COVID-19: From response to recovery in Reigate & Banstead

Member briefing note

1. Reigate & Banstead's emergency response so far

1.1 Our emergency response is operating smoothly and making a huge difference to those who need help (based on info available at 29 April):
   a. Around 1,300 welfare calls weekly to vulnerable residents, carried out by around 50 redeployed staff and volunteers
   b. £19m in business grants paid out to over 1,350 local businesses
   c. Harlequin community support centre (CSC) established, which has dispatched over 800 food packages and over 700 hot meals
   d. Nearly 6200 items distributed into the foodbank network via our CSC
   e. Nearly 900 new volunteers registered to help out in the local area
   f. 22 additional people in temporary accommodate due to COVID-19 response

2. Planning for recovery

2.1 As our emergency response beds in (and in due course starts to scale back) the Council will move into the recovery phase.

2.2 The recovery stage will be lengthy given the scale and extent of the emergency and the extended period of readjustment that our communities and local economy will need.
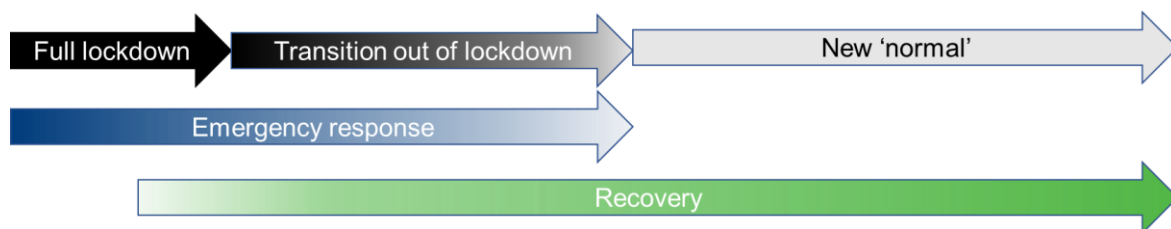
3. The principles behind our recovery

3.1 As a Council, we will not be returning to exactly 'how things were' this week, this month and probably not even this year.

3.2 With that in mind, we have set some principles to guide how we work for the foreseeable future (starting with 2020/21).

The principles underpinning our recovery
➢ Maintain core essential and statutory services
➢ Provide targeted support for those who need it most
➢ Draw on resources within our communities to help us
➢ Strengthen our place in the community and the role of councillors as community leaders
➢ Manage expectations about non-core activities and encourage personal responsibility
➢ Become more efficient by maintaining new and different ways of working
➢ Invest responsibly to help secure the future wellbeing and resilience of the borough

4.   Recovery phases

4.1   There will be three phases to our recovery planning.

4.2   **Phase 1: Transition.** Managing the transition out of lockdown and embedding vital core services in the short term.

This means making sure we are able to continue to deliver welfare support while also bringing back on stream the services that will be needed as lockdown begins to be lifted.

4.3   **Phase 2: Strategic recovery.** Co-ordinating the return of the wider range of Council services and activities to a more normal footing

This means enabling Council services not directly associated with our emergency response to start to return to business as usual.

4.4   **Phase 3: Service transformation.** Planning and designing the future focus of Council services and activities based on what we have learned.

As well as the challenges of responding to COVID-19 there are also opportunities to build on some of the new ways of operating that have emerged in recent weeks.

5.   Recovery workstreams

5.1   To take forward work across these three phases, we have identified five workstreams. More information about each workstream in included in **Annex 1.**

Our five recovery workstreams

Community connections, including supporting vulnerable residents

Supporting local businesses and the local economy to recover

Council services and project recovery

Finances and income to fund future services

New ways of working and models of service delivery

5.2   Our recovery work is being overseen by the Recovery Steering Group, comprised of the Leader and Deputy Leader, the Chief Executive and Directors.

a.   Each recovery workstream will have 2 Lead Executive members and one or more lead Heads of Service

b.   They will be supported by other staff teams across the Council and (if needed) external expertise. Communications will be a central consideration across all workstreams.

c. Regular member updates will be provided as well as the opportunity for scrutiny.

5.3 **Annex 2** provides more information.

6. Timeframes

6.1 It is clear that the transition out of lockdown and back to 'normal life' is going to take some time.

6.2 The diagram below shows anticipated timeframes for the three phases of recovery work. *Note that timeframes are approximate and dependent on local resources and the national government's approach to lifting lockdown.*

May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb

Recovery Phase 1: Transition

Recovery Phase 2: Strategic recovery

Recovery Phase 3: Service transformation

6.3 Early phase 3 work will inform service & financial planning for 2021/22, but it is likely that this phase will take a number of years to fully implement.

7. Next steps

7.1 Further information and updates will be provided as the recovery workstreams get underway.

7.2 In the meantime, if you have any questions, please contact:

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- Officer contact: catherine.rose@reigate-banstead.gov.uk

Annex 1: Further detail about workstreams

Cross cutting workstream: New ways of working and models of service delivery
- Developing new ways of working within the Council (officer & member)
- Delivery of services in partnership with public, private or voluntary sector organisations
- New models of service delivery associated with new ways of working
- Supporting staff and maintaining organisational culture

Transition workstream: Community connections, including supporting vulnerable residents
- Working with local communities to strengthen grass-roots support networks
- Manage transition out of lockdown/shielding for those we are currently supporting
- Manage impact of lifting central government requirements/restrictions
- Understand future needs of vulnerable/newly vulnerable residents
- Determine appropriate type and level of future Council support for communities and vulnerable residents

Transition workstream: Supporting local businesses and the local economy to recover
- Understand the support local businesses want
- Determine appropriate type and level of support the Council should provide
- Support entrepreneurship and connect skills and employment providers with local workers
- Identify opportunities to ensure longer term health of town and village centres

Transition workstream: Council services and projects recovery
- Ensure sustainability of core and statutory services
- Identify and maintain progress on key projects
- Planning in relation to non-statutory services
- Planning in relation to on 'on-hold' projects and work areas

Transition workstream: Finances and income to fund future services
- Manage 2020/21 budget and financial impact of emergency response
- Review commercial income generation parameters and priorities
- Review commercial governance arrangements
- Explore opportunities for efficiencies associated with new ways of working

Annex 2: Summary of working structures and member reporting