Recover, Reset, Renew
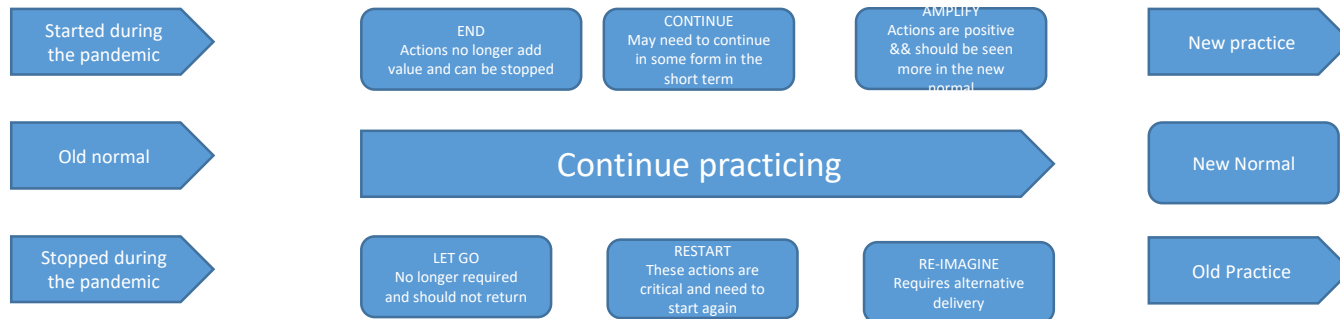# Appendix 2
Draft Impact Assesssment
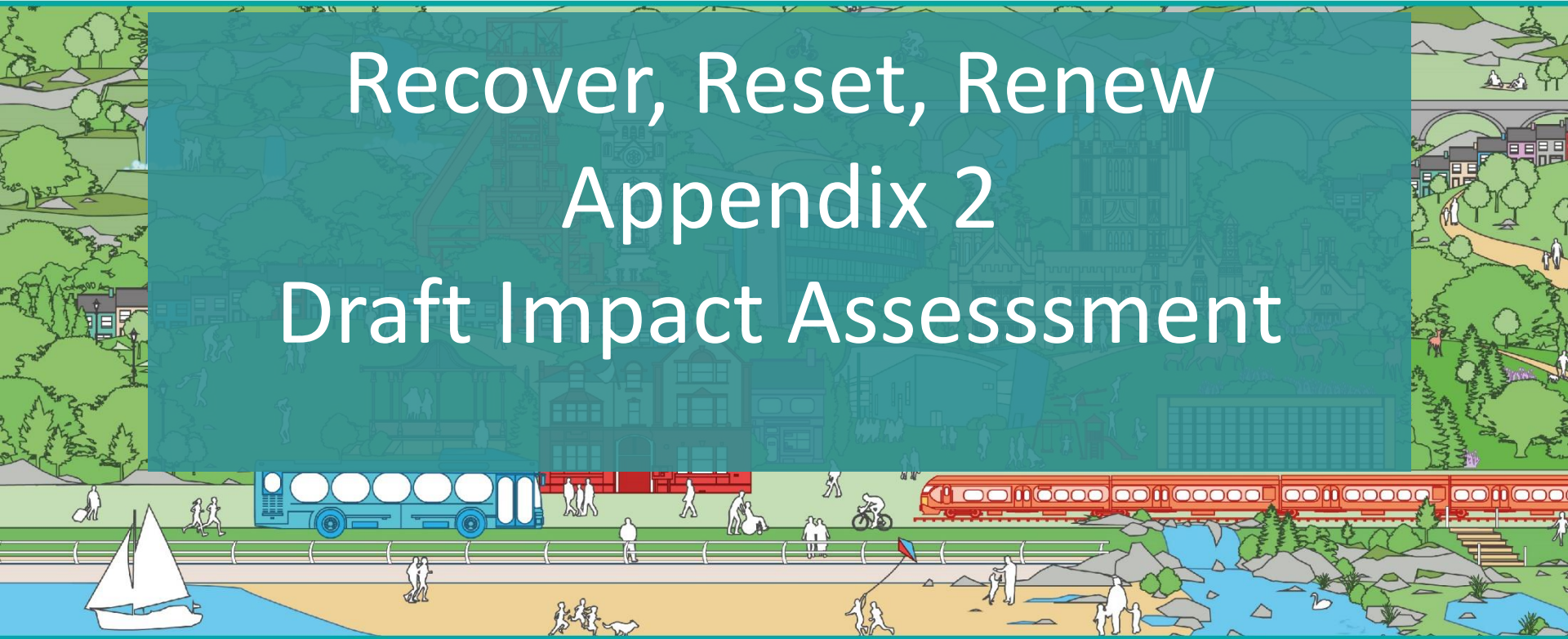
Corporate Recovery - context

- Covid-19 response mobilised 16th March 2020

- Two intensive waves where disease peaked - consequential impacts on Council services and our wider community

- In recent weeks the rate of Covid-19 has reduced as has positivity rates BUT

- Covid-19 has not gone away - we will need to continue to respond and adapt as the spread of the disease changes and to support any public health protection measures in force

- The plan for response runs in parallel with the recovery plan – we will need to be able to scale up and scale back response quickly if needed. This may mean that recovery plans will need to be re-prioritised and adapted over time;

- There are three identified phases for recovery (LGA):
  - A Re-opening Phase – supporting the safe restarting of activity as restrictions are lifted, whilst continuing to respond to the immediate demands of the pandemic;
  - A Recovery Phase – building confidence, supporting residents, businesses and employees as government removes support and restrictions;
  - A Renewal Phase – where activities and policies to support long term plans are put in place to deliver sustainable improvements in services and in social, economic and environmental outcomes

- Our recovery plan needs to be grounded in what makes sense for the county borough and local political priorities - it needs to also complement or be integrated into plans developed at regional or wider area levels

Corporate Recovery – context contd.

- Our recovery plan needs to be built on a sound understanding of what has changed as a result of the pandemic, our and others' roles in supporting recovery, what we can control and influence

- We need to involve and engage our workforce, elected members, residents, partners and other stakeholders

- We need to be clear about what resources we can draw on and how we will prioritise objectives and actions to reflect shared local ambitions

- Existing plans, policies, budgets, partnerships and other arrangements will need to be considered as to whether they remain relevant as we work through recovery

Started during the pandemic	END Actions no longer add value and can be stopped	CONTINUE May need to continue in some form in the short term	AMPLIFY Actions are positive && should be seen more in the new normal	New practice
Old normal		Continue practicing		New Normal
Stopped during the pandemic	LET GO No longer required and should not return	RESTART These actions are critical and need to start again	RE-IMAGINE Requires alternative delivery	Old Practice

Recover, Reset, Renew

An emerging framework

Recover - next 3/4 months

- Further stabilisation period

- Restrictions being lifted

- Services to be stood back up

- Health, Safety, Welfare

- Assessment – pent up demand; new demands/issues; fatigue etc

- Maintaining preparedness – 3rd wave?

- Planning for reset and renewal

Corporate Recovery – Context contd.

- Mega trends that will shape recovery:

Megatrends	Key Issues
Covid-19 induced recession	• Speed of recovery depends on global pandemic response • Potential long-term scarring effect on economic capability and social wellbeing
Covid-19 led inequalities	• Covid-19's disproportionate effect on the disadvantaged accentuates inequality • Young people, women and people from BAME backgrounds disproportionately impacted in terms of education and employment
Covid-19 originating pressures on public finances	• Demand for greater spending on health and social care • Costs of dealing with the consequences of Covid-19 • Uncertain public spending outlook • Impacts on income generation – council tax, fees and charges, etc – to fill the funding gap
Green recovery and decarbonisation	• Society has more appetite for clean, sustainable growth • New policy and service responses needed to deliver on this agenda
Digitisation	• Covid-19 has accelerated the growth of the digital economy, bringing changes to working patterns and skills requirements • Adds to inequalities challenges but also brings new strategic risks

Reset and Renew

Some initial thinking

Key Principles

- "One Council" approach
- Outcome-focused with services designed around the needs of the citizen/service user
- Leadership
- Empowered workforce and citizens
- Risk appetite
- Agile
- Prevention and early intervention
- Democratic leadership and oversight

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Cross-cutting themes

- Inequality/inequity

- Digital

- Zero Carbon/sustainability

- Affordability and value for money

- Collaboration

- Health protection and wellbeing

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Our economy – the big issues

- Impact of lost time in school

- Employability of young people

- Employability of other adults of working age

- % of the population in higher paid and secure work

- Local businesses – mixed picture

- Local business support – foundational economy; circular economy; digital capability; inward investor account management

- Economic Development Strategy –
  - Develop a local strategy that aligns with the region, Wales and the UK governments;
  - Build capacity to develop a pipeline of projects/programmes, including the capacity to put high quality bids together;
  - Programme and project delivery;
  - A local partnership which brings together key stakeholders

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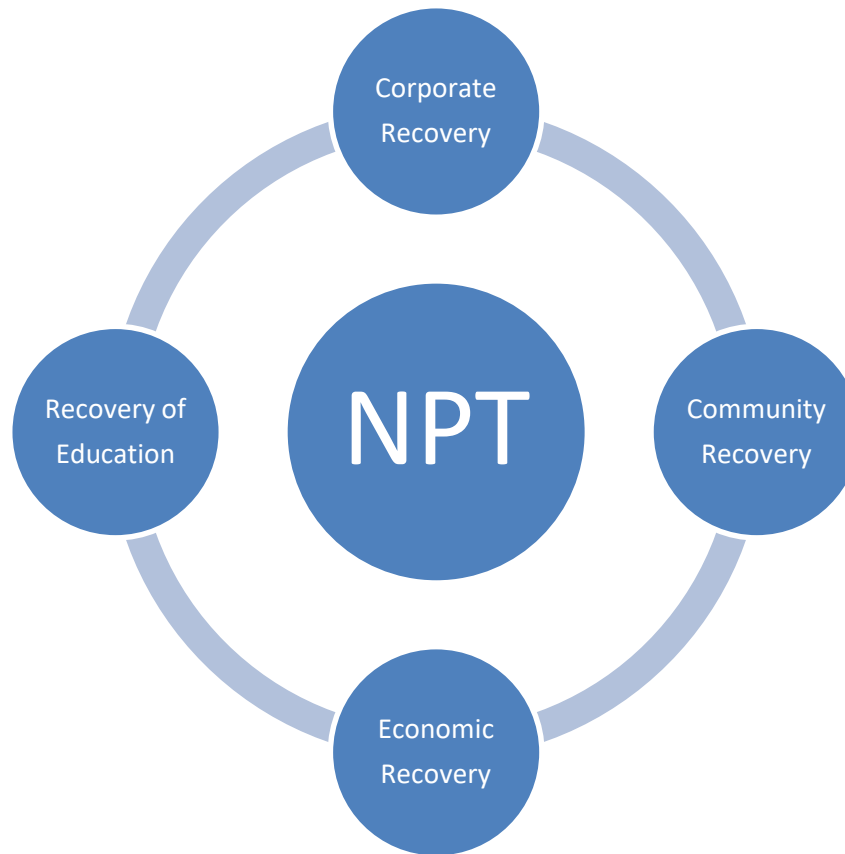
Our communities – the big issues

- Public health
- Housing and homelessness
- Place shaping:
  - town centres;
  - sense of place;
  - civic pride and active citizenship;
- Community development:
  - Community leadership
  - Community capacity and community networks;
  - Covid legacy issues – social isolation; mental health/wellbeing; physical wellbeing; domestic abuse; substance misuse; digital exclusion; poverty
  - Focus on optimising well-being; alignment/integration of prevention and early intervention programmes; environmental opportunities – active living; decarbonisation; foundational economy eg Buy Local; cultural opportunities – arts, Welsh language etc

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Our Council – the big issues

- Workforce:
    - Resilience, health and safety, wellbeing;
    - Succession planning, recruitment and retention challenges;
    - Skills;
    - Leadership and culture;
    - Working environment – the future of work?
- Services:
    - New models to ensure sustainability with greater use of digital approaches
- Performance:
    - Reaffirm priorities ad agree what 'good' and 'excellent' looks like post-Covid?
    - Local Government and Elections Act 2021
- Governance:
    - Financial resilience
    - Income generation
    - Corporate leadership
    - Political leadership – New W Govt impacts and Local Govt elections
    - Risk appetite

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A potential framework…

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Timetable

NOW	NOW	JUN-SEPT	OCT	NOV-FEB
Member & workforce engagement	Lessons learned & horizon scanning	External engagement 'Let'sTalk'conversation	Reset priorities, values, relationships and resources	Final consultation agree long term renewal priorities and realignment of resources

Peer Review

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