should be involved on how we deploy the spontaneous volunteers. They commented that “CVS know how to manage, coordinate and support volunteers. CVS recruits volunteers in right way and are well equipped around the processes. However, managing volunteers comes with a cost.”</p> <p>The Local Authority Group (LAG) was tasked with engaging CVS regarding spontaneous volunteers.</p>
<p>CR2</p> <p>Action: Develop and implement a new Health and Wellbeing Strategy, taking into account lessons learnt from the impact of COVID-19.</p>	<p>Task (and owner):</p> <p>New Health & Wellbeing Strategy produced. (SMC)</p>	<p>Desired outcome:</p> <p>Strategy launched and action plan adopted</p>	<p>Target date & progress notes:</p> <p>COMPLETED</p>

SUPPORTING VULNERABLE PEOPLE TO HELP THEM TO STAY SAFE AND HEALTHY

<p>CR3 Action: Continue to support local food banks; working with the charity sector to increase capacity and resilience.</p>	<p>Task (and owner): Relaunch food poverty group to share good practice and address local need. (SLL)</p>	<p>Desired outcome: Quarterly meetings with food banks, family support and relevant community leads.</p>	<p>Target date & progress notes: COMPLETED With ongoing quarterly meetings</p>
<p>CR4 Action a. Review our existing meals-on-wheels provision; and b. Explore options to expand provision to other vulnerable members of the community.</p>	<p>Task (and owner): Expand Meals on Wheels provision to include a fully staffed evening service. (SMC/NR)</p>	<p>Desired outcome: Now fully subscribed offering 25 evening meals.</p>	<p>Target date & progress notes: Spring 2021 COMPLETED</p>
<p>CR5 Action: Undertake a review to ensure the Community Centre offer provided by our Independent Living Team is appropriate and safe for all community groups.</p>	<p>Task (and owner): Include the provision of more staff at community centres to cater for increased needs of those with a long-term condition. (SMC/NR)</p>	<p>Desired outcome: Have recruited a full complement of Care Support Workers and High Needs Level 5 Health and Social Care Managers.</p>	<p>Target date & progress notes: Spring 2021 COMPLETED</p>

<p>CR6</p> <p>Action:</p> <p>a. Enhance cross-agency working with health professionals and Surrey County Council to ensure a holistic approach is taken to improving the health and social wellbeing of the community; and</p> <p>b. including undertaking joint projects directed at specific vulnerable residents</p>	<p>Task (and owner):</p> <p>i. Provide two borough representatives embedded in the discharge functions of the hospital both acute and community setting. (SMC)</p>	<p>Desired outcome:</p> <p>Two Borough Discharge Coordinators recruited and inducted and funded by the ICP.</p>	<p>Target date & progress notes:</p> <p>Autumn 2021 COMPLETED</p>
	<p>ii. Provide step down accommodation to ensure our residents can be discharged from hospital settings into independence focussed safe settings. (SMC)</p>	<p>Create the provision of 9 Step Down flats across North West Surrey ICS funded and Spelthorne led.</p>	<p>Target date & progress notes:</p> <p>Summer 2021 COMPLETED</p>
	<p>iii. Expand our range of tech services to include more prevention-based tech. (SMC)</p>	<p>Used DFG funding to broaden and update offer including a planned Dementia Suite.</p>	<p>Target date & progress notes:</p> <p>Ongoing</p> <p>We have transferred our monitoring services to Mole Valley District Council and jointly we are rolling out access to telehealth for the most vulnerable in conjunction with both NWS Alliance, Adult Social Care and Central Surrey Health.</p> <p>Sept 22 Cascade and Wearable devices currently installed in a number of residents households in Spelthorne</p>

	<p>iv. Work with Public Health to increase Covid Vaccination rates in target communities. (SLL)</p>	<p>Vaccination rates increased in line with Surrey averages.</p>	<p>Target date & progress notes: Ongoing COVID Champions has now been officially re-branded to Community Champions as we continue to engage stakeholders on a number of COVID-19 and wider health and community issues.</p> <p>A Covid Outreach Worker funded by Public Health has been in post since November 2021 and has a marked impact on increasing both Covid and Flu vaccination rates in targeted communities. However, analysis of specific age groups has demonstrated a need for more specific targeting. Funding has been secured to continue the role for a further six months. And we are currently exploring this possibility.</p> <p>June 2022 The Covid outreach worker role has been extended for a further nine months and the remit extended to help address issues associated with lower rates of take up, including mental health.</p>
<p>CR7 Action: Recognise and prepare to support the emotional needs caused by the pandemic on the community, with the assistance of partner organisations and all council services.</p>	<p>Task (and owner): Centre managers are planning a COVID secure return to the centres which includes safe provision for the most vulnerable and to include extra emotional support to help residents cope with the long-term impacts of COVID 19. (NR)</p>	<p>Desired outcome: Liaising with ASC to facilitate safe return and with H&S to ensure long term sustainability of COVID secure environment. Whilst maximising the number of clients who can attend the setting.</p>	<p>Target date & progress notes: Autumn 2021 COMPLETED</p>

PREVENTING DEBT/FINANCIAL HARDSHIP

<p>CR8 Action: Analyse and evaluate the impact of the pandemic on the financial health of the community.</p>	<p>Task (and owner): Increase the number of residents that receive advice on financial management and debt advice through Advice+ project delivered by A2 Dominion. (MI/KE)</p>	<p>Desired outcome: 500 visits or phone calls over one year, measured monthly.</p>	<p>Target date & progress notes: COMPLETED</p>
<p>CR9 Action: Promote/signpost our residents to appropriate government support/benefit schemes.</p>	<p>Task (and owner): Deliver Project Breakthrough for tenancy support residents aged 18-30 including support with employment, skills and training to those Not in Employment, Education or Training (NEETs), those at risk of homelessness and those in need of welfare support. An under-30 specialist has been recruited to deliver wellbeing and life sessions. (MI/KE)</p>	<p>Desired outcome: 100 young adults cope with the socio-economic effects of the pandemic with a priority of residents in Stanwell and Ashford North.</p>	<p>Target date & progress notes: COMPLETED</p>
<p>CR10 Action: Support partner agencies to enable them to provide financial advice and assistance to the community.</p>	<p>Task (and owner): Increase funding from annual grants for Citizens Advice to enable to meet higher demand due to COVID. (SLL)</p>	<p>Desired outcome: Monthly monitoring</p>	<p>Target date & progress notes: JUNE 2022 COMPLETED</p>

PREVENTING HOMELESSNESS AND ROUGHSLEEPING

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

<p>CR13 Action: Assist and support vulnerable families to stay in their existing homes.</p>	<p>Task (and owner): Reduce evictions through commissioning A2D Advice services (listed above). (MI/KE)</p>	<p>Desired outcome: Listed above (see CR8)</p>	<p>Target date & progress notes: April 2021-March 2022 (ON TRACK)</p> <p>01/02/2022. Service has been reviewed and Strategic Housing group updated. We will be commissioning additional services from CAB going forward.</p> <p>0-/06/22 - New CAB employee has been recruited, currently receiving training before providing support to the community from August 22.</p> <p>06/04/2022 in addition to the CAB service we meet monthly with the A2D income team and intervene to help prevent homelessness amongst their higher debtors</p> <p>07/06/22 - Successful RSI bid – means that we can introduce floating support to tenants in private rented accommodation to help them sustain their tenancy and to those leaving prison – to commence from 1 Sept 2022.</p> <p>07/06/22 - Housing First (RSI funded) - due to be procured for those most vulnerable.</p> <p>30/08/22 - service procured, currently evaluating received tender</p>
<p>CR14 Action: Facilitate and advise those in financial hardship, with direct support when appropriate.</p>	<p>Task (and owner): Deliver a 50+ Tenancy sustainment service for people with multiple needs who are claiming universal credit. Over 50 specialists recruited to support with employment, training and skills, claiming benefits and money management. (MI/KE)</p>	<p>Desired outcome: 150 individuals through tenancy sustainment intervention.</p>	<p>Target date & progress notes: 30/08/22 COMPLETED</p>

	Bid for rough sleeper initiative funding to sustain rough sleeper support worker to offer outreach service. (MI/KE)	KPI to be agreed if successful with funding.	JUNE 2022 COMPLETED
	Bid to extend Housing First scheme by recruiting a second housing support worker in partnership with A2 Dominion. A service for entrenched rough sleepers which offers an intense wrap around support for people with multiple and complex needs. (MI/KE)	50 interventions split between homelessness prevention and homelessness recovery.	March 2022 dependent on funding 19/11/2021. We are asking A2D to revise the SLA and commit to providing a minimum number of properties under housing first 01/02/2022. A2D did not commit to extra properties. Subject to successful RSI bid we will go for a full retender of the service. 06/04/2022 awaiting outcome of bid but the tender documents are nearly complete and will be published on 11 April with a go live date of 1 August 2022. 07/06/22 - bid successful, housing first service to be procured, awaiting legal documents to proceed. 30/08/22 evaluating received tender- service to commence from Nov 2022.
	Homelessness Prevention Fund to support residents with rent in advice, rent deposit, mortgage/rental payment support or storage costs. (KE)	Administer fund as part of our prevention duty where needed through an eligible homelessness application.	JUNE 2022 COMPLETED
PROMOTING AND INCREASING LEISURE ACTIVITIES			
CR15 Action: Improve and develop a broad range of leisure activities and family-orientated leisure pursuits.	Task (and owner): Restart Leisure activities including Walking for Health and Cycling for Health under COVID safe guidance. (MH)	Desired outcome: At least 2 walks a week and 1 ride a week/fortnight offered in line with COVID restriction	Target date & progress notes: JUNE 2022 COMPLETED

	Communicate restarting of Leisure activities with residents to inform them of activity programme and COVID measures in place. (JM)	Weekly social media posts on leisure activities.	Target date & progress notes: JUNE 2022 COMPLETED
	Deliver a free programme of holiday activities through the Club 4 programme for children on free school meals and those most in need (subject to funding). (LS)	15 young people to attend sessions including food for one week. Establish local need and identify relevant KPI.	Target date & progress notes: Summer 2021 COMPLETED
	To deliver a programme of activities in partnership with Active Surrey to deliver Specsavers Surrey Youth Games to meet local demand. (MH)	150 families to be referred.	Target date & progress notes: SUMMER 2022 COMPLETED
	Work with home school link workers, family support, family centres and housing to refer families to utilise play scheme vouchers		Target date & progress notes: SUMMER 2021 COMPLETED

<p>CR16 Action: Work in partnership with local art and sport clubs to provide a range of activities to promote mental health and fitness.</p>	<p>Task (and owner): Work with local community organisations to deliver art and cultural activities in empty shopping units in the Elmsleigh Centre (subject to funding). (CL)</p>	<p>Desired outcome: At least 2 organisations to deliver up to 6 weeks of activities in 2021</p>	<p>Target date & progress notes: COMPLETED</p>
	<p>Develop a 10-week exercise programme for young clients aged 18-25 with mental health issues. (MH)</p>	<p>Desired outcome: A course delivered with 10 people attending.</p>	<p>Target date & progress notes: Ongoing Discussions are in place with Everyone Active to create a suitable programme. Initial suggestions include working with A2 Dominion to identify young clients.</p> <p>June 2022 Ongoing, no further update.</p> <p>Sept 2022 Project paused whilst feasibility re-assessed. A mental health practitioner is also required to deliver this project safely and effectively, so a further partner organisation and funding is needing to be sourced before progression can occur.</p>
<p>CR17 Action: a. Continue to develop and improve our outdoor leisure facilities and options for all groups; and b. Encourage use of our parks and open green spaces, developing these further by introducing new outside gyms.</p>	<p>Task (and owner): Recognise the extensive use of the parks and open green spaces, developing these further by introducing 10 new outside gyms. (JT)</p>	<p>Desired outcome: 10 gyms installed in parks including in areas of high need.</p>	<p>Target date & progress notes: MAY 2022 (COMPLETED)</p>

<p>CR18 Action: Work with our partners Everyone Active, providing financial assistance and communications to enable them to continue to operate our leisure centres.</p>	<p>Task (and owner): Work in partnership with Everyone Active to support the leisure centres to resume all activities (when restrictions allow) and with COVID measures in place. (DA/CM/CS)</p>	<p>Desired outcome: Attendance figures to resume to pre-COVID numbers.</p>	<p>Target date & progress notes: Ongoing The Leisure Team have continued to work in partnership with Everyone Active enabling the reopening of the borough’s Leisure centres in Staines and Sunbury from April 2021. All activities have now resumed. Overall attendance figures have risen since re-opening, although still lower than pre-COVID levels. This is not a localised trend, and we continue to work with Everyone Active to build customer confidence and promote activities.</p> <p>Update February 2022: Attendance figures remain lower than pre-pandemic levels, between 75% and 80%. This is not a localised trend, and we continue to work with Everyone Active to build customer confidence and promote activities.</p> <p>April 2022: Attendance figures remain lower than pre-pandemic levels, however, Q4 attendance figures are showing a marked improvement on Q1,2 and 3.</p> <p>September 2022 Although attendance figures remain lower than pre-pandemic levels, a steady increase has been seen since April 2022. The latest attendance figures for August show 97% attendance at Sunbury and 91% at Spelthorne.</p>
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SUPPORTING ECONOMIC RECOVERY - ACTION PLAN

MINIMISING UNEMPLOYMENT			
<p>ER1 Action: Continue to monitor, measure and understand how COVID has affected local businesses and adapt to respond to impacts.</p>	<p>Task (and owner): Develop a Dashboard with key areas of impact. (KM)</p>	<p>Desired outcome: Will enable informed and timely decisions regarding existing and future responses.</p>	<p>Target date & progress notes: May 2022 – COMPLETED</p>
<p>ER2 Action: Provision/signposting of advice and support and ensuring effective implementation of relevant government initiatives, including business rate relief, payment of business grants etc.</p>	<p>Task (and owner): Ensure that the Council website contains updated information with regards to information for business. Utilise SBF, Staines-upon-Thames BID and social media to cascade information. (TC/KM)</p>	<p>Desired outcome: Business owners will be able to access support and help (including financial support) as soon as it becomes available and do not miss it.</p>	<p>Target date & progress notes: April 2022 – COMPLETED (and on-going re updates on website and SBF)</p>

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

<p>ER5 Action: Continue to work with the newly developed Jobs and Recovery Task Group (including reps from SBC, DWP, Brooklands College, Heathrow Academy, JCP and A2D) to develop new opportunities for local residents.</p>	<p>Task (and owner): To organise dates and support for the group to meet and develop an Action Plan for the Group (KM)</p>	<p>Desired outcome: The information collected by a variety of critical sources will help inform better decision making dynamically as we navigate through the pandemic. Action Plan will outline opportunities for local residents.</p>	<p>Target date & progress notes: January 2022 COMPLETED</p>
<p>ER6 Action: Support/promote employment and training initiatives – including Virtual Jobs Fair, ‘Kickstart’ scheme, and ‘Job Fuse’ (working with EM3 LEP).</p>	<p>Task (and owner): Work with Brooklands College / BUPA / DWP / Surrey Chambers of Commerce and others to promote job fairs / Kickstart and development of an APP by Brooklands to access jobs. (KM)</p>	<p>Desired outcome: Development of App will bring businesses together to offer jobs that are available. Upskill young people with App development that will result in a new way of promoting work opportunities.</p>	<p>Target date & progress notes: June 2022 COMPLETED</p>
<p>ER7 Action: Work with partners to bid for funding for a Youth Hub in the borough focused on helping specific groups between the ages of 18 – 24 to access employment opportunities and assist with ‘work readiness’ and resilience.</p>	<p>Task (and owner): Submit an application to the DWP for funding for a Youth Hub to support the 16 – 24-year-old unemployed youth into employment. (TC)</p>	<p>Desired outcome: Local young people will be provided with better skills to apply for jobs.</p>	<p>Target date & progress notes: December 2021 COMPLETED</p>

<p>ER8 Action: Set up pop-up-shop where budding entrepreneurs can test the market in advance of setting up a business.</p>	<p>Task (and owner): Access empty shop premises for temporary use. (TC/KM)</p>	<p>Desired outcome: Encourage people made redundant / unemployed to set up new businesses.</p>	<p>Target date & progress notes: June 2022 COMPLETED</p>
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ASSISTING FUTURE BUSINESS GROWTH AND ADAPTATION

<p>ER9 Action: Prepare and promote our new business incubator to help local fledgling businesses to rent collaborative desks/space and provide training and mentoring to ensure business sustainability.</p>	<p>Task (and owner): To prepare the incubator for occupation, arrange for the operations of the incubator to be managed, launch the incubator, market opportunities for tenants and fill the building as far as CV-19 restrictions will allow and completely fill when lifted. (KM/TC)</p>	<p>Desired outcome: This will encourage and support / mentor new and recently incorporated businesses to become successful, grow, and create new jobs within the borough. To become a council flagship.</p>	<p>Target date & progress notes: May 2022 COMPLETED</p>
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<p>ER10 Action: Promote opportunities in the Borough for the development of 'green' jobs.</p>	<p>Task (and owner): Through targeting some of the ARG funds and Green Initiatives Fund to the green economy, strengthen the participation of businesses in this sector. (KM/TC)</p>	<p>Desired outcome: Increase new green jobs measured through feedback from those businesses that receive a grant.</p>	<p>Target date & progress notes: June 2022 COMPLETED</p>
<p>ER11 Action: a. Promote 'shop-local' to our residents and visitors; and b. Promote 'buy-local' procurement.</p>	<p>Task (and owner): Exploring opportunities to develop a Buy Local App. (KM/TC)</p>	<p>Desired outcome: More people purchasing goods locally.</p>	<p>Target date & progress notes: JUNE 2022 COMPLETED</p>
	<p>Internal SBC procurement rules amended to encourage local procurement. (KM/TC)</p>	<p>SBC increases the amount of procurement of local goods & services of a value under £5k.</p>	<p>Target date & progress notes: COMPLETED</p>
	<p>To develop sustainable procurement strategy and ensure local and sustainable purchasing is built into procurement practice. (JR/CI)</p>	<p>Sustainability is effectively built into all purchases.</p>	<p>Target date & progress notes: June 2022 COMPLETED</p>

<p>ER12 Action: Provide additional frontline support for Ashford, Sunbury and Shepperton businesses and retailers through our new Town Centre Manager.</p>	<p>Task (and owner): Recruit a Town Centre Manager for the 3 towns to help promote them and support businesses. Staines already has a Business Improvement District in place. (AW)</p>	<p>Desired outcome: Business via feedback speak highly of the Town Centre Manager and each town has functioning business groups in place.</p>	<p>Target date & progress notes: October 2020 COMPLETED</p>
<p>ER13 Action: Work in collaboration with Staines-upon-Thames Business Improvement District to support businesses and retailers in the town.</p>	<p>Task (and owner): Ensure that there is SBC representation on the SBF Board. (KM)</p>	<p>Desired outcome: SBC is able to influence the direction and priorities of the BID and enhance Staines-upon-Thames as a destination.</p>	<p>Target date & progress notes: May 2022 COMPLETED (and on-going)</p>
<p>ER14 Action: a. Maintain momentum of the Council's regeneration schemes; and b. Deliver the Staines-upon-Thames Development Framework as part of the review of the Local Plan up to 2035.</p>	<p>Task (and owner): Funding and support is provided to develop the Development Framework. (HM)</p>	<p>Desired outcome: The Framework will provide a template for the future development of Staines-upon-Thames.</p>	<p>Target date & progress notes: June 2022 COMPLETED</p>

PLACEMAKING, REGENERATION AND DEVELOPING INFRASTRUCTURE

<p>ER15 Action: Improve broadband speeds in the borough (fibre to the premises (FTTP) up to 1GB), starting with Sunbury and expanding to Staines-upon-Thames and Ashford.</p>	<p>Task (and owner): Work closely with a broadband provider to commit to install FTTP starting in Sunbury and then other areas of the Borough. (KM)</p>	<p>Desired outcome: This will give Spelthorne a competitive advantage by providing excellent broadband speeds throughout the Borough making it a more attractive destination for businesses.</p>	<p>Target date & progress notes: Started June 2020 COMPLETED</p>
<p>ER16 Action: Consider bids for future rounds of to the Government's Levelling Up Fund for smaller transport projects, town centre and high street regeneration and maintaining and expanding cultural and heritage assets.</p>	<p>Task (and owner): Work with other services within the Council and develop a range of options for schemes which could secure funding (including liaison with SCC on transport projects). (KM)</p>	<p>Desired outcome: Secure government funding under the Levelling Up Fund for specific projects to deliver the projects (monitored via Corporate Project Management).</p>	<p>Target date & progress notes: June 22 COMPLETED</p>

ATTRACTING VISITORS BACK INTO THE BOROUGH

<p>ER17 Action: Continue to promote Spelthorne as a place to live, visit and do business through the Visitor Economy Forum (SBC and business).</p>	<p>Task (and owner): Set up and maintain a representative group to highlight needs and help improve the business opportunities available. (DG)</p>	<p>Desired outcome: Feedback from the group will show that there has been positive steps to help the visitor economy.</p>	<p>Target date & progress notes: September 2020 COMPLETED</p>
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ER18 Action: Continue to monitor the implementation and effectiveness of guidance for the safe use of our town centres, open spaces and other areas; providing relevant information to businesses on operating safely under COVID restrictions.	Task (and owner): Make full use of the 6m x 4m digital screen in the Elmsleigh Centre, use of social media via SBC Communications Team. (KM)		Target date & progress notes: Feb 2021 COMPLETED
	EH Team continue to advise safe use of business premises. (TWF)	Low level of complaints to EH regarding potential breaches of COVID-19 restrictions.	Target date & progress notes: April 2022 – COMPLETED
ER19 Action: Utilise EM3 LEP funding and government support in opening-up town centres post-COVID (using, for example, the Welcome Back Fund).	Task (and owner): Apply for funding to support initiatives to assist towns to open up safely. Make use of the allocated Welcome Back Fund. (KM/TC/DG)	Desired outcome: Successful in bid to EM3 to install 9 cycle racks in the borough, a 6m x 4m digital information screen in Elmsleigh Centre to remind adherence to restrictions.	Target date & progress notes: Oct 2020. COMPLETED

SUPPORTING A GREEN RECOVERY - ACTION PLAN

CLIMATE CHANGE POLICY			
<p>GR1 Action: To develop a strategy to deliver carbon neutrality for the Council in line with Government targets or sooner.</p>	<p>Task (and owner): Prepare a draft strategy to deliver carbon neutrality for the Council and support actions to lower the wider-borough's carbon emissions. (SM)</p>	<p>Desired outcome: Enabling policy/strategy to support delivery of a green recovery.</p>	<p>Target date & progress notes: COMPLETED</p>
<p>GR2 Action: Explore and devise a future financial treasury management strategy that take into account environment, social governance and responsible investments.</p>	<p>Task (and owner): To discuss with the Council's treasury management advisors how to progress a change in the Council's investments. (TCo/SM)</p>	<p>Desired outcome: A Green Investment Strategy</p>	<p>Target date & progress notes: 2022 ESG on target but action transferred to climate change strategy and action plan</p>
<p>GR3 Action: Aim to develop a more environmentally sustainable economy post-COVID and Brexit.</p>	<p>Task (and owner): To develop a green recovery strategy which includes measures to evolve a more sustainable and resilient economy. (SM/KM/AB)</p>	<p>Desired outcome: A thriving community which minimises its impact on the environment measured through buildings meeting appropriate environmental standards (e.g. BREEAM) and well-being surveys.</p>	<p>Target date & progress notes: 2024 action transferred to climate change strategy and action plan and working closely with Economic Development</p>

REDUCE THE CARBON FOOTPRINT OF COUNCIL OPERATIONS

<p>GR4 Action: Use opportunities provided by agile working to enhance/accelerate climate change initiatives</p>	<p>Task (and owner): Develop a policy to enable long term homeworking and office hot desking. (SM)</p>	<p>Desired outcome: Reduced car travel, emissions (compared to pre-pandemic levels) and release offices for multi-use.</p>	<p>Target date & progress notes: March 2022 COMPLETED</p>
<p>GR5 Action: a. Continue to develop our programme to use more electric vehicles by staff to reduce CO2 emissions b. Purchase electric fuelled equipment when existing liquid fuelled equipment reaches end of life.</p>	<p>Task (and owner): Examine options for future purchase of electric cars & bikes; introduce measures to enable staff to purchase/lease electric cars. (SO/HR)(SO/SM)</p>	<p>Desired outcome: Electric pool vehicles/bikes in use by staff for business purposes.</p>	<p>Target date & progress notes: COMPLETED</p>
	<p>Implement measures to reduce the Council's carbon footprint through purchase of a green fleet equipment for grounds maintenance. (JT/DC)</p>	<p>10% of staff to own electric vehicles. Green Fleet and hand-held electric tools in use.</p>	<p>Target date & progress notes: COMPLETED Targets transferred to Climate Change Strategy and Action Plan</p>
<p>GR6 Action: Improve all council-owned residential and municipal properties and facilities through better insulation, investment in alternative heating and ventilation and aim to reduce utilities costs where possible.</p>	<p>Task (and owner): To undertake energy studies of Council properties to identify cost effective improvements and then to progress installation. (SM/SO)</p>	<p>Desired outcome: Council properties being less expensive to run</p>	<p>Target date & progress notes: COMPLETED</p>

<p>GR7 Action: Review and improve, where possible, our waste management strategy.</p>	<p>Task (and owner): To undertake a review of waste strategy in line with Government changes proposed for 2023. (JT/DL)</p>	<p>Desired outcome: Increased recycling and reduced quantities of household rubbish.</p>	<p>Target date & progress notes: Action transferred to Climate Change and Action Strategy</p>
<p>GR8 Action: undertake a re-routing exercise for waste & cleansing services to ensure that the most efficient routes are assigned to crews</p>	<p>Task (and owner): To undertake a rerouting exercise of all waste collection rounds to incorporate all new builds</p>	<p>Desired outcome: More efficient routing with all new developments incorporated into the routes</p>	<p>Target date & progress notes: Transferred to service plan</p>
<p>INCREASE USE OF CLEAN ENERGY</p>			
<p>GR8 Action: a. Work with businesses and communities to promote and support cleaner and greener living and working.</p>	<p>Task (and owner): To work with economic development team to build in opportunities for providing a sustainable environment.</p>	<p>Desired outcome: To have a Staines development plan which demonstrates leadership in developing sustainable communities.</p>	<p>Target date & progress notes: Action transferred to climate change strategy and action plan</p>
<p>b. Develop opportunities for increased locally generated clean energy.</p>	<p>Promote opportunities in the Borough for the development of ‘green’ jobs including training. (HM/AB/SM/KM)</p>	<p>10% Increase in “green” employment in the Borough, in roles that have a positive impact on the environment measured through sector analysis of local employment.</p>	<p>Target date & progress notes: Action transferred to climate change strategy and action plan</p>

	Work in partnership via the Economic Development team. (KM/HM/SO/SM)	50% of local businesses to use clean energy.	Target date & progress notes: Action transferred to climate change strategy and action plan
GR9 Action: Implement technologies to maximise clean energy usage.	Task (and owner): Develop opportunities (and schemes) for increased locally generated clean energy on Council buildings and in new build. (RM/SO)	Desired outcome: Council owned offices and housing sites to have a minimum capacity of 10% renewable energy generation.	Target date & progress notes: Action transferred to climate change strategy and action plan
ENCOURAGE GREATER USE OF CYCLING AND WALKING			
GR10 Action: a. Undertaking a borough-wide feasibility study to identify potential walking and cycling routes in conjunction with Surrey CC; and b. Increase opportunities for exercise through walking and cycling and improving air quality by reducing car dependency, working with the highways authority.	Task (and owner): Undertake actions to encourage greater cycling and walking by the community and Council. (AM/AB)	Desired outcome: A Local Walking and Cycling Infrastructure Plan to allow future implementation of schemes in an appropriate way.	Target date & progress notes: 2022 Initial study completed and final report received July 2022 LWCIP report is going to E&S on 6 September with a view to moving to Phase 2 which will look at key routes in more depth to develop a blueprint design (subject to the agreement of members) 6 Sept – Committee agreed to move to Phase 2 with proviso of a presentation from Surrey addressing concerns raised.
	Task (and owner): Install a new circular walking route alongside the River Ash at HMP Bronzefield (AR)	Desired outcome: Obtain planning permission and conduct a procurement exercise and install Boardwalk	Target date & progress notes: Action transferred to climate change strategy and action plan

	Task (owner): Improve the walking route at Studios Walk Shepperton to encourage more public use (AR)	Desired outcome: Install new bridge & new pathways, Increasing public access	Target date & progress notes Action transferred to climate change strategy and action plan
IMPROVE AND INCREASE PROVISION OF PUBLIC OPEN SPACES AND ENHANCEMENT OF BIODIVERSITY			
GR11 Action: a. Enhance our parks and open spaces to adapt to climate change. b. To seek ways of improving the environmental and social value of our parks and open spaces and consider opportunities to create and support carbon sink initiatives within the Borough including landscaping and more tree planting where possible.	Task (and owner): To develop and implement park strategies which meet both the environmental and social needs required of our open spaces and meet future climate change (mitigation and adaptation) and educational needs (a, b, and c). (AR/AK/LS)	Desired outcome: That parks have both environmental and social benefits for our residents, including reduced air emissions,	Target date & progress notes: Action transferred to climate change strategy and action plan
	Map out opportunities, including rain gardens, to improve the landscape and adapt and mitigate climate change. (SO/BO/SM)	To develop a suite of enhancement opportunities	Target date & progress notes: 2023 Action transferred to climate change strategy and action plan

<p>c. Enhance our parks and open spaces to adapt to climate changes, providing clean, accessible, outdoor spaces with access to nature for education and well-being purposes;</p> <p>d. Increase land management to provide greater biodiversity to encourage wildlife and insect populations.</p>	<p>Develop a biodiversity strategy (BO)</p>	<p>Actions from the strategy to enhance wildlife and measurable increases in populations of key species.</p>	<p>Target date & progress notes: 2023 Action transferred to climate change strategy and action plan</p>
<p>IMPROVE ENERGY EFFICIENCY OF HOUSING STOCK</p>			
<p>GR12 Action: a. Promote residential development that is sustainably located and allows safe and easy access for residents to existing services and transport hubs; and</p> <p>b. Seek and support the retrofit of existing residential housing to enable alignment with more demanding energy efficiency standards</p>	<p>Task (and owner): Develop as part of developments and the Local Plan opportunities for better accessible developments. (AB)</p>	<p>Desired outcome: Local Plan</p>	<p>Target date & progress notes: Action transferred to climate change strategy and action plan</p>
	<p>Identify ways of making the housing stock more sustainable, including through better insulation, alternative heating and ventilation and aim to reduce utility costs where possible. (RM/SO)</p>	<p>i. Ensure KGE housing stock meets highest viable environmental standards. ii. Participate in current and future opportunities for seeking funding, such as Green Jump, to enhance the energy efficiency of housing stock across the Borough.</p>	<p>Target date & progress notes: Action transferred to climate change strategy and action plan</p>

KEEPING PEOPLE INFORMED – ACTION PLAN

COMMUNICATE REGULAR UPDATES USING A RANGE OF DIFFERENT MEDIA			
<p>K1 Action: Lead the strategic briefing and dissemination sessions for community partners through the COVID Champions initiative.</p>	<p>Task (and owner): Continue bi-weekly webinars to inform and educate Champions on latest national and Borough specific COVID updates, information, and regulations. (JM)</p>	<p>Desired outcome: Champions will disseminate information into the wider community – in particular ‘harder to reach’ groups or not digitally connected residents. To use network as key stakeholders for engagement to share other ‘health/community/council’ updates.</p>	<p>Target date & progress notes: COMPLETED</p>
<p>K2 Action: Maintain welfare and information-sharing calls to vulnerable community members and prepare for new and, as yet unforeseen demands due to COVID.</p>	<p>Task (and owner): Prepare for future comms issues e.g. roadmap changes and surge testing. (JM)</p>	<p>Desired outcome: Information needs to be accessible to all members of the community through different comms channels.</p>	<p>Target date & progress notes: COMPLETED</p>
<p>K3 Action: Continue to update and maintain the accessibility of our website, responding to changes in national and local guidance.</p>	<p>Task (and owner): Accessibility website tool has launched. Use tools and reports to monitor development – Sitemorse and google analytics (MB/JM)</p>	<p>Desired outcome: To be at the top of accessibility report for Surrey Boroughs and top 20% nationally.</p>	<p>Target date & progress notes: COMPLETED</p>

<p>K4 Action: Continue to use and develop our social media to ensure rapid communication of key messages.</p>	<p>Task (and owner): To continue to grow social media platforms and audience we currently use – Facebook, Instagram, and Twitter. Facebook receives best engagement – grow followers by 60% in comparison to January 2020. (JM)</p>	<p>Desired outcome: Launch Next-door. Look at how TikTok and WhatsApp could benefit organisation. Undertake relevant training for all team members.</p>	<p>Target date & progress notes: COMPLETED</p>
<p>K5 Action: Continue to publish eNews publications and encourage residents to subscribe to the platform.</p>	<p>Task (and owner): Produce monthly Newsletter and quarterly business editions. (JM/LK)</p>	<p>Desired outcome: To grow subscribers by 15%. To run subscription campaign across all channels. Launch community newsletter with Community wellbeing and Leisure team.</p>	<p>Target date & progress notes: COMPLETED</p>
<p>K6 Action: Ensure residents and businesses can continue to contact the Council by phone, letter or digitally.</p>	<p>Task (and owner): Created ‘Keep Connected’ visual. Continue to promote through branding and marketing. Use all platforms including digital screens in Staines. (JM)</p>	<p>Desired outcome: New window signage at Knowle Green. Finalise customer charter document. Increase reputational standing for the Council as an authority that responds quickly and efficiently.</p>	<p>Target date & progress notes: COMPLETED</p>

<p>K7 Action: Work with the Surrey-wide Communications Group to share information and best practice.</p>	<p>Task (and owner): Ensure SBC is represented on calls including MIG/ Surrey Comms Groups and relevant SAG and Public Health calls. (JM)</p>	<p>Desired outcome: Learn from best practise and ensure messages are shared. To develop and implement comms strategies.</p>	<p>Target date & progress notes: COMPLETED</p>
<p>K8 Action: Work with other stakeholders including Councillors, Residents' Associations, businesses, charities, and other voluntary organisations to disseminate information and utilise support from their outside communications.</p>	<p>Task (and owner): Update shareholder matrix regularly to make sure contacts are correct. Use different tools to share information. Look at alternative ways to communicate. (JM)</p>	<p>Desired outcome: To increase engagement.</p>	<p>Target date & progress notes: Ongoing.</p>

DELIVERING KEY SERVICES – ACTION PLAN

MORE RESILIENT SERVICES			
<p>WR1 Action: Remodel services to adapt to new challenges and new ways of working using the experience of enforced remote working to develop future plans for more flexible working methods to further reduce costs and enable more efficient service delivery.</p>	<p>Task (and owner): Develop hybrid working policy. (SM/HR)</p>	<p>Desired outcome: Staff have an appropriate office/home working mix. Reduced commuting and requirement for office space, reduced carbon footprint</p>	<p>Target date & progress notes: Jan 2022 COMPLETED (with ongoing monitoring)</p>
<p>WR2 Action: Continue to review and update the Council’s Pandemic Plan – taking into account lessons learned to ensure greater resilience in future.</p>	<p>Task (and owner): Update plans. (SM/AR)</p>	<p>Desired outcome: Updated and useable plans for future emergencies.</p>	<p>Target date & progress notes: Dec 2021 COMPLETED</p>
<p>WR3 Action: Further develop our new telephony system, implementing additional useful functions to assist the customer and provide them with a better experience, linking this to Council’s digital transformation.</p>	<p>Task (and owner): To move forward digital transformation. (DD/AC/ SM)</p>	<p>Desired outcome: Increased percentage of customers using online services (TBC).</p>	<p>Target date & progress notes: 2022 – Finalising strategy with view to circulating route forward by July 2022 with implementation August to November. Development of web chat flows started with a goal to utilising AI capability to triage customer queries through the Councils website. Supplier arranging further scoping exercises to determine requirements. Typical turnaround 6-8 weeks. Agreed contractor, contract finalised Sept 2022, delivery end of November.</p>

<p>WR4 Action: Take steps to ensure the Council maintains its financial sustainability.</p>	<p>Task (and owner): Ensure all staff appropriately equipped to manage budgets effectively. Encourage innovative thinking in methodologies used. (CIP PT)</p>	<p>Desired outcome: Efficiencies achieved and savings recorded.</p>	<p>Target date & progress notes: 2021 and Ongoing</p> <p>In 2021, we have aligned the 2022/23 service plan and the budget setting process to bring budget managers thinking together. This will continue in 2022 for the 2023/24.</p> <p>In 2022, we are looking to introduce a waste reduction process and refine the budget setting process to remove redundant ledger codes and budgets. Completed and further developed with a working group including procurement, ICT, Projects and finance taking forward a series of actions.</p>
<p>WORKFORCE DEVELOPMENT</p>			
<p>WR5 Action: Train and equip our staff to adapt to new ways of working and any future restrictions.</p>	<p>Task (and owner): Ensure promotion of training and personal development through appraisals/performance management. (HR)</p>	<p>Desired outcome: Hybrid home and office working policy in place. Staff productive and fully feel part of the organisation and understand and embrace corporate objectives.</p>	<p>Target date & progress notes: August 2022 COMPLETED</p>
<p>WR6 Action: Ensure all staff understand the Council's focus of best working practices to tackle the climate emergency.</p>	<p>Task (and owner): Implement training via on-line module and in transformation programme. (SM)</p>	<p>Desired outcome: Understanding of the actions staff need to take to mitigate and adapt to climate change</p>	<p>Target date & progress notes: September 2022 COMPLETED</p>

PROTECTING STAFF AND CLIENTS

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

MAINTAINING MOBILE AND FLEXIBLE WORKING

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

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