

## APPENDIX 5: DRAFT COVID-19 COUNCIL RECOVERY PLAN

Theme 1: Ensuring Staff / Member Welfare						
<b>Objectives:</b> <ul style="list-style-type: none"> <li>Proactively protect and improve the welfare and health of staff and Members</li> <li>Achieve Secure COVID-19 status</li> </ul>						
Focus Area	Identifiable Programmes/Projects/Schemes	Deliverables	Council role (i.e. control, regulate or influence)	Partners	Resourced (yes or no)	Deadline
Wellbeing and support through the next phases of disruption	<ul style="list-style-type: none"> <li>Employer of Choice Programme</li> <li>Workforce Strategy and Action Plan</li> <li>Wellbeing charter accreditation</li> </ul>	<ul style="list-style-type: none"> <li>Plans, guidance and training in place to support teams through prolonged disruption (e.g. mental health support)</li> </ul>	Control		Yes	July 2020
		<ul style="list-style-type: none"> <li>Provision of equipment to support operations, protocols, assessments and Covid Secure Status,</li> </ul>	Control		Partial	Aug 2020
		<ul style="list-style-type: none"> <li>Staff redeployment</li> </ul>	Control		Yes	July 2020
		<ul style="list-style-type: none"> <li>Shielding plans in place for vulnerable staff</li> </ul>	Control		Yes	June 2020
		<ul style="list-style-type: none"> <li>Delivery of emerging Workforce Strategy Action Plan</li> </ul>	Control		Partial	Commence Sept 2020
		<ul style="list-style-type: none"> <li>COVID-19 Service Risk Assessments</li> </ul>	Control		Yes	July 2020
Theme 2: Operational Services						
<b>Objectives:</b> <ul style="list-style-type: none"> <li>The continuity of essential services</li> <li>Promote a return to normality and the restoration of disrupted services at the earliest opportunity</li> <li>Ensure that all business continuity plans are operational and are ready to support the wider response and recovery plans</li> </ul>						
Focus Area	Identifiable Programmes/Projects/Schemes	Deliverables	Council role (i.e. control, regulate or influence)	Partners	Resourced (yes or no)	Deadline
Status of 'Business As Usual' operational performance	<ul style="list-style-type: none"> <li>Develop performance suite for 2020/2021 to reflect revised programme of activity</li> </ul>	<ul style="list-style-type: none"> <li>Revised performance dashboard for core services and recovery / FTFC interventions</li> </ul>	Control		Yes	July 2020
		<ul style="list-style-type: none"> <li>Update business continuity plans</li> </ul>	Control		Yes	July 2020

Operational plans	<ul style="list-style-type: none"> <li>Developing operational plan for Phase 2 of Covid-19, building management, assessment and plans to restore or revise services; including preparing for pent up or deferred demand planning &amp; operations</li> </ul>	<ul style="list-style-type: none"> <li>Operational plans in place to reinstate services, identifying demand and potential pressures on services and front-end</li> </ul>	Control		Yes	July 2020
		<ul style="list-style-type: none"> <li>Securing Covid- Secure Status for key property assets</li> </ul>	Control	Occupiers of General Fund Assets	Partial	Aug 2020
		<ul style="list-style-type: none"> <li>Enable and support partners that use Daneshill House and Cavendish Road to comply with Covid Secure requirements</li> </ul>	Control and influence	Citizens Advice, Police, Travis Perkins, CCTV Ops	Yes	July 2020

### Theme 3: Development & Delivery of FTFC Corporate Priorities

#### Objectives:

- Prioritise and deliver an agreed set of Future Town, Future Council priority programmes and projects during 2020/21
- Development of a new corporate plan in response to the challenges Stevenage and the Council faces

Focus Area	➤ Identifiable Programmes/Projects/Schemes	Deliverables	Council role (i.e. control, regulate or influence)	Partners	Resourced (yes or no)	Deadline
Review of future corporate priorities for 2020/2021 and beyond and the implementation of projects	<ul style="list-style-type: none"> <li>Annual Report – to include 2020/21 FTFC Priorities</li> <li>FTFC priorities beyond 2020/21</li> </ul>	<ul style="list-style-type: none"> <li>Delivery of revised 2020/21 FTFC programme (note this needs its own log of deliverables – though most are captured in the recovery plans)</li> </ul>	Control		Partial	March 2020
		<ul style="list-style-type: none"> <li>New Corporate Plan 2021-26</li> </ul>	Control		tbc	July 2021

### Theme 4: Transformation and Lessons Learnt

#### Objectives:

- Deliver a business case for a financially sustainable Council model, which delivers excellent, modern and efficient services for residents drawing on lessons from the COVID emergency and SBC's response to it.
- Continuing to modernise working practices through adopting new ways of working and introduction of new business tools
- Deliver priority digital projects to enable an enhanced online offer and self-service, and to meet MTFS savings requirements
- Deliver the ICT Strategy including the deployment and adoption of Microsoft Office 365 to help modernise working practices and deliver service efficiencies
- Enable agile and effective decision making and bringing the learning into the development of our accountability framework
- Review and align partnerships to help deliver the Council's recovery plan

Focus Area	➤ Identifiable Programmes/Projects/Schemes	Deliverables	Council role (i.e. control,	Partners	Resourced (yes or no)	Deadline
------------	--	--------------	-----------------------------	----------	-----------------------	----------

				regulate or influence)		
Prioritisation of projects to support MTFS requirements	<ul style="list-style-type: none"> <li>▪ Delivery of CTOC projects/ priority digital projects to boost self-service</li> <li>▪ Opportunity for 'accelerator' efficiency / process projects? (note this feels like a gap)</li> </ul>	CTOC Project including: <ul style="list-style-type: none"> <li>▪ Waste and Recycling (BarTec integration)</li> <li>▪ Environmental Nuisance reporting (BarTec integration)</li> <li>▪ Apply for Car Park Season ticket</li> <li>▪ Rapid e-forms</li> <li>▪ Housing Portal</li> </ul>	Control		No	July 2020
		<ul style="list-style-type: none"> <li>▪ New website go live</li> </ul>	Control		Yes	Sept 2020
	<ul style="list-style-type: none"> <li>▪ MTFS review</li> </ul>	<ul style="list-style-type: none"> <li>▪ Programmed MTFS budget option for 2021</li> </ul>	Control		No	Sept 2020
Transformation Plan and Resources	<ul style="list-style-type: none"> <li>▪ Complete Opportunity Assessment to identify efficiency and improvement opportunities</li> </ul>	<ul style="list-style-type: none"> <li>▪ Opportunity Assessment &amp; outline business case(s)</li> </ul>	Control		Partial	Oct 2020
		<ul style="list-style-type: none"> <li>▪ Delivery of Phase 1 (pilots and quick wins)</li> </ul>	Control		No	Sept to Dec 2020
		<ul style="list-style-type: none"> <li>▪ Decision on Future Model</li> </ul>	Control		No	Q4, 2020-2021
Ways of working (positives and negatives) to inform changes to operating model and how we work	<ul style="list-style-type: none"> <li>▪ New ways of working plan produced and implemented prior to lockdown ending</li> <li>▪ Digital and Customer Support</li> </ul>	<ul style="list-style-type: none"> <li>▪ New ways of working plan to support BC / operation</li> </ul>	Control		Yes	Aug 2020
		<ul style="list-style-type: none"> <li>▪ Digital Strategy</li> </ul>	Control		Partial	TBC
		<ul style="list-style-type: none"> <li>▪ Plans for the Customer Service Centre</li> </ul>	Control		Partial	TBC
Technology plan	<ul style="list-style-type: none"> <li>▪ Implementation of ICT Strategy (first tranche)</li> </ul>	<ul style="list-style-type: none"> <li>▪ New and enhanced desktop, security and Microsoft 365 to enable more efficient working</li> </ul>	Control	East Herts (shared service)	Yes	Q4, 2020-2021
(Digital) Democratic & Decision making	<ul style="list-style-type: none"> <li>▪ Implementing virtual Committees</li> <li>▪ Plan to implement paperless Committees</li> </ul>	<ul style="list-style-type: none"> <li>▪ Virtual Committees operational</li> </ul>	Control		Yes	June 2020
		<ul style="list-style-type: none"> <li>▪ Paperless meetings savings</li> </ul>	Control		Yes	TBC
	<ul style="list-style-type: none"> <li>▪ Review Constitution and Officer Delegations</li> </ul>	<ul style="list-style-type: none"> <li>• Officer Scheme of Delegation</li> </ul>	Control		Yes	

• Revised Constitution						
Partnerships	▪ Review of Partnership Framework	▪ Revised Partnership Framework	Control/ Influence	All	Yes	TBC
<b>Theme 5: Financial Security of the Council</b>						
<b>Objectives:</b>						
<ul style="list-style-type: none"> <li>▪ Ensure the financial security of the Council</li> <li>▪ Work with key partners to continue to lobby Government not only for support to address the financial challenges faced by the Council but also to recognise that we can play an effective leadership role in the economic recovery of Stevenage and Hertfordshire</li> <li>▪ Development of a Commercialisation Strategy and associated business cases</li> </ul>						
Focus Area	Identifiable Programmes/Projects/Schemes	Deliverables	Council role (i.e. control, regulate or influence)	Partners	Resourced (yes or no)	Deadline
Identification of Impacts of ongoing COVID-19 related recovery work	<ul style="list-style-type: none"> <li>▪ Monitoring of COVID related expenditure</li> <li>▪ Monitoring of COVID related income loss</li> <li>▪ Monitoring of CTAX and NDR COVID impacts</li> <li>▪ Monitor impact on tax base (CTS/empty shops etc.)</li> <li>▪ Review of need for S114 notice</li> <li>▪ Priority service analysis</li> </ul>	<ul style="list-style-type: none"> <li>▪ Government Funding ask to meet the gap</li> <li>▪ Trigger review of MTFS if losses greater</li> <li>▪ Potential release of budgets held 30 September or require further action such as consideration of S114 notice</li> </ul>	Control		Yes	On-going throughout 2020/21
MTFS Review and potential for possible revised budget for 20/21	<ul style="list-style-type: none"> <li>▪ Monitoring of CTAX and Business rate income</li> <li>▪ Identification of welfare and other economic impacts (including COVID)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Revised GF/HRA MTFS</li> <li>▪ Revised Financial Security targets</li> <li>▪ Level of risk assessed</li> <li>▪ Balances required</li> </ul>	Control		Yes	30 Sept 2020
Preparation for Spending Review 20 lobbying	<ul style="list-style-type: none"> <li>▪ Analysis of impact on GF</li> <li>▪ Impact on capital for NHB funding</li> <li>▪ Review changes to NDR 75% retained scheme for 2021/22</li> </ul>	<ul style="list-style-type: none"> <li>▪ Responses from MHCLG on funding, NHB resources and rent and RTB policy</li> </ul>	Control		Yes	Sept-Dec 2020
Commercialisation and Insourcing	<ul style="list-style-type: none"> <li>▪ Commercialisation and Insourcing Strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Contribution to Financial Security Target for 2021/22-2023/24</li> </ul>	Control		Yes	Sept 2020