

# Covid-19 Recovery Plan

June 2020

## 1) Introduction & Objectives

This Recovery Plan sets out a framework to enable the Council and its partners to change and adapt as the Covid-19 lockdown measures are eased and services transition to a new way of working.

The central aim is to meet the ambition set out in the Governments roadmap to *“return to life as close to normal as possible, for as many people as possible, as fast and fairly as possible... ..in a way that avoids a new epidemic, minimises lives lost and maximises health, economic and social outcomes.”*

This plan will govern the process for successfully moving through the series of lockdown easing measures whilst maintaining the Council’s essential services (e.g bin collection), continuing to deliver the new Covid related services (e.g shielded residents), and re-commencing non-essential services (e.g re-opening STEAM).

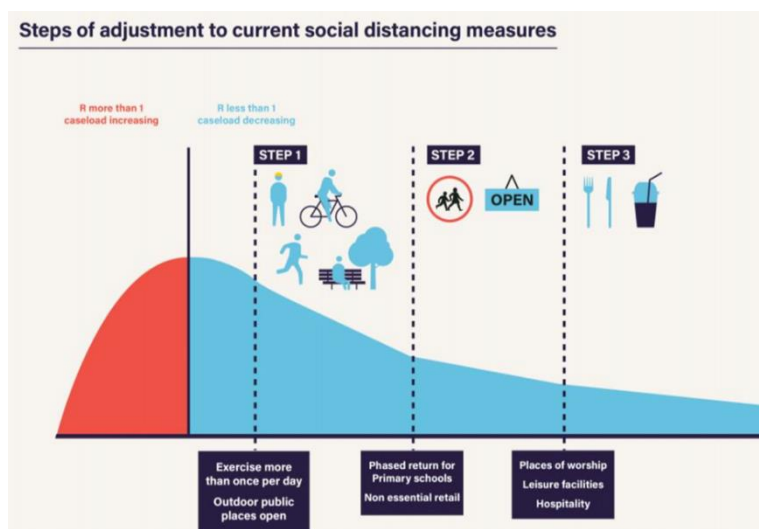
This initial recovery will be complete once the social distancing measures have stabilised and all the Council’s services are operational again in some form.

Working with partners and residents the objectives which will govern the recovery measures are:

- To support Swindon residents to recover from the effects of Covid 19 on their health and environment as quickly as possible
- To support Swindon businesses to recover from the effects of Covid 19 as quickly as possible
- To ensure community resilience and partnerships are strengthened as a legacy of how we’ve worked through this crisis
- To transition recovery workstreams into business as usual as soon as possible to establish the “New Normal”

## 2) Recovery Timetable

The detailed guidance from government is still emerging but the broad roadmap which will inform the timing and details of the recovery measures the Council can implement has been published.



The timetable announced by government set the following target dates for the implementation of each step:

- tep 1 - 13th May
- tep 2 - 1<sup>st</sup> June at the earliest
- tep 3 - 4<sup>th</sup> July at the earliest.

The management of the response to the pandemic has therefore been split into 2 distinct phases:

- **Response – From 16<sup>th</sup> March**  
Led by the Strategic Coordinating Group (SCG) through the Gold/Silver/Bronze command structure and focused on co-ordinating multi-agency aspects of the emergency response.
- **Recovery – From 13<sup>th</sup> May**  
The Council commenced recovery activity from mid-May in parallel to the Response Phase. As the lockdown measures are eased in steps according to government timelines, recovery workstreams will begin to implement their detailed recovery plans. During this phase services will continue to recommence and new demand pressures met whilst opportunities to reshape services are identified.

The current programme of activity sees both the Response and Recovery Phases running in parallel as the lockdown measures are eased in the steps set out within the government's roadmap. Once the immediate health crisis has passed it will be for the Local Authority to lead the process of recovery.

### 3) Governance

The Recovery Programme is structured into 6 workstream groups (set out in Appendix A).

An Officer and Member lead has been identified for each workstream with regular meetings being held to plan and coordinate recovery activity.

Workstream	Officer Lead	Cabinet Member Lead
The Organisation	Sam Mowbray / Sonia Grewal	Cllr Jandy
Economy	Philippa Venables	Leader
Social Care, Housing & Vulnerable Groups	Angela Plummer/Angela Clarke	Cllrs Ford, Martin and Martyn
Health and Wellbeing	Steve Maddern	Cllr Ford
Operational Services	Tony Galloway	Cllr Penny
Education, Skills & Learning	Sally Burnett	Cllr Holland

These workstream groups will feed into the Recovery Coordination Group who will in particular consider requests for the re-starting of services and the redeployment of staff. Comprising Officers from across the Council this group will be responsible for allocating the Council's resources to ensure the effective delivery of services.

The Coordination Group will report to the Recovery Board who will receive regular updates and consider items escalated from the Coordination Group. The Recovery Board will in turn report to the Council's Cabinet.

### 4) Approach to Recovery Planning

As we begin to recover from the impact of the virus it should be acknowledged that this has been an unprecedented event and the measures we put in place will be subject to change and review. The following principles will guide our approach:

- **Proactive Planning** - Drawing on our collective knowledge or our community, our service users and our own experience we will look to anticipate and plan for changing levels of need and demand.
- **Response to Change** - Whilst advance notice will be provided of some changes others may happen rapidly and measures may have to be reversed. We will need to react swiftly to changes in order to meet demand and protect our communities.
- **Flexibility** - The changes we planned for may not occur and new ones may arise. We must continue to operate flexibly, continually reviewing the services we are providing.

As workstreams develop their detailed recovery measures the following factors will be considered:

#### **4.1) Re-starting services**

Whilst the majority of the Council services have remained operational during this period some services have been paused.

As each stage of lockdown is eased there will be the opportunity to re-start these services. It is essential that this is done in a structured manner to ensure the safety of staff and residents and to deliver effective services.

The decision as to whether services commence will not just be based on government guidance and there may be opportunities for some services to be reshaped immediately rather than re-starting in their previous form.

If undertaking the works would incur significant extra costs or would not deliver the required benefits then it may be prudent to wait until the next set of restrictions are eased. For example if services are normally provided to groups but can only be 1 to 1 at this stage then it may be more beneficial to delay the re-start or use technology to reach more people. Some construction activities may also not be cost effective until measures are eased further.

Prior to services being restarted the checklist set out in Appendix C should be considered and discussed at the relevant Workstream Recovery Group. Where the tests have been met any need for additional resource, the return of redeployed resource or the need to re-open buildings should be discussed with the Organisation workstream. Once all the appropriate assessments have been made the Coordination Group gateway process must be completed before services recommence.

#### **4.2) Peaks in demand**

There will be peaks in demand as services are restarted and the government lockdown measures are eased. Economic impacts, or new Covid related demand will also need to be identified and managed.

Examples of this type of demand include pent up demand to dispose of waste at the HWRC or to register the birth of a new baby. New Covid-related demands include the need to support those who are shielded or support testing activity. There will also be negative consequences of the lockdown such as an increase in referrals to our adults and childrens support services or greater need to support businesses.

These peaks in demand will need to be considered, prioritising resource across the Council and managing residents' expectation through good communication. It may be that not all peak demand can be met in the short term and prioritisation may be required taking into account the potential impacts of not meeting demand.

Each workstream will identify areas of peak pressure and where additional redeployment resource is required this should be discussed with the Organisation workstream. The Coordination Group will play a key role in prioritising resource across the organisation where there are competing pressures.

#### **4.3) Reaching Out**

There will be a number of residents who require services but do not reach out during this period due to anxiety, not wanting to be a burden or because they do not realise support is available. Our focus must not solely be on those seeking our services but also to identify and reach out to those who need our help. The Live Well Hub and volunteer resource will continue to be used in this period to both support those being shielded and reach out to those requiring support.

#### **4.4) Our people**

Looking after our staff and their health and wellbeing is our priority. We will continue to face the challenge of Covid-19 with staff and their families falling ill and increased home working and social distancing likely to be required for some time.

There may also be mental health challenges with the easing of measures leading to increased levels of anxiety. The good practice put in place during the lockdown will need to continue with regular communication between staff members, monitoring of workload/resourcing levels and access to support services.

As measures ease we must acknowledge that individual team members will be experiencing different challenges such as shielding due to underlying health conditions, childcare obligations (particularly until schools are reopened), caring responsibilities or the challenge of having been alone / isolated for an extended period

A flexible workforce with a proactive approach to assessing resource levels and redeployment requests will be essential to the success of the recovery period.

#### **4.5) Our estate and buildings**

As our buildings, sites and car parks begin to open both for staff and residents, additional measures will need to be taken to ensure people are both safe and feel comfortable using our services. Crucially, buildings must only open where this is in accordance with government guidance and all safety measures are in place. It is therefore likely that there will be a stage reopening of buildings with staff working from home where possible in the initial stages.

The re-opening of buildings will be managed through the Organisation workstream with all requests for re-opening reviewed to ensure the appropriate risk assessments and social distancing measures are in place. The Coordination Group will consider and approve all re-opening plans.

#### **4.6) Partnership information, advice & support**

Continuing our strong relationship with partners will be essential to meeting the new and ongoing challenges. Clear signposting to services which are delivered by parishes, partners and charities will be required to support residents.

There will be continued increased demand for Covid-19 treatment and testing which will place pressures on colleagues in health, care and emergency services who will need to work closely together to maintain services.

The continued policing of social distancing with changing measures will introduce new pressures in terms of enforcement and close coordination with policing teams will be required to ensure the safe and orderly opening of services.

Third sector organisations will be crucial in supporting our communities and meeting mental health challenges. Some of these organisations will be experiencing funding challenges and increased demand so communication will be essential to ensure residents secure the support they need. The Council will have a role in building capacity and sustainably supporting this sector to ensure organisations are working together with common goals.

#### **4.7) Communication**

Communication with residents has been strong throughout the response period with the traffic light system providing up to date information via the Council's website. This system will be particularly useful during the Recovery Phase as services will gradually re-open and new restrictions are introduced.

Further interventions may be needed when demand management is required. For example there may need to be small individual campaigns regarding the re-opening of services such as the HWRC maximising use of the website and social media channels.

By role modelling positive behaviours to the community, showing examples of safety measures in place and positive news stories we can contribute towards easing anxiety around the 'New Normal' and communicating that Swindon is open for business.

Workstreams will continue to work with the communications team to highlight areas where particular support is required or highlight good news stories to be collated and shared.

#### **4.8) Delivering more modern, effective and efficient services**

During the response phase the Council has had to work completely differently to how it has worked before, highlighting new opportunities to re-shape services and deliver a more modern, efficient and effective Council. Alongside the recovery activity, these new opportunities will be captured and reviewed. Some changes will be implemented immediately with others structured into improvement programmes to be delivered following the completion of the recovery period.

### **5) Recovery Workstream Priorities**

Each recovery workstream has identified the following priority activities and areas of focus during the Recovery Phase:

#### **5.1) The Organisation**

- The workforce
- The workplace
- New ways of working

#### **5.2) Economy**

- Intelligence – impact and business base
- Business support
- Business growth and skills needed
- Investments in Swindon and place marketing

- Regeneration and capital schemes (Town Centre and Borough-wide)
- Strategic place making

### **5.3) Social Care, Housing & Vulnerable Groups**

- Addressing the impact of confinement on abusive relationships
- Identifying those whose alcohol & substance use has become more problematic
- Address emotional impact on people whose mental health problems have been exacerbated
- Address impact on young people who have struggled with lack of freedom & what happens when this is relaxed
- Bringing back face to face family time for children in our care
- Successful implementation of new ICS system (Care Director)
- In-House Provision
- Commissioning
- Learning Disability & Transitions
- Partnership Working
- Social work, hospital discharge and integrated MDT working
- Identifying housing options for rough sleepers accommodated during lockdown
- Addressing the impact of confinement on homelessness preventions
- Re- introduce and prioritise customer access channels for all Housing functions
- Reintroduce the Voids and Lettings process to satisfy urgent housing needs arising from lockdown
- Support our most vulnerable tenants to access services and develop safe living arrangements
- Address impact of neighbourhood tensions with assistance from partners

### **5.4) Health and Wellbeing**

- Health and wellbeing intelligence
- Health and wellbeing protection
- Health and wellbeing improvement
- Live Well Swindon
- Community Safety Partnership

### **5.5) Operational Services**

- Reopening the HWRC
- Waste collection service
- Regulatory and enforcement services
- Highways and transport – passenger transport
- Highways and transport – enforcement and parking
- Customer services
- Registration and bereavement
- Library services
- Housing Repairs and Maintenance
- Library Services
- Enterprise Works

### **5.6) Education, Skills & Learning**

- Meeting educational needs of vulnerable and ensuring they are safe
- Education settings re-opening and educational needs are met
- Managing the risk of increased NEETS (16-25) and unemployment (all ages)

### **6) Detailed Programmes & Monitoring**

The recovery priorities have been developed into a set of deliverables which will be managed and delivered by the workstream groups. These deliverables are captured in the Recovery Monitoring Plan split into two categories; actions and managing peaks in demand. The Monitoring Plan templates are included at Appendix D.

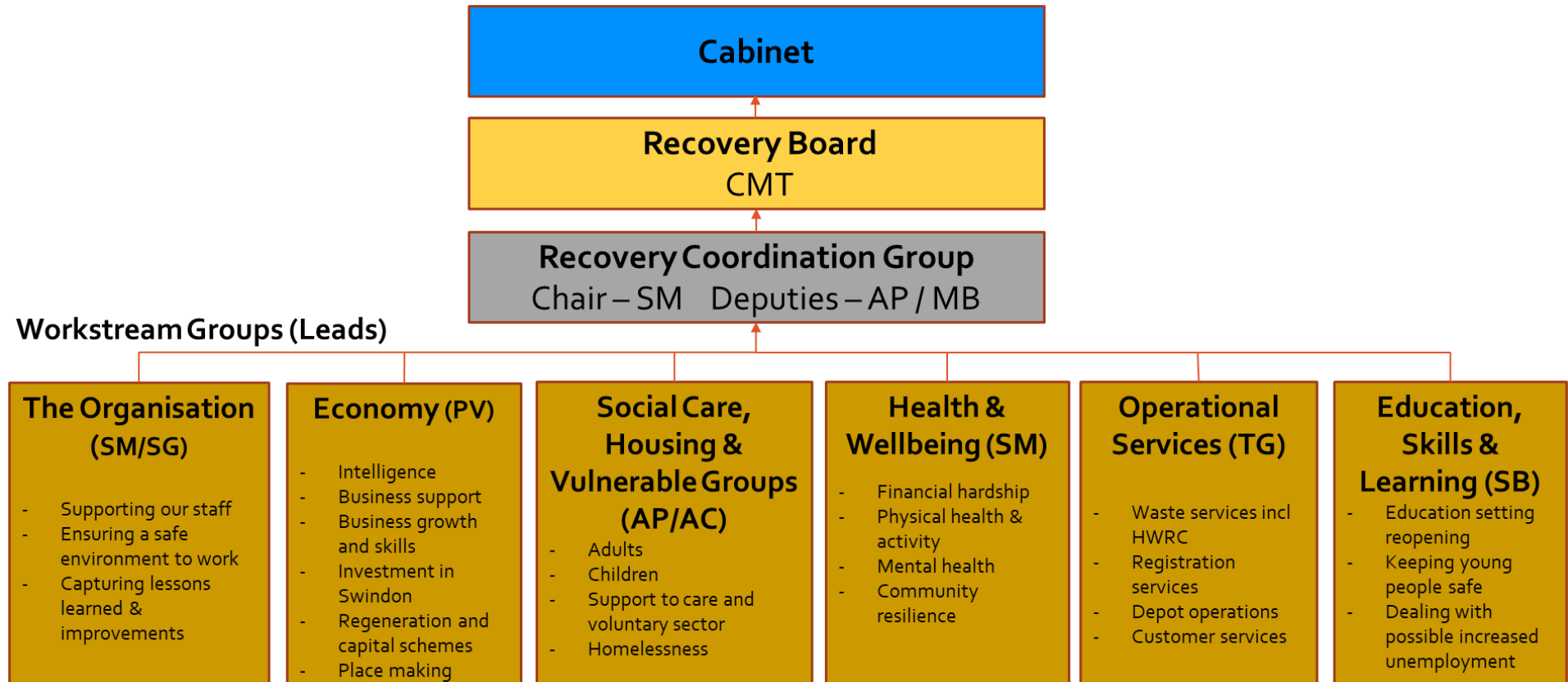
Actions include the re-starting of services or the implementation of new programmes of work to mitigate the impacts of the virus and lockdown period.

Peaks in demand relate to activity which is business as usual for the Council but where increased demand is expected as a result of the pandemic. These areas will require monitoring to ensure staff and resources are effectively allocated and services do not become overwhelmed.

Action plans will initially be focussed on three month planning periods with the first period running from mid-May to the end of August. Exception reporting will be completed weekly through the CRIP (Common Recognised Information Picture) report to the Silver Coordinating Group and Gold Recovery Board with a full status report produced fortnightly. The plans will be live documents with actions and target dates regularly updated as more detailed planning is completed, new guidance issued and new national programmes launched.



## Appendix A – Recovery Stage Governance

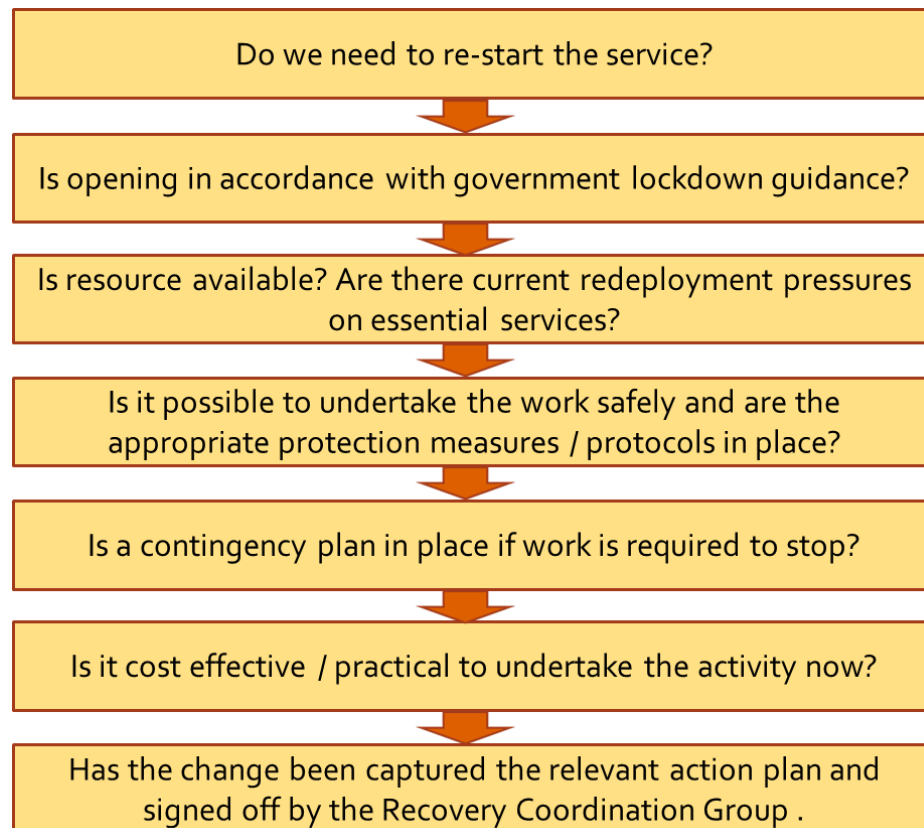


# Workstream Overview (0 to 3 months)

	Step 1 (13 <sup>th</sup> May)	Step 2 (June 1 <sup>st</sup> earliest)	Step 3 (July 4 <sup>th</sup> earliest)
The Organisation	Risk assessment against COVID-19 secure guidance, Issue guidance on safely reopening buildings / services		
	Meet redeployment requirements, ensure all staff are able to contribute, support staff health & wellbeing		
Economy	Provide intelligence to Government and administer/support funding schemes, support business/inward investment		
	Assess and approve the recommencement of capital programme schemes		
Social Care, Housing & Vulnerable Groups	Recommence/ extend day services, provision in hubs, face to face interaction		
	Support for those experiencing domestic abuse/increased alcohol & substance usage/ mental health challenges		
	Focus on reshaping sustainable care services (recruitment / retention), partnership working		
Health & Wellbeing	Re-start services – sexual health/weight management/fall prevention/diabetes		
	Review and reshape Live Well Hub . Promote healthy living – walking, cycling <u>etc</u>		
Operational Services	Opening facilities (HWRC/County Park car parks)		Re-opening customer services / libraries <u>etc</u>
	Meet regulatory demands – Enforcement, <u>Covid</u> tracing. Meet peaks in <u>e.g</u> planning / animal welfare / birth registration		
Education, Skills & Learning	Support schools to reopen (enabling / guidance)		
	Meet needs of vulnerable & key worker children , support transition and those at risk of NEET.		



## Appendix C – Restarting Services Criteria



## Appendix D – Recovery Monitoring Plan Template

## Covid-19 Recovery Monitoring Plan - Actions

Workstreams	Priority	Lead	Action	Status			Anticipated completion date	RAG Status
				Complete	Underway	Not started		
The Organisation								
Economy								

## Covid-19 Recovery Monitoring Plan - Peaks in Demand

RAG Red - Peak not being managed - interventions required  
Amber - Interventions underway - demand management / additional resource  
Green - Peak being managed

[illegible]