



Recovery Strategy

Cabinet Briefing September 2020



Gyda'n gilydd gallwn ni i gyd helpu i gadw **Sir y Fflint** yn ddiogel

Together we can all help to keep **Flintshire** safe

Purpose of the Presentation

- to present the outline of the developing Recovery Strategy
- to agree the set of five recommendations for the Recovery Strategy and the next steps
- to open a series of consultations with the Overview and Scrutiny Committees prior to adoption of a final version of the Recovery Strategy for publication in October in an accessible and graphic format

Recommendations

- approve the structure, objectives and core content of the Recovery Strategy
- note and endorse (1) the risk registers and mitigating actions (2) the set of strategic priorities for recovery in 2020/21 (3) the set of revised performance indicator targets for 2020/21
- invite the Overview and Scrutiny Committees to support recovery
- agree to publication of the final Recovery Strategy in graphic form in October following consultation with the Overview and Scrutiny Committees
- to receive monthly Recovery Strategy progress reports from November



Structure of the Recovery Strategy

1. the chronology of the emergency response phase and transition to recovery
2. the handover arrangements for recovery
3. organisational recovery of the corporate organisation
4. community recovery of the communities we serve
5. strategic priorities and performance for the remainder of 2020/21
6. the roles the Council will play in regional recovery
7. the democratic governance of recovery

Objectives of the Recovery Strategy 1/5

Organisational Recovery

- the stabilisation of the finances of the organisation
- assuring the financial resilience of the organisation through medium-term financial planning
- a managed transition to new ways of working as an organisation e.g. greater digitisation, and expansive home/remote working
- the protection of the health and well-being of the workforce in the resumption of services

Objectives of the Recovery Strategy 2/5

Service Recovery

- the safe resumption of all services
- ensuring business continuity and resilience in all services
- the effective planning of emergency arrangements for services should there be a return to a second response phase

Objectives of the Recovery Strategy 3/5

Community Recovery

- the protection of the health and well-being of local communities
- support for and the protection of the most vulnerable in society
- the social recovery of communities
- the economic recovery of communities and local business sectors

Objectives of the Recovery Strategy 4/5

Regional Recovery

- full engagement with the developing regional recovery strategy as a category one respondent to civil emergencies and as a core member of the regional Recovery Coordinating Group
- effective local implementation of the regional *Prevention and Response* strategy for the pandemic
- effective co-leadership of the regional *Test, Trace and Protect* programme and the employer of test and trace local teams for the six local authorities
- effective local management of the *Test, Trace and Protect* programme

Objectives of the Recovery Strategy 5/5

Democratic Recovery

- the restoration of full democratic governance with a full diary of meetings
- a return to forward strategic planning e.g. the Council Plan, the Medium Term Financial Strategy



Recovery Strategy

Part 1

Chronology and Transition from Response

Chronology

- Covid-19 became recognised and established as an international pandemic throughout January and February
- UK and Welsh Governments began to contingency plan in early March
- Welsh Civil Contingencies command arrangements - from national to regional level - were set-up under national direction from COBRA
- the North Wales Strategic Co-ordination Group (SCG) (which is also called the Local Resilience Forum (LRF) first met w/c 09.03

Local Chronology

Cabinet made the first official Council statement on 17.03.20

“This is a fast-developing and changing national and international situation. Be assured that we have full business continuity planning in place across our services in readiness.

The regional planning and response for North Wales is led by the Strategic Coordination Group (SCG), a group made up of senior professionals from health, emergency and public service partners. We are a very active member of SCG through the Chief Executive and other lead officers.

Although we (as the Council) play a very important role, we are not the lead in the public eye and must work to national and regional advice and direction.

The situation will develop quickly and we will make decisions on prioritising our resources for the most critical services as necessary.

We appeal for all to help us maintain a sense of calm, to show personal responsibility in following national advice, and to contribute to community and family actions to support the most vulnerable wherever you can.” (Extracts taken from the full statement)

Local Chronology

- internal Emergency Management Response Team (EMRT) led by Chief Executive set-up and meeting twice-weekly from 17.03 - following a preparatory Chief Officer Team meeting held on 11.03
- first service closure or restricted access decisions begin to be made based on Government guidelines, national trends and public behaviour
- first impact came on 12.03 with restricted visitor access to our care homes. From 18.03 Aura – leisure and libraries services (national guidelines and loss of patronage) and Theatr Clwyd (national guidelines and loss of patronage) were closed, and green waste collections were suspended (to re-allocate crews to essential waste collections services) with the closure of Household Recycling Centres close behind
- a series of service closures and major adjustments rapidly followed e.g. the opening of community hubs for the children of key workers

Response Objectives

- to ensure business continuity in critical Council services
- to protect the resilience of the Council as an organisation
- to protect the health and well-being of our workforce
- to protect the most vulnerable service clients and those in need
- to co-manage the response to the pandemic with category one respondents in the regional Strategic Coordinating Group through the development and implementation of effective regional strategies

Critical Services and Key Workers

- critical services are classed as those which protect life, protect the vulnerable, ensure public safety, and/or keep the transport infrastructure open and help workers to do their job
- the list of principal critical services was listed on the Council website
- key workers are those who provide these services directly, manage them, or provide support services for them to function
- key workers are allowed to travel to a workplace if they cannot work remotely from home or remotely. All key workers had a written authorisation to travel which is to be shown with their Council issued ID badge if challenged
- the list of critical services and key worker occupational groups is kept under continuous review

Command Structure - Hierarchy

Emergency Management Response Team (EMRT) - Gold

- directing strategy and making principal decisions
- co-ordination of tactical groups and any inter-dependent activities
- risk evaluation and management
- escalation to regional and national decision-makers as required

Tactical Groups and Leads - Silver

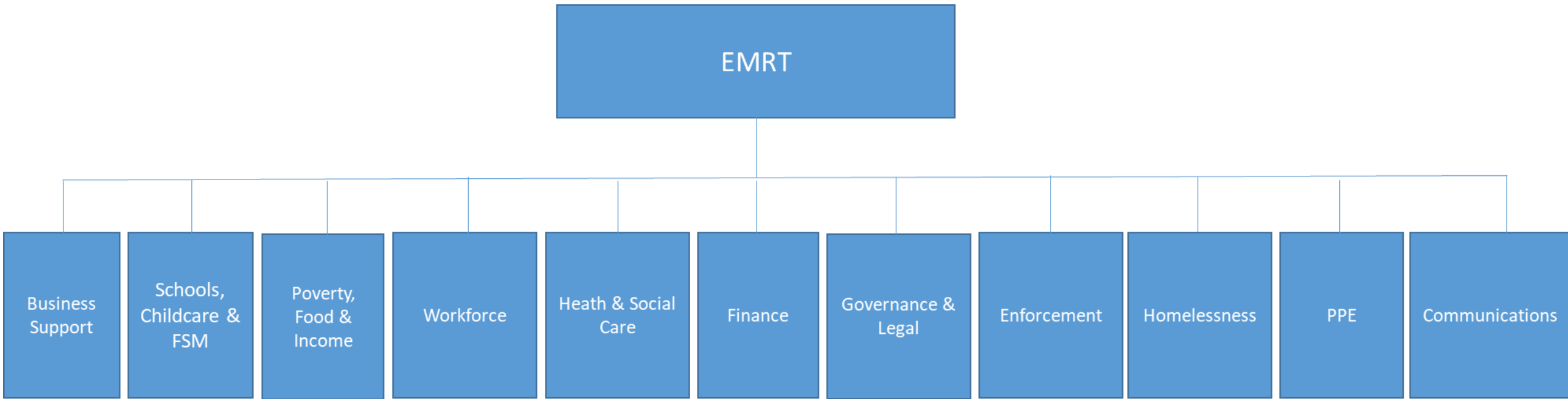
- direct strategy and decision-making in areas of specialism/delegation
- risk evaluation and management
- escalation of decisions/risks to EMRT as required

Operational Groups and Leads - Bronze

- implement strategy and make operational decisions within delegations



Command Structure



Command Structure – People and Groups

Emergency Management Response Team (EMRT) - Gold

- Chief Executive (Gold Command), Chief Officers and all silver leads
- Executive, Emergency Management Team and Communications Team support with a recorder (called a *Loggist*)

Tactical Groups and Leads (x 11) - Silver

- Personal Protective Equipment (Vanessa Johnson), Health and Social Care (Jane Davies), School Childcare and Free School Meals (Claire Homard), Poverty (Jen Griffiths), Support for Local Business (Dave Barnes and Niall Waller as joint leads), Enforcement (Andy Farrow), Finance (Gary Ferguson), Workforce (Sharon Carney), Governance and Legal (Gareth Owens), Homelessness (Neal Cockerton) and Communications (Claire Homard)

Operational Groups and Leads - Bronze

- various groups and lead bronzes

**all meetings are fully logged for an audit trail of decision-making and risk management*

Corporate Finance

- a detailed tracker of all revenue and capital risks was updated weekly
- a cash-flow tracker – to ensure that the Council is in liquidity – was updated weekly
- all financial decisions were managed within the command hierarchy
- financial risks were mitigated through (1) controls of non-essential expenditure (2) use of *Furlough* scheme for trading services and (3) access to special national funds and grants
- emergency support has been given to some ADMs/CATs on request
- an emergency holding fund was set-up from reserves (£3.0m)
- we worked closely with WLGA and WG on financial risk profiling, and in accessing national financial support to ensure liquidity

Council Workforce

We as an employer:-

- observed all national guidance and following best practice guidelines of national organisations, such as ACAS, as an ethical employer
- worked closely with UNISON and the recognised local trade unions, including the teaching unions in our planning and decision-making
- frequently reviewed our advice on safe working practices due to constantly changing occupational health and safety advice
- provided collective and individual support to our workforce with our Occupational Health service
- issued bulletins with updates and advice to the workforce and managers
- worked closely with WLGA and WG on employment policy advice

Public Communications

- Cabinet statement issued 17.03
- joint statement from Leader and Chief Executive on (1) essential services list (2) Council Tax (3) fees and charges and refunds and (4) working together issued 26.03
- daily update of Council website
- frequent update of set of FAQs on Council website
- daily press statements and releases
- public sign-up for Govdelivery and *Your Council* news bulletins
- continuous Social Media feed
- use of bespoke Council logo *Fighting Coronavirus COVID-19*
- special campaigns such as our *Local Heroes* front-line workers

Workforce Communications

- joint statement from Leader and Chief Executive expressing appreciation and gratitude issued 31.03
- further statements from Colin Everett and Sharon Carney
- private messages of appreciation to work teams and individuals
- frequent update of Infonet pages
- frequent update of set of FAQs with reissue as a workforce communication
- frequent issue of advice to managers to be able to advice on FAQs and employment policies and practices
- use of bespoke Council logo **Fighting Coronavirus COVID-19**
- involvement of work teams in our *Local Heroes* campaign

Member Communications

- sequentially numbered and frequent information bulletins to members
- regular update and reissue of set of FAQs for members
- issue of service operational contact managers for member contact and case referrals
- quick turnaround of member referrals by Chief Officers and operational contact managers
- twice-weekly Cabinet briefings (by telecom)
- weekly Group Leader briefings (by telecom)
- restoration of some democratic function e.g. urgent executive decision-making, and planning

Emergence from Response

- EMRT stood down at end July following an intensive five-month period of response and 32 full meetings
- this was synchronised with the standing-down of the regional Strategic Coordinating Group (SCG)
- services which had been affected were being resumed/restored in stages according to Government guidelines and permissions, and opportunity
- regional recovery structures had been set up and were working in shadow form in readiness for handover
- local recovery structures had been set up and were working in shadow form in readiness for handover

The Control Environment in Response

- assurance work by Internal Audit on the control environment, the emergency financial decisions made, and the management of the cost and reclaim processes for access to the national hardship and other funds set aside by Welsh Government to assist councils
- assessment work by Audit Wales on (1) our response governance and operating model and (2) our communications strategy for response with positive feedback and a high level of assurance
- involvement of Audit Wales in observing local and regional recovery
- full progress/assurance reports to the Audit Committee in July and September with a high level of assurance confirmed by the Committee at both meetings

Some Local Achievements in Response 1/6

- **PPE:** by end of June over 3 million items of PPE distributed to care settings, and 100,000 to other operational work places; 80 operational care settings supported weekly; starter and emergency packs including sanitiser stations distributed to all schools; our stock control and distribution centre validated externally as an exemplar
- **Health and Social Care:** support for all commissioned care homes; PPE distribution and occupational and health and safety advice and support; opening of two temporary residential care homes; continuity of domiciliary care services; management of hardship fund support to care homes; volunteering support and use of the Single Point of Access (SPoA) service to support the vulnerable and isolated; continuity in Children's Services

Some Local Achievements in Response 2/6

- **Schools, Free School Meals and Childcare:** introduction of community childcare hubs in school settings for the children of key workers and vulnerable children with full catering support (22,500 places provided); safe and fully risk-assessed school environments; digitised remote learning; digitised youth services; delivery of up to 4,000 free meals to entitled families per day before replacement by the direct payments scheme; coordination of the summer play and care scheme in multiple locations for vulnerable children;
- **Poverty:** support offered to 6,000 shielding residents with 400 receiving intensive support; 47,000 meals delivered to shielding residents with 9,000 food parcels delivered to people in need by volunteer/deployed drivers by end of July; 700+ residents in financial difficulty supported; 1350 sheltered tenants received weekly contact and support

Some Local Achievements in Response 3/6

- **Homelessness:** no rough sleepers on our streets; success in life changing outcomes for our homeless clients with 30+ placements in accommodation; operation of our homeless hub 24/7 throughout with a temporary extension in capacity; Well-Fed (our food social enterprise) supplying nutritional meals to the hub; success in securing major capital and revenue grants from Welsh Government for our *Housing First* model
- **Business Support:** fast turnaround of business support grants and retail rate relief within three deals of notification of the new Government schemes; most applications for support processed within 72 hours; 2,600 business support grants and 1,200 rate reliefs processed to a total value of £47.5m; 93 business start-up bursaries at £2.5k each; 4,000 telephone calls with advice given to local businesses; support to our own commercial and industrial tenants with rent deferrals

Some Local Achievements in Response 4/6

- **Enforcement:** partnership management of enforcement operations e.g. North Wales Police; advice to the public and to businesses; specific enforcement activities; system for monitoring essential worker accommodation; system for requests to close public footpaths; safe re-opening of public spaces such as country parks and car parks
- **Finance:** management of Council finances and cash-flow; support for ADMs; negotiation of emergency funding by Welsh Government through the Welsh Local Government Association; successful claims against national Hardship Fund (£3.862m in Q1), Social Services Fund, and Income Loss Fund (£1.4m in Q1); support to the other tactical groups e.g. Social Care and Health for hardship payments to care homes; management of planned and new capital grant claims to Welsh Government; completion of the annual accounts and other critical tasks

Some Local Achievements in Response 5/6

- **Workforce:** comprehensive advice and guidance to managers and supervisors and the workforce; development of new policies and procedures; key worker support with 4,600 proof of status letters issued and reissued; occupational health advice and support services throughout; oversight of the employer antigen testing referral and support system; active involvement of the Trade Unions in planning and decision-making; support for successful Furlough Scheme applications for Aura, Newydd and Theatr Clwyd; oversight of risk assessments and plans for building re-openings and service resumptions;
- **Governance:** rapid transition to maximum home/remote working (1500 new home workers); emergency governance arrangements; maintaining the control environment for decision-making and resource management; leading role in advising Welsh Government on emergency legislation

Some Local Achievements in Response 6/6

- **Communications:** 48 GovDelivery public bulletins despatched with a reach of 23,000 people; 10 public information adverts placed in the *Flintshire Leader*; 95 specialist press releases issued; leaflets and booklets produced for the up to 500 shielding residents supported; comprehensive website content frequently updated; comprehensive social media strategy; 23 stakeholder FAQ issues; 27 Together Campaign workforce/service features; successful management of service change and resumption arrangements e.g. waste collection and HRC sites; comprehensive workforce communications strategy recognised as good practice by Trade Unions and Audit Wales

Summary of Regional Work in Response

- senior member of the regional Strategic Coordinating Group (SCG)
- leadership of the regional tactical group for Social Care
- co-leadership of the sub-regional group for personal protective equipment (PPE)
- senior member of the regional tactical group for emergency hospitals
- delivery partner for the eastern emergency hospital at Deeside
- management of the regional emergency planning team (NWC-REPs)
- oversight of the construction of a regional mortuary through NWC-REPs
- co-leadership of the development of the regional *Test, Trace and Protect* service - with Flintshire becoming the employer - and successful negotiation of a substantial national grant for the region
- leadership of the initial planning work for regional recovery



Recovery Strategy

Part 2

Handover to Recovery

Handover Arrangements

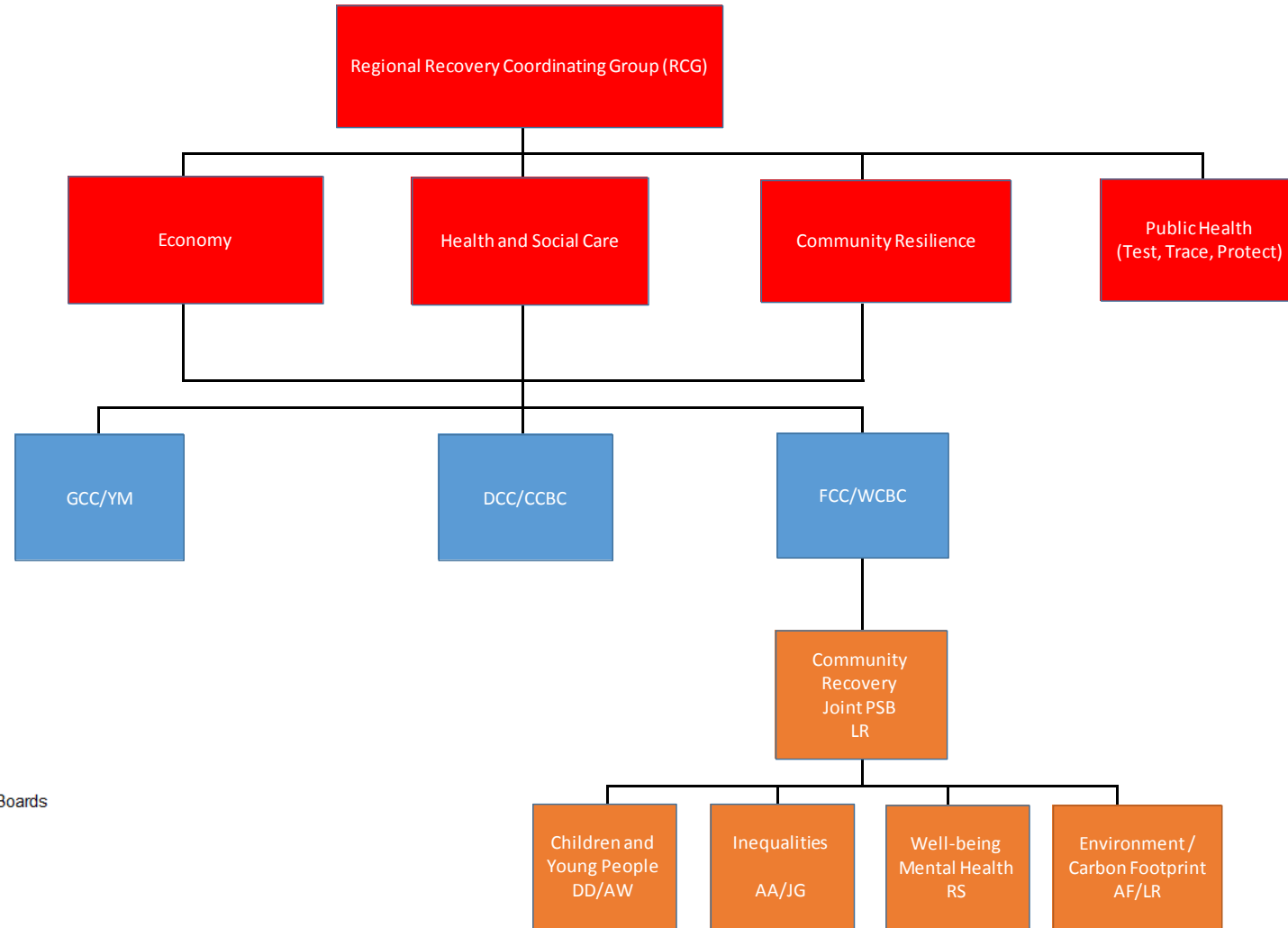
- all tactical silver response groups either closed down or transitioned into recovery tactical groups
- all tactical silver groups completed a formal handover report
- we established a set of comprehensive risk registers with active risk mitigation actions for the corporate organisation and for each of the five service portfolios
- each corporate and service portfolio had reviewed their respective business continuity plan and produced an operational business recovery plan
- both Internal Audit and Audit Wales reviewed and assured response and recovery arrangements on request


Transition in Governance Arrangements


- the regional Recovery Coordinating Group (RCG) formally stood-up to replace the SCG at the end of July
- the RCG is a senior professional group chaired by our own Chief Executive
- internally, the replacement professional governance structure for recovery 'stood-up' with an Organisational Recovery Group and a Community Recovery Group
- the Public Services Boards (PSBs) for Flintshire and Wrexham came together to plan strategic recovery for the Eastern Sub-Region
- the internal cross-party Member Recovery Board worked through and bridged the latter stages of the response phase and the early stages of the recovery phase to oversee recovery planning




Regional Recovery Structure



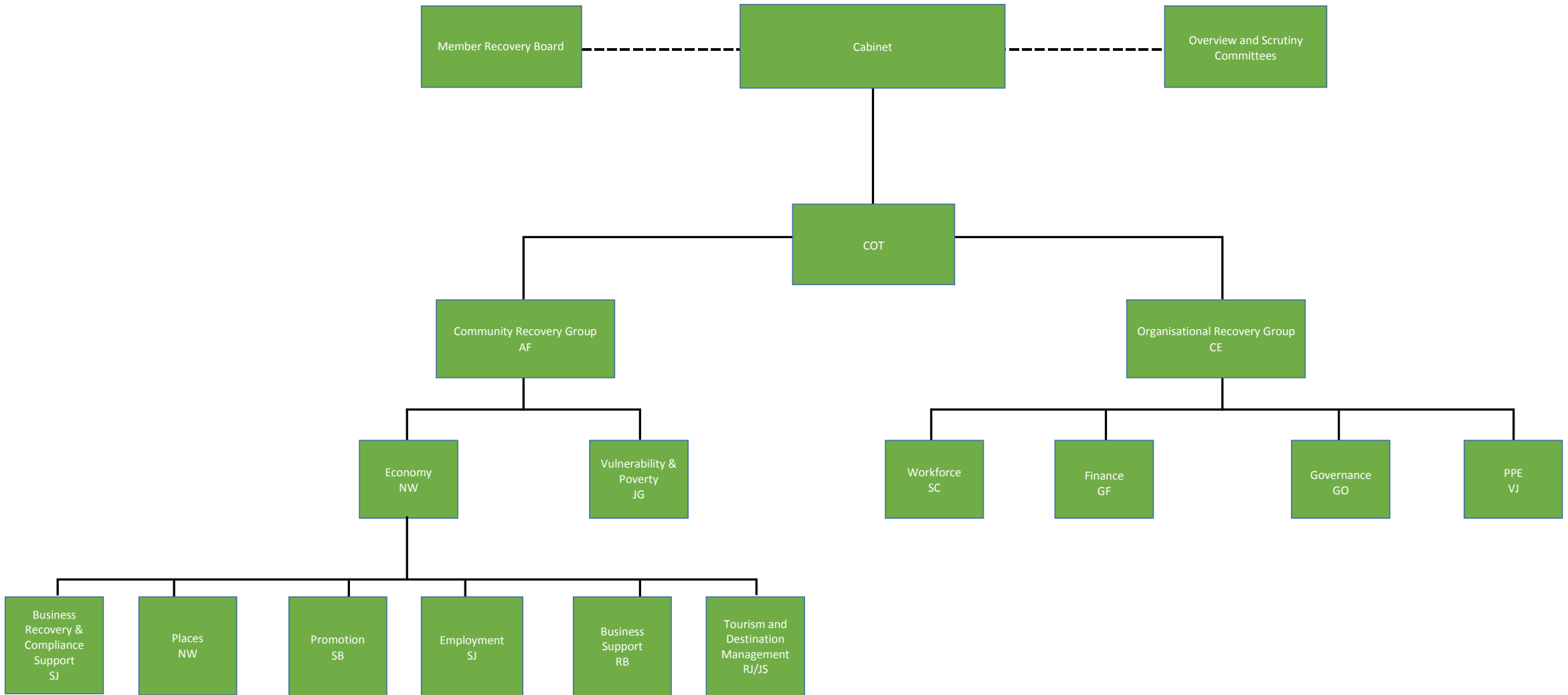
 Regional Recovery Themes

 Sub-Regional pairings based on three Public Services Boards

 Joint Group with WCBC identified



Local Recovery Structure



Terms of Reference

- the adopted terms of reference are available for the:-
 - regional Recovery Coordinating Group (RCG)
 - Member Recovery Board
 - joint Flintshire and Wrexham Public Services Board
 - Organisational Recovery Group
 - Community Recovery Group
 - Tactical Groups for both Organisational Recovery and Community Recovery



Recovery Strategy

Part 3

Organisational Recovery

Recovery Objectives - Organisation

- the stabilisation of the finances of the organisation
- assuring the financial resilience of the organisation through medium-term financial planning
- a managed transition to new ways of working as an organisation e.g. greater digitisation, and expansive home/remote working
- the protection of the health and well-being of the workforce in the resumption of services

Recovery Objectives - Services

- the safe resumption of all services
- ensuring business continuity and resilience in all services
- the effective planning of emergency arrangements for services should there be a return to a second response phase

Recovery Activities

- management and mitigation of risk (risk registers)
- implementation of Portfolio Recovery Business Plans
- resumption of forward strategic planning both in-year and beyond
- resetting and achievement of performance targets in-year
- resumption of joint work with external regulators

Personal Protective Equipment (PPE)

- demand and supply analysis for the workforce, schools and independent care homes
- procurement strategy and practice
- stock control
- distribution
- maintenance and issue of occupational health and safety guidelines



Recovery Strategy

Part 4

Community Recovery

Recovery Objectives

- the protection of the health and well-being of local communities
- support for and the protection of the most vulnerable in society
- social recovery of communities
- the economic recovery of communities and local business sectors

Community Recovery - Flintshire

- Community Recovery Group established
- two Tactical Recovery Sub-Groups:-
 - Economy (in place)
 - Vulnerability and Poverty (in transition from the Poverty Group)
- Economy Operational Groups
 - Business Recovery and Compliance Support
 - Places
 - Promotion
 - Employment
 - Business Support
 - Tourism and Destination Management

Community Recovery – Sub-Regional

- joint Public Services Board with Wrexham
- purpose: shared sub-regional priorities which are complex, can only be addressed through multi-partner collaboration, and cross boundaries e.g. the Health Board Eastern Area
- four shared Recovery themes agreed and in progress:
 - Environment and Carbon Reduction
 - Inequalities
 - Children and Young People
 - Mental Health and Well-being

Community Recovery - Environment

Green Spaces

Objective: to improve the quality, provision usage, accessibility to and promotion of our green spaces. This will include:

- improvements to biodiversity
- the promotion of active and affordable travel
- the use of our spaces to enhance local food supply



Community Recovery - Environment

Carbon Reduction

Objective: to address the challenges of climate change at the local level.

This will include:

- the promotion of renewable technologies
- procurement strategies which support the local economy
- the promotion of woodland planting
- the future use and design of our buildings
- the promotion of sustainable transport
- land use planning policies which support carbon reduction



Recovery Strategy

Part 5

Strategic Priorities and Performance

Council Plan and Performance

- need to see beyond the immediate recovery period and into the medium and longer-term e.g. Council Plan and Medium Term Financial Plan
- the Council Plan as our central strategic plan was not reviewed and readopted for 2020/21 – following annual review - due to the emergency disruption. The adopted plan covers the period to 2022/23 so provides a structure for forward planning. A draft annual review was completed for April workshops but was never presented
- Part 1 of the draft Council Plan has been reviewed and the parts which are key to recovery have been extracted for adoption
- all portfolios have adopted recovery business plans in support. All Performance Indicators (KPIs/PAMMs) have been reviewed and reset for 2020/21 and recommended for adoption

Recovery Planning - Council Plan

Selected priorities (see appendix to the report) for:

- » Streetscene and Transportation
- » Social Services
- » Housing and Assets
- » Planning and Environment
- » Governance
- » Human Resources and Organisational Development
- » Education and Youth

(financial recovery is part of the Medium Term Financial Plan)

Performance

- all key performance indicators/measures have been reviewed and their targets for the year reset
- the measures have been grouped into (1) recovery measures – key to recovery (2) portfolio measures – for operational continuity or (3) measures not carried forward – suspended for this year due to the interruption of the pandemic and/or data no longer being available or valid
- all service portfolios have been reviewed
- see appendix to the report



Recovery Strategy

Part 6

Regional Recovery

Recovery Objectives

- full engagement with the developing regional recovery strategy as a category one respondent to civil emergencies and as a core member of the regional Recovery Coordinating Group
- effective local implementation of the regional *Prevention and Response* strategy for the pandemic
- effective co-leadership of the regional *Test, Trace and Protect* programme and the employer of test and trace local teams for the six local authorities
- effective local management of the *Test, Trace and Protect* programme

Our Roles in Regional Recovery

- oversight of Regional Recovery by the Council Leaders through the Regional Partnership Board and other standing partnerships
- our Chief Executive chairs the regional Recovery Coordinating Group and represents the region nationally at a professional level
- Flintshire as the employer for the local *Test, Trace and Protect* teams
- local implementation of the regional *Protect and Response Plan*
- full participation in the four regional recovery themes:-
 - Economy – via Economic Ambition Board and Welsh Government
 - Health and Social Care – via Regional Partnership Board
 - Public Health – via Public Health Executive Group
 - Community Recovery – via our local and joint PSB work

Test, Trace and Protect Service

- effective local management of the Flintshire Tracing Team with high performance in reaching and advising 'index' cases and their contacts
- regional management of the employment model for the six local teams based in the local authorities as the regional employer
- support for the most vulnerable in communities who are impacted by restrictions of movement and activities/services, those who might need to self-isolate for personal protection, and those who have to self-isolate by direction e.g. positive test 'index' cases, inbound international travellers who have to quarantine (the protect work-stream)
- effective response to local incidents and outbreaks and deployment of resources across the region under mutual aid
- support for local enforcement activity

Prevention and Response Plan

- effective planning and implementation of the regional plan
- local assignment of roles, responsibilities and powers
- local prevention
- local primary prevention (measures to limit viral transmission risks)
- local secondary prevention (surveillance; sampling and testing)
- local tertiary prevention (management of clusters, incidents and outbreaks; mitigation and control)
- local communications
- local implementation, review and learning



Recovery Strategy

Part 7

Democratic Governance

Democratic Governance of Recovery

- Member Recovery Board hands-over to Cabinet and Overview and Scrutiny with forward planning of recovery risk management, portfolio recovery business plan objectives and performance targets, and strategic planning e.g. the Council Plan
- professional recovery model structure as set out with reporting arrangements to the Chief Officer Team, Cabinet and Overview and Scrutiny Committees
- joint PSB thematic work reports to Cabinet and Overview and Scrutiny Committees
- regular reporting of the role and contribution in supporting the four regional recovery priorities, and overall regional and national recovery strategies and plans to Cabinet and Members/Committees

Recovery Objectives

- the restoration of full democratic governance with a full diary of meetings
- a return to forward strategic planning e.g. the Council Plan, the Medium Term Financial Strategy

Recovery Activities

- restoration of forward work programmes for Cabinet and Overview and Scrutiny Committees
- resumption of strategic planning – Council Plan to 2022/23 from December
- resumption of financial planning – Medium Term Financial Plan from October