Draft Framework for a Council recovery plan

Introduction
The current Coronavirus pandemic has created the most unique and unprecedented emergency response by the Council in its history. Working as part of the wider West Mercia Local Resilience Forum, the Council is a Category 1 responder and is a central part of the response to this major incident.

Council staff have been classified as key workers and many are spending most of their time dealing with the response. In parallel, the Council has tried to maintain core services with almost all staff working remotely. This has proved possible by a rapid acceleration of the Council's agile working programme. Moreover, the normal governance and decision making procedures have been suspended and the role of Councillors has been a community leadership role in their wards.

It is prudent, while the situation remains very much one of response, to start to plan the recovery phase for this crisis. This is very much in line with established planning procedures. Any recovery plan for the Council will need to align with wider plans across the LRF area and also follow government guidance as it emerges.

The difference to planning the recovery phase for this crisis is that it is highly likely that it will be a prolonged one and also the response phase will continue alongside any recovery.
For the local authority sector there have been many impacts and in particular for district councils there are particular impacts on such matters as governance, service delivery, financial pressures, unplanned expenditure and loss of income, workforce matters and reduced demand for some services.

The transition back to 'business as usual' is likely to be a phased one and this needs to be reflected in any planning. In addition, the profound changes to the 'modus operandi' of the Council forced by the response will have resulted in some learning such as the productivity and benefits of remote working and for some aspects of workforce management and governance 'business as usual may be different in the future.

The Framework
The Council's approach to recovery should be centred on the following 4 main pillars:
1. Our communities and the local economy
2. Resetting the business of the council
3. Recovery of the organisation
4. Councillors and democracy

Area of Focus	Objectives	Timescale S/M/L
Rough Sleeping	To ensure a legacy for initiatives taken during crisis	S
Homelessness Reduction Act	To ensure preparedness for increase in service requests	M
Domestic Abuse and Exploitation	To address any potential increases during crisis	M
Foodbanks	To review sustainability and on going demand	M

Voluntary sector	To review impacts on charities and services provided	L
Good Neighbour Networks	To connect communities to ensure local support and resilience	L
High Streets, funding and prospectuses	To review impact on High Streets and the retail and hospitality sectors: reset expectations from prospectuses	M
Business support	Advice and guidance to businesses across all sectors on support available	S
Refocus work of Economic Development and Tourism team	Prioritise activity to support business sustainability and employment	S/M
Visitor destination sector	To provide leadership and support to the sector including - rural public houses, festivals	S/M

	and events	
Horticulture and agriculture	Sector specific support packages	S
Cyber and Defence and High Tech sector	Sector specific support packages	S
Skills and job opportunities	To contribute to the economic recovery where jobs have been lost	S/M
Promoting active travel	To promote and encourage take up of and support the governments initiative on alternative ways to travel to, from and around our towns	M/L
Malvern Theatre	To assist Theatre Trust, in their financial management and plans for reopening	S/M

Area of Focus	Objectives	Timescale S/M/L
New Corporate Strategy – 5 year plan	Review and reconsider the prioritisation within the plan	S
Business Plan (to be reviewed this year)	Review all assumptions for medium term financial planning	S/M
Corporate Risk Register	Review key corporate risks	S
Financial stress testing	To address likely financial impact	S (on – going)
Directorate Service Plans	To consider and review deliverability of service plan targets	M
Freedom Leisure	Ensure ability to recommence business and financial resilience	S
Carbon Plan	Review actions and timescales as a result of Covid19	S
Performance management	Review reporting and content in the light of Covid19	S

Review Processes in the light of our move to Agile working	Embed any efficiencies gained from the move to agile into Business as Usual	M
Planning for growth and the SWDPR	To ensure SWDPR timetable is reviewed and Council is not penalised for enforced delay	S
Capital Programme and major projects (including Splash)	Review capital programme and timing of delivery of schemes	S
Investments/ money markets	To review investment income expectations both short and longer term	S/M
Move to greater digitalisation	To review impact on current ways of conducting business and working by greater use of digital channels	M/L

Area of Focus	Objectives	Timescale S/M/L
Workforce recover and readjustment	To assimilate staff back to business	S/M
Agile working Remote Working	To progress agile working project in light of learning from the crisis	S/M
Review EP and BCP systems and processes in light of learning	To ensure we have the correct resources and contingencies to meet future emergencies	S/M

Workforce planning – realignment of workforce to new service demand	Job roles meet needs Employees have the right skills Any change to operating structures is implemented effectively	S /M
Manage workforce in services with supressed demand	To match skills to keep workforce engaged	S
Council depot	To ensure service is managed and staff welfare prioritised after high pressure period during crisis	S/M
Establishment Control	To ensure control over costs post crisis in uncertain financial context	S/M
Senior management	To ensure the reduced SMT has	S/ M

Area of Focus	Objectives	Timescale S/M/L
capacity post crisis	capacity to work on LRF recovery and normal council business	
Council decision making	To ensure an orderly return to normal decision making structures	S L
Community Leadership	To consider the roles of Councillors in recovery phase in their communities	M

Government expectations	To ensure the Council meets any expectations from government in relation to policy and decision making	S/M
Boundary Commission Review	To ensure the Council can meet any revised timetable (now Dec 2020 for Stage 1)	S/M