



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
Good Neighbour Networks	To connect communities to ensure local support and resilience	L
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

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Social Mobility	To review impact on the programme and on levels of social mobility across the district	M
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 and festivals and events	S/M
Horticulture and agriculture	Sector specific support packages	S
Construction sector	Sector specific support packages	S

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Skills and job opportunities	To contribute to the economic recovery where jobs have been lost	S/M
Community Legacy Grants	Review impact on rounds 1 and 2 projects	S
	Consider impact on timing and criteria for round 3	M
Promoting active travel	To promote and encourage take up of and support the governments initiatives on alternative ways to travel to, from and around our towns	M/L
Area of Focus	Objectives	Timescale S/M/L
New Corporate Strategy	Review impact on delivery of promises and reconsider the prioritisation within the plan	S
Grow / Save / Charge Business Plan	Review all assumptions for medium term financial planning	S

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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 and update /amend plans	M
Wychavon Leisure	Ensure ability to recommence business and financial resilience	S
New Intelligently Green Plan	Review actions and timescales	S
Signals of Success performance management	Complete Q4/EoY report on time Review reporting and content to reset performance reporting for 2020/21	S
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	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

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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	Job roles meet needs Employees have the	S/M

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to new service demand	right skills Any change to operating structures is implemented effectively	
Manage workforce in services with suppressed demand	To match skills to keep workforce engaged	S
Establishment Control	To ensure control over costs post crisis in uncertain financial context	S/M
Senior management capacity post crisis	To ensure the reduced SMT has capacity to work on LRF recovery and normal council business	S/M
Area of Focus	Objectives	Timescale S/M/L
Council decision making	To ensure an orderly return to normal decision-making structures	S

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		M/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
Executive Board review of response to crisis	Good governance to review in due course	M
Boundary Commission Review	To ensure that Council can meet any revised timetable (now November 2020 for Stage 1)	M