

## **GEDLING BOROUGH COUNCIL RESET STRATEGY RELATING TO THE COVID-19 PANDEMIC 2020**

### **1. Aim of the Strategy**

This Reset Strategy sets out the Council's approach to recovery in response to the Covid-19 pandemic ("the pandemic"). It is recognised that the recovery process will run in parallel with the response phase, until the formal handover from response to recovery takes place. It is important that the handover from response to recovery is clearly acknowledged and communicated.

This Strategy covers:

- The differences between Response, Recovery and Regeneration recognising there is often an overlap between them.
- The purpose and principles of the recovery process.
- The Council's strategic objectives.
- The structure which will enable oversight and delivery of the Reset action plans.
- How the Reset Strategy will be delivered.

### **2. Definitions**

For the purposes of this Reset Strategy, the Response phase is:

*The actions taken to deal with the immediate effects of the pandemic.*

It is distinct from, but will overlap with, Recovery which is defined as:

*The process of rebuilding, restoring and rehabilitating the community, business and council following the pandemic.*

The current situation also presents an opportunity for regeneration, with Regeneration being defined as:

*The process of transformation and revitalisation.*

In relation to the Council, this transformation may be achieved by different ways of working. In relation to the borough, it could be achieved through building new homes or commercial buildings, raising aspirations, improving skills and improving the environment whilst introducing new people and dynamism to an area.

### **3. Purpose and Principles of Recovery**

There are three different aspects to recovery from a pandemic. Understanding the impact on:

- our residents and communities and how we can support them towards management of their own recovery.
- our businesses and how we can support them towards management of their own recovery.
- the Council, its staff, its finances and the services it provides and how we can not only restore services, but also transform service provision and working practices.

The Council will follow the following principles of recovery:

- Recovery is an enabling and supportive process, which allows residents, communities and businesses to attain a proper level of functioning through the provision of information, specialist services and resources.
- It is recognised that recovery will be complex and protracted and the needs of residents, communities and businesses may change over time. The Reset action plan will therefore need to be dynamic to respond to these changes.
- Recovery is not just a matter for the Council - the private sector and the wider community and a number of key stakeholders will play a crucial role.
- It is recognised that the Council will contribute to the delivery of recovery plans prepared by key partners, particularly in its public safety and public health role.
- Recovery will be most effective when conducted at a local level with the active participation of the affected residents, communities and businesses in decision making and delivery.
- Recovery will inform the future role of the Council, communities, business and key partners and also shape these future relationships.
- The Council's recovery is vital to ensure there is capacity to deliver the wider Reset plans.
- Elected Members have an important role in the recovery process and need to be regularly updated on progress.
- Recovery will be driven by a balanced, affordable, data led recovery action plan that can be quickly implemented.
- Recovery will be appropriately prioritised and resourced. To ensure delivery of the reset plans, the temptation for all council staff to simply return to the 'day job' and catch up will be resisted and actively managed.
- It is recognised that some existing Gedling Plan actions will support recovery and new activity will become part of mainstream council business.
- Effective, coordinated and regular communications must be embedded in the recovery process.

### **4. Strategic Objectives**

The Council will not simply set out recovery plans to return to the pre-Covid-19 status quo but will take the opportunity to 'build back better'. The Council will take the opportunity to increase resilience and to transform and revitalise the borough, our communities and the organisation.

The Council's strategic objectives in relation to each of the three aspects set out above are:

### Residents and Communities

- Public confidence has returned and the community is reassured.
- Voluntary and community organisations have stepped down from their response role and resume their role to support communities.
- Shielded and vulnerable residents have returned to their regular life and services supporting them have transferred to business as usual or have stepped down.
- Communities re-establish their new 'normality' with a return to socially and physically active lifestyles.
- The emerging needs of residents have been identified and appropriate support provided.
- Communities have a voice and are listened to when planning and shaping services.
- A pro-active and integrated framework of support to communities is established.
- Community capacity and volunteering evident throughout the borough is harnessed and further developed.
- New voluntary and community groups are sustained, social networks restored and community capacity and reliance rebuilt.

### Businesses

- Business and retailer confidence is restored.
- Local businesses are trading normally.
- A pro-active and integrated framework of support to businesses is established.
- Tourism in the area has been re-established.
- Residents and visitors successfully 'rediscover' the borough and its local assets.
- Regeneration schemes that are vital to enabling economic recovery are delivered.

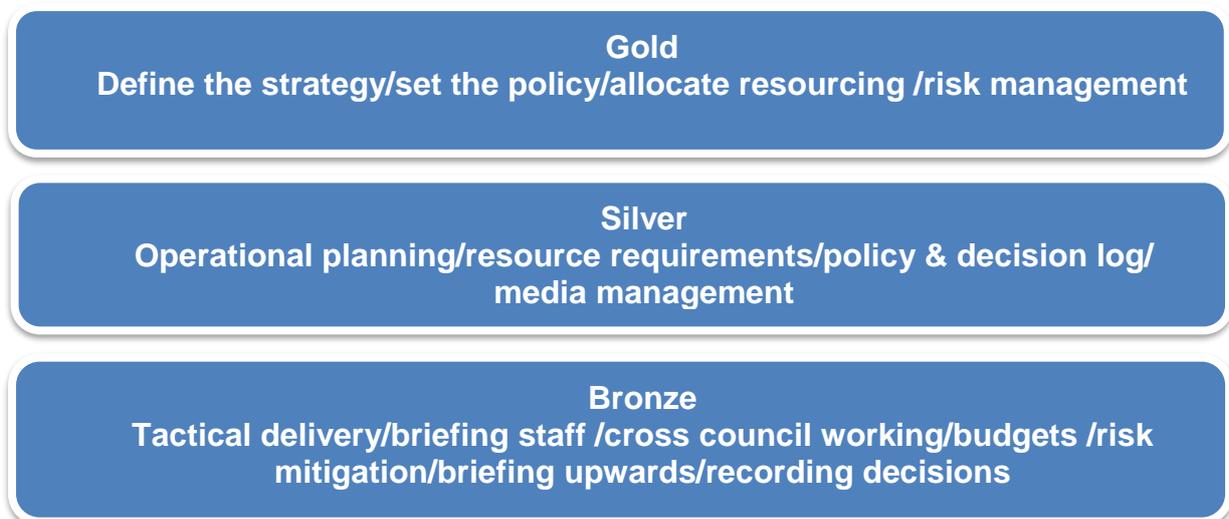
## Council

Finances	Front Line Services	Support Services
<ul style="list-style-type: none"> <li>• The Council’s transformation and efficiency programme is fully embedded and prioritised to support these strategic objectives.</li> <li>• Resources are effectively prioritised to ensure the successful delivery of the reset actions plans and the Gedling Plan.</li> <li>• A balanced annual budget is maintained.</li> <li>• A sustainable medium term financial plan is in place.</li> <li>• An appropriate level of reserves and cash balances are maintained.</li> <li>• Financial support provided by the council to residents and businesses is withdrawn in a gradual way to avoid creating ‘cliff edges’.</li> </ul>	<ul style="list-style-type: none"> <li>• Provide high quality services throughout the COVID-19 pandemic and be cognisant of that fact that we may need to adapt and change rapidly if there are further outbreaks in the county.</li> <li>• Ensure our offer remains flexible to meet customer demand levels and adaptable to enable delivery to be scaled up or down depending on work force availability.</li> <li>• Seek customer feedback concerning the confidence they have in the services we are offering and how adaptations can be made to continually improve our service design.</li> <li>• Encourage our staff to remain innovative and creative, looking for opportunities to redesign and improve our service offer to increase customer participation and satisfaction.</li> <li>• Safe reinstatement of all suspended council services.</li> </ul>	<ul style="list-style-type: none"> <li>• Coordinated and consistent messages to staff, the public and media are maintained.</li> <li>• Flexible working arrangements and working patterns are the norm rather than the exception.</li> <li>• Democratic governance and decision making is fully re-instated and emergency powers are stepped down.</li> <li>• More agile and effective decision making processes are in place which enable decisions to be made with speed and ease.</li> <li>• Increased digital interaction with customers throughout the response phase is further expanded.</li> <li>• Appropriate safe systems of working are in place at all times.</li> <li>• Environmental gains from the pandemic including reduced air pollution and car travel are as far as possible preserved.</li> </ul>

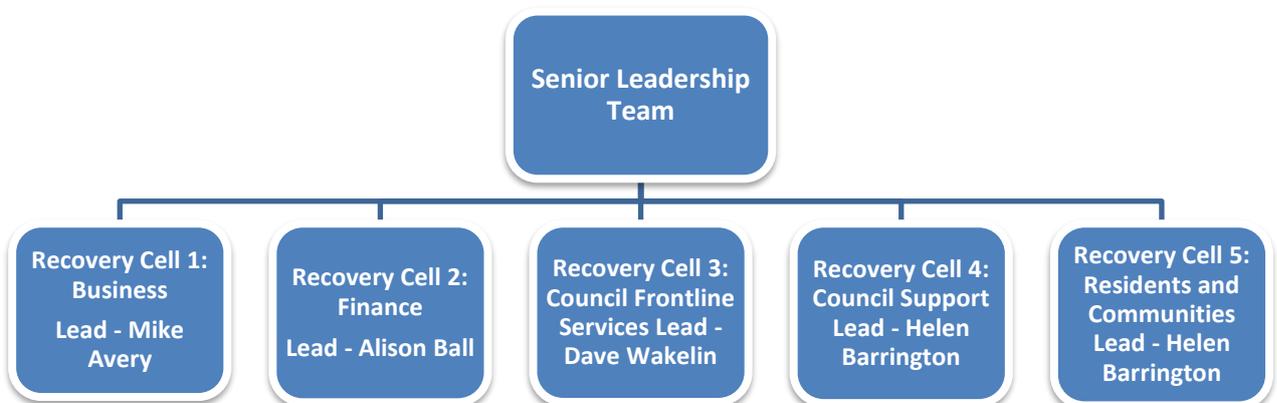
## 5. Reset Structure

An established Nottingham and Nottinghamshire Local Resilience Forum structure for emergencies is in place and the Council has been represented at the Strategic Co-ordinating Group, Tactical Co-ordinating Group and various sub-groups as part of the Response phase. The LRF Recovery Co-ordinating Group has been activated and the Council will ensure continued representation.

The Council will also have its own structure in place to oversee the preparation and delivery of the Reset Action Plan. These will follow the recognised gold, silver and bronze command structures:



Five specific cells have been identified as follows:



These will be supported by appropriate officers across the Council and the Covid-19 Incident Management Team (IMT) Reset which will:

- take a corporate approach overseeing the emerging Reset Strategy of the Council
- coordinate our response to Government's Recovery Roadmap and other emerging guidance
- co-ordinate our Reset work with the wider LRF partners
- work alongside the Covid-19 IMT Response group on the transition from Response to Reset to avoid duplication and ensure effective business continuity.

In addition it is important to recognise the important role Elected Members have to play in ensuring the success of the recovery process. Executive Members will of course set the Council's strategic direction and make significant decisions. However all Members, as community leaders will be able to identify problems and vulnerabilities in their wards that may require priority attention and feed this into the recovery process. They also have a very important role in disseminating credible information and advice and providing community reassurance.

It is recognised that the Council will not deliver its Reset Strategy alone and will seek the support of and work with a number of stakeholders and other organisations. This will include other local authorities, Parish Councils, Health, Police, Fire, the voluntary sector, faith groups, the Local Enterprise Partnership and Chamber of Commerce.

The formal Reset structures will be stood down when there is no longer the need for multi-departmental coordination and all remaining issues can be dealt with by officers as part of normal business. Depending on the issues some groups may stand down sooner than others.

## **6. Delivering the Reset Strategy**

The impact of this pandemic is unprecedented and goes well beyond those who have been infected with Covid-19 and the vital health services who have treated them. It is hard to identify any area of 'normal' life which has not been affected.

It is clear that the pandemic has affected communities and businesses in a wide variety of ways. For the Council, some services have ceased, some have predominantly continued as before and many service areas have had to cope with additional or new demand. To understand what recovery comprises, it is therefore necessary to understand who has been affected and how.

In order to scope and prioritise the reset action plan it is important to understand how the pandemic identify residents, communities, businesses and the Council itself.

The Council will therefore assess the impact of the pandemic to gauge the scale and effect it has had on residents, communities, businesses and the Council. Whilst there will be common issues arising and the assessments will overlap, it should be recognised that the needs of businesses will often be significantly different from residents, it is appropriate to assess the impacts separately.

These assessments will be dynamic and will need to be reviewed and updated as new information is obtained. The cycle of assessment of impact will continue until the situation has returned to normal or as close to normal as can be expected. The frequency of reassessment will gradually become longer until there is no longer any further benefit to be gained, or that the situation has been accepted or fully resolved.

These assessments will inform what actions are required to rebuild, restore and rehabilitate the community, business and Council. The actions need to be SMART (Specific, Measurable, Achievable, Realistic and Time Based) and meet the strategic objectives set out above.

As referred to above, the current situation also presents an opportunity for regeneration. The impact assessments will also inform where transformation and revitalisation will be delivered and the necessary actions to achieve this. These actions will also need to be SMART and will form part of the Reset Action Plans.

The Council has incurred expenditure in responding to the pandemic and suffered a significant reduction in income and whilst some additional funding has already been received from government it is not clear whether it will be fully reimbursed. It is important that the Council's financial position and affordability is fundamental to the assessment of whether a proposed action is achievable.

Prior to the pandemic, the Council had developed a more integrated delivery model, in areas such as health, communities and public protection; with delivery dependent on funding from key partners. It is therefore important that there should be an understanding of the impact of the pandemic on our key partners such as Integrated Care Partnerships, Primary Care Networks, Police, Fire and NCC (including community based services commissioned by health and CCG). These assessments will identify opportunity for an integrated plan supported by wider resources and capacity.

As delivery of the Reset Strategy will run in parallel with the response phase it is important that both are appropriately prioritised and resourced.

When the impact assessments are reviewed and updated, the action plans will also be regularly reviewed. Senior Leadership Team will:

- agree and monitor the progress of action plans.
- prioritise and resolve conflicting issues on what needs to be done within the resources available.
- continuously evaluate the delivery of the Reset Strategy and capture and action any issues identified as necessary.

## **7. Record Keeping**

The need for accurate record keeping is of paramount importance as any response to and recovery from an emergency always has the potential to expose the Council to an inquiry or litigation.

Comprehensive records of timings, notifications, risks, decisions, actions and expenditure will be kept.